



Empowered lives.
Resilient nations.



United Nations Development Programme

Country: FIJI

PROJECT DOCUMENT

Project Title: Capacity Building For Mainstreaming MEA Objectives Into Inter-Ministerial Structures And Mechanisms

Regional 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

Executing Entity/Implementing Partner: Ministry of Local Government, Urban Development, Housing & Environment (MLGUDHE)

Implementing Entity/Responsible Partners: Ministry of Local Government, Urban Development, Housing & Environment (MLGUDHE) and UNDP

Brief Description:

This project is in line with the following CCCD Programme Objectives: i) CD 3 - Strengthening capacities to develop policy and legislative frameworks; ii) CD 4 - Strengthening capacities to implement and manage global convention guidelines; and, to some extent iii) CD 5 – Enhancing capacities to monitor and evaluate environmental impacts and trends. It is a direct response to the GEF-funded National Capacity Self-Assessment (NCSA) project conducted in Fiji during the period of 2006-2010, which, through its endorsement by the National Environment Council (NEC) in early 2010, prioritized cross-cutting capacity issues related to the implementation of the Rio Conventions. It addresses the identified cross-cutting issues including the review and formulation of relevant legislations and policies; the promotion and establishment of cross-sector cooperation; the establishment of proper performance and reporting mechanisms; the establishment of sustainable financing mechanisms; the establishment of a systematic research and monitoring system; the development and the support of relevant training and education; and the strengthening of communication and awareness raising. Through a learning-by-doing process, this project will strengthen the capacities of individuals and institutions involved in environmental management in Fiji to coordinate better, make better decisions addressing global environmental issues and mainstream global environmental issues into national legislation, policies, plans and programmes. Under the first component, the project will focus on assessing and structuring an improved consultative and decision-making process that effectively integrates global environmental objectives into existing national environmental legislation. The project will support the development of capacities of decision-makers to interpret and agree on how best to govern the environment in Fiji that not only meets national priorities, but also global environmental obligations. This component will focus on the processes to facilitate these decisions. This component will also include strengthening the process to engage, coordinate and collaborate with non-governmental stakeholders, such as NGOs, civil society, private sector and academia. Under the second component, the project will focus on reconciling and strengthening the set of legislative instruments - inclusive of key national policies and programmes – that are used to govern environmental management and ensure that these instruments are aligned with Fiji's MEA obligations. This will help Fiji to improve its compliance with various related Multilateral Environmental Agreement (MEAs), particularly the three Rio Conventions.

Programme Period:	2014-2017
Atlas Award ID:	00083221
Project ID:	00091812
PIMS #	4727
Start date:	Sept. 1, 2014
End Date	Aug. 31, 2017
Management Arrangements	NIM
PAC Meeting Date	12 Sep 2014

Total resources required	USD 1,786,364
Total allocated resources:	
• UNDP in-kind	USD 110,000
• Other:	
○ GEF	USD 611,364
○ Government cash	USD 965,000
○ Government in-kind	USD 100,000

<u>Agreed by:</u>		
Ministry of Local Government, Urban Development, Housing & Environment (MLGUDHE)	_____	_____
	Permanent Secretary	Date/Month/Year
<u>Agreed by:</u>		
United Nations Development Programme (UNDP)	_____	_____
	Resident Representative UNDP Fiji	Date/Month/Year

Table of Contents

ACRONYMS AND ABBREVIATIONS	4
PART I - PROJECT	6
A PROJECT SUMMARY	6
A.1 PROJECT RATIONALE	6
A.2 PROJECT STRATEGY	7
A.3 KEY INDICATORS, ASSUMPTIONS, AND RISKS	8
B COUNTRY OWNERSHIP	8
B.1 COUNTRY ELIGIBILITY	8
B.2 COUNTRY DRIVENNESS	9
<i>B.2.a National Capacity Self-Assessment</i>	10
<i>B.2.b Sustainable Development Context</i>	11
<i>B.2.c Policy and Legislative Context</i>	14
<i>B.2.d Institutional Context</i>	15
<i>B.2.e Barriers to Achieving Global Environmental Objectives</i>	19
C. PROGRAMME AND POLICY CONFORMITY	20
C.1 GEF PROGRAMME DESIGNATION AND CONFORMITY	20
<i>C.1.a Guidance from the Rio Conventions</i>	23
C.2 PROJECT DESIGN	25
<i>C.2.a GEF Alternative</i>	25
C.3 SUSTAINABILITY AND REPLICABILITY	30
<i>C.3.a Sustainability</i>	30
<i>C.3.b Replicability and Lessons Learned</i>	31
<i>C.3.c Risks and Assumptions</i>	32
C.4 STAKEHOLDER INVOLVEMENT	33
C.5 MONITORING AND EVALUATION	35
D. FINANCING	40
D.1 FINANCING PLAN	40
D.2 COST EFFECTIVENESS	44
D.3 CO-FINANCING	45
E. INSTITUTIONAL COORDINATION AND SUPPORT	45
E.1 CORE COMMITMENTS AND LINKAGES	45
<i>E.1.a Linkages to other activities and programmes</i>	45
E.2 IMPLEMENTATION AND EXECUTION ARRANGEMENTS	47
F LEGAL CONTEXT	51
PART II: ANNEXES	52
ANNEX 1: CAPACITY DEVELOPMENT SCORECARD	53
ANNEX 2: PROJECT RESULTS FRAMEWORK	59
ANNEX 3: OUTCOME BUDGET (GEF CONTRIBUTION AND CO-FINANCING)	63
ANNEX 4: PROVISIONAL WORK PLAN	65
ANNEX 5: TERMS OF REFERENCES	67
ANNEX 6: ENVIRONMENTAL AND SOCIAL REVIEW CRITERIA	70
ANNEX 7: PPG STATUS REPORT	71
ANNEX 8: LETTER OF AGREEMENT BETWEEN UNDP AND GOVERNMENT OF FIJI FOR THE PROVISION OF SUPPORT SERVICES	72
PART III: CO-FINANCING LETTERS	75

Acronyms and Abbreviations

APR	Annual Progress Report
AWP	Annual Work Plan
BPOA	Barbados Plan of Action
CB2	Capacity Building 2
CBO	Community Based Organization
CCCD	Cross-Cutting Capacity Development
CDM	Clean Development Mechanism
CEO	Chief Executive Officer
CITES	Convention on International Trade in Endangered Species
CO	Country Office
COP	Conference Of Parties
CPEIR	Climate Public Expenditure and Institutional Review
CRISP	Coral Reefs Initiative for the Pacific
CSO	Civil Society Organization
CTI	Coral Triangle Initiative
DOE	Direction of the Environment
DSA	Daily Subsistence Allowance
EIA	Environmental Impact Assessment
EMA	Environmental Management Act
FIRCA	Fiji Islands Revenue and Customs Authority
FLMMA	Fiji Locally Managed Marine Protected Area (Network)
FNU	Fiji National University
FREPP	Fiji Renewable Energy Power Project
GEF	Global Environment Facility
GHGI	Green House Gas Inventory
GMO	Genetically Modified Organism
HACT	Harmonized Approach to Cash Transfers
ITTA	International Tropical Timber Agreement
IUCN	International Union for Conservation of Nature
LMMA	Locally Managed Marine Area (Network)
MASLR	Ministry of Agriculture, Sugar and Land Resettlement
MCO	Multi-Country Office
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MEA	Multi-lateral Environmental Agreement
MESCAL	Mangrove Ecosystems for Climate Change and Livelihood
MOFA	Ministry of Foreign Affairs
MFSPNDS	Ministry of Finance, Strategic Planning, National Development and Statistics
MLGUDHE	Ministry of Local Government, Urban Development, Housing and Environment
MOA	Ministry of Agriculture
MPI	Ministry of Primary Industries
NAP	National Action Plan
NBSAP	National Biodiversity Strategy and Action Plan
NCCCC	National Climate Change Coordination Committee
NCSA	National Capacity Self-Assessment
NEC	National Environment Council
NGO	Non-Governmental Organization
NIM	National Implementation Modality

NIP	National Implementation Plan
NLCSC	National Land Care Steering Committee
NSAP	National Strategy and Action Plan
PB	Project Board
PBIF	Pacific Biodiversity Information Forum
PES	Payment of Ecosystem Services
PICCAP	Pacific Islands Climate Change Assistance Programme
PICT	Pacific Island Countries and Territories
PIF	Project Identification Form
PII	Pacific Invasive Initiative
PILN	Pacific Invasive Learning Network
PIR	Project Implementation Review
PMU	Project Management Unit
POP	Persistent Organic Pollutant
PPG	Project Preparation Grant
RCU	Regional Coordinating Unit
RDSSSED	Roadmap for Democracy and Sustainable Social and Economic Development
REDD+	Reduction Emissions form Deforestation and forest Degradation
RTA	Regional Technical Advisor
SBAA	Standard Basic Assistance Agreement
SC	Steering Committee
SIDS	Small Islands Developing States
SNC	Second National Communication
SPREP	Secretariat of the Pacific Regional Environment Programme
TWG	Technical Working Group
UN	United Nations
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNCLOS	United Nations Convention on the Law of the Sea
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNITAR	United Nations Institute for Training and Research
USP	University of the South Pacific
WWF	World Wildlife Fund

PART I - PROJECT

A Project Summary

A.1 Project Rationale

1. Fiji conducted a National Capacity Self-Assessment (NCSA) during the period of 2006-2010. This assessment, funded with a GEF grant, allowed stakeholders to review environmental issues, take stock of progress in addressing these issues as guided by the Rio Conventions, identify gaps in implementation and meeting Rio Convention obligations, identify causes of these gaps and determined actions to enhance capacity and address the gaps at three levels: systemic, institutional and individual. The main output of the NCSA was the National Strategy and Action Plan (NSAP 2010), which was endorsed by the National Environment Council (NEC) in early 2010. This action plan provides a set of recommended strategies and programmes for the development of national capacities in which support and assistance of both the Fiji Government and Donor Agencies is required to better address the three thematic areas of the Rio Conventions. Out of the six programmes provided by the NSAP, the NEC chose to endorse the second programme; “*Projects Addressing Cross-Cutting Issues*” which consists of seven projects: (1) Review and formulate relevant legislations and policies; (2) Promote and establish cross-sector cooperation; (3) Establish proper performance and reporting mechanisms; (4) Establish sustainable financing mechanisms; (5) Establish a systematic research and monitoring system; (6) Develop and support relevant training and education; (7) Strengthen communication and awareness raising. This is the basic rationale for this project.

2. Development in Fiji is driven by the *Roadmap for Democracy and Sustainable Socio-Economic Development 2010-2014 (RDSSED)*, which carries the theme “*A better Fiji for All*” and that is founded on the *Peoples’ Charter for Change, Peace & Progress*, which was formulated in 2008. Under these policy instruments, the government developed the *Strategic Framework for Change*; it is made up of 11 pillars, including the fifth (5th) pillar that is: “*Achieving Higher Economic Growth while Ensuring Sustainability*”. This project notably will contribute to that fifth (5th) pillar, under which the Government of Fiji is making a concerted effort in systemic strengthening for improved enforcement in some critical stakeholder agencies that directly link with the Environment Department, and so towards enhancing Fiji’s commitment towards MEAs that it is a Party to.

3. In early 2014, the government endorsed the *Fiji’s Transformation Framework for Green Growth*; a transformative tool to reframe the conventional growth model and re-assess future investment decisions on natural resource utilization for economic growth. This strategy fosters economic growth, help achieve climate change resilience, promote social equity and protect the environment for sustainable development by forging strong partnerships at all levels of the society, while putting environmental concerns on an equal footing with economic and social concerns. It includes planned actions in 10 key thematic areas including building climate change resilience, sustainable resource management, greening industries, etc.

4. Environmental thematic policies have also been developed/updated recently in Fiji. It includes Fiji’s Climate Change Policy document, which was recently formalized by the Climate Change Unit of the Ministry of Foreign Affairs & International Cooperation (MFAIC), and covers climate change adaptation and mitigation and Clean Development Mechanism (CDM) plans. The Department of Land Use (Ministry of Agriculture (MOA)) recently drafted the revised National Action Plan (NAP) to combat land degradation. The Department of Environment (Ministry of Housing, Urban Development and Environment (MHUDE)) formulated the National Biodiversity Strategy and Action Plan (NBSAP), followed by an implementation framework for this plan for the period 2010-2014.

5. This project is in line with the following GEF-5 CCCD Programme Objectives: i) CD 3 - Strengthening capacities to develop policy and legislative frameworks; ii) CD 4 - Strengthening capacities to implement and manage global convention guidelines; and, to some extent iii) CD 5 – Enhancing capacities to monitor and evaluate environmental impacts and trends. Through a learning-by-doing

process, this project will strengthen the capacities of individuals and institutions involved in environmental management in Fiji to coordinate better, make better decisions addressing global environmental issues and mainstream global environmental issues into national legislation, policies, plans and programmes.

A.2 Project Strategy

6. This project will address the main crosscutting capacity issues identified during the NCSA process, particularly the need to review and formulate relevant laws and policies and establish cross-sector cooperation. As a result of addressing the key cross-cutting capacity issues, the project will strengthen the coordination in implementing the Rio Conventions and more generally strengthen the broader global environmental agenda implemented in Fiji. The project will also add value to the Government's major Strategic Framework for Change and the Roadmap for Democracy and Sustainable Socio-Economic Development (RDSSSED) 2009-2014, which articulates Government's strategic priorities to build "A Better Fiji For All".

7. Every effort will be made to incorporate gender issues in the implementation of this project. Roles of men and women to participate in activities of the project will be equally assigned without any discrimination. The project will take steps to ensure that women account for at least 40% of all training and capacity building in the project. Moreover, the project will strengthen data collection and monitoring programmes – gender segregation of data collection and monitoring will be introduced as a basis for ensuring long-term gender benefits.

8. The goal of this project is to contribute to national development strategies by being an operational catalyst towards improving institutional and legislative frameworks that will further assist the integration and collaboration of government and non-government organizations, in order to be more aligned with global environment commitments made by Fiji. Overall, the expected results from this project will ensure that Fiji develops its capacity to meet its global environmental commitments. It will alleviate bottlenecks of delayed decision-making and ensure proper governance and transparency; which will create more vibrancy into rural economies for further economic development and ease of newer integrated project identification potentials that drives more socio-economic benefits for rural people.

9. The objective of the project is to integrate and institutionalize inter-ministerial decision-making for MEA implementation. This objective will be achieved through two components:

- 1) ***The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns:*** This first component will focus on assessing and structuring an improved consultative and decision-making process that effectively integrates global environmental objectives into existing national environmental legislation. The project will support the development of capacities of decision-makers to interpret and agree on how best to govern the environment in Fiji that not only meets national priorities, but also global environmental obligations. This component will also include strengthening the process to engage, coordinate and collaborate with non-governmental stakeholders, such as NGOs, civil society, private sector and academia.
- 2) ***Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks:*** This component will focus on reconciling and strengthening the set of legislative instruments - inclusive of key national policies and programmes – that are used to govern environmental management and ensure that these instruments are aligned with Fiji's MEA obligations. This will help Fiji to improve its compliance with various related Multilateral Environmental Agreement (MEAs), particularly the three Rio Conventions. This outcome will be achieved through a set of three outputs: the revision of the legislation instruments in place to manage the environment; the strengthening of the monitoring of the environment to be fully in line with Rio Convention reporting obligations; and, the identification of sustainable financing mechanisms for environmental protection and conservation. Activities supported by the project in this area will also build and collaborate with

existing initiatives undertaken by the government, the non-government sector and also through the support of donors' activities.

10. The project will take an adaptive collaborative management approach to implementation, which calls for stakeholders to take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges. By taking an adaptive collaborative approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.

A.3 Key Indicators, Assumptions, and Risks

11. A set of indicators was identified to measure progress against the objective and outcomes. It includes the summary results of the capacity development scorecard as one indicator used to measure progress on the development of capacities at the objective level. Two other indicators were identified at this level to measure the alignment of the institutional framework and of the legislative and policy frameworks with the objectives and obligations of the Rio Conventions. A total of 13 indicators were identified to measure progress at the objective and outcomes level. For each indicator, a baseline was set as well as a target at the end of the project.

12. The review of risks to the project indicates that these risks are manageable through the project's learn-by-doing approach. This proposed project is a direct response to national priorities identified through the NCSA process; as a result, there is a strong national ownership and willingness to succeed, hence low risks that key stakeholders will not participate in the project and lack of political will.

B Country ownership

B.1 Country Eligibility

13. Fiji is eligible to receive technical assistance from UNDP, and is thus eligible for support under the Global Environment Facility (GEF). Fiji ratified both the *Convention on Biological Diversity (CBD)* and the *Framework Convention on Climate Change (FCCC)* on February 12th 1993 and then the *Convention to Combat Desertification and Drought (CCD)* was ratified on August 26th 1998. Fiji ratified important protocols under the Rio Conventions in later years, namely:

- a. The *Cartagena Protocol on Biological Safety* to protect biodiversity from the potential risks posed by genetically modified organisms (GMOs) resulting from modern biotechnology. Fiji ratified the Protocol on June 5th 2001 and entered into force on 11th September 2003.
- b. The *Kyoto Protocol* commits its Parties by setting internationally binding emission reduction targets. Recognizing that developed countries are principally responsible for the current high levels of GHG emissions, the Protocol places a heavier burden on developed nations under the principle of "common but differentiated responsibilities". Fiji ratified the Protocol on September 17th 1998 and came into force on February 16th 2005.
- c. The Convention to Ban the Importation into Forum Island Countries of Hazardous and Radioactive Wastes and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific Region also known as the *Waigani Convention* (similar to Basel Convention but includes radioactive waste) to ban the Importation into Forum Island Countries of Hazardous and Radioactive Wastes and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific Region. SPREP functions as the Secretariat. Fiji ratified the Waigani Convention on April 18th 1996.
- d. *Convention on the International Trade in Species of Wild Fauna and Flora (CITES)* to protect endangered plants and animals and to ensure that international trade in specimens of wild animals and plants does not threaten the survival of the species in the wild. Fiji ratified CITES on September 30th 1997.

- e. The *Stockholm Convention on Persistent Organic Pollutants* to eliminate or restrict the production and use of persistent organic pollutants (POPs). Fiji signed the Convention on June 14th 2001 and ratified it on June 20th 2001.
- f. The *Ramsar Convention* (formally, the Convention on Wetlands of International Importance, especially as Waterfowl Habitat) to stem the progressive encroachment on and loss of wetlands, recognizing the fundamental ecological functions of wetlands and their economic, cultural, scientific, and recreational value. Fiji has one site with a surface area size of 615 hectares designated for the Ramsar list. Fiji ratified the Convention on August 11th 2006.
- g. The *International Tropical Timber Agreement* (ITTA, 2006) to "promote the expansion and diversification of international trade in tropical timber from sustainably managed and legally harvested forests and to promote the sustainable management of tropical timber producing forests". Fiji is a producer member of the International Tropical Timber Organization, which was established under the ITTA; it ratified the Agreement on April 23rd 2010.

14. Fiji has also demonstrated commitment to other global environmental priorities by ratifying the following International Conventions:

Table 1: Other global environmental agreements ratified by Fiji

Name of the Convention	Ratification Date
Convention on Fishing and Conservation of Living Resources of the High Seas	March 25th 1971
United Nations Convention on the Law of the Sea (UNCLOS), also called the Law of the Sea Convention or the Law of the Sea treaty	December 10 th 1982.
Convention on Conservation of Nature in the South Pacific known as the Apia Convention	September 8 th 1989
The Convention for the Protection of the Natural Resources and Environment of the South Pacific Region (1986), known also as the Noumea Convention along with its 2 Protocols - the "Dumping" and the "Emergencies" Protocols	September 18 th , 1989.
The Vienna Convention for the Protection of the Ozone Layer	October 23 rd , 1989
The Montreal Protocol on Substances that Deplete the Ozone Layer	October 23 rd , 1989
The Convention Concerning the Protection of the World Cultural and Natural Heritage	November 21 st 1990

B.2 Country Drivenness

15. This CCD project is in line with the 2013-2017 United Nations Development Assistance Framework (UNDAF) for the Pacific Region. The complementary UNDAF Multi Country Action Plan, which was signed by Fiji on 26th March 2013, contains a shared approach by the fourteen Pacific Small Island States which allows UN Agencies to focus their program delivery and results at both sub-regional or country level, while generating synergy between both levels through the more effective platform of resource mobilization. The following UNDAF outcomes will be specifically met by this project:

- **Environmental Management, Climate Change and Disaster Risk Management:** Fiji has built up greater resilience and further enhanced its capacity to apply integrated approaches to environmental management, climate change adaptation/mitigation, and disaster risk reduction;
- **Governance and Human Rights:** Fiji has regional, national, local and traditional government systems that are strengthened to exercise the principles of good governance, including upholding of all human rights.

16. The UNDAF Multi-Country Action Plan complements the above outcome-level UNDAF and represents the common operational plan for implementing fourteen individual UNDAF Country Results Matrices (including Fiji's matrix) that have been developed to address the specific priorities and fit the

circumstances of each Pacific Island country which include their commitments around the Millennium Development Goals (MDGs) and other international obligations.

17. The project is fully consistent towards achieving Fiji's highest national level plan – the Fiji's Sustainable Development Plan and is in line with the Roadmap for Democracy and Sustainable Socio-Economic Development 2010-2014 (RDSSED)), which carries the theme “*A better Fiji for All*” and that is founded on the *Peoples' Charter for Change, Peace & Progress*.

18. The government developed the *Strategic Framework for Change* to implement the *Peoples' Charter*. This framework for change is made up of 11 pillars, including the fifth (5th) pillar that is: “*Achieving Higher Economic Growth while Ensuring Sustainability*”. This project notably will contribute to that fifth (5th) pillar, under which the Government of Fiji is making a concerted effort in systemic strengthening for improved enforcement in some critical stakeholder agencies that directly link with the Environment Department, and so towards enhancing Fiji's commitment towards its MEAs.

19. The Ministry of Strategic Planning, National Development & Statistics has a National Strategic Human Resources Plan (2011-2015). The project will link into that Plan, notably the proposed project's institutional review of key MEA agencies to lay out a national strategic plan for the appropriate development and “smart approach” utilization of Fiji's human resources to improve overall functionality and productivity.

20. The Project also synchronizes well with Fiji's Climate Change policy document, which was recently formalized by the Climate Change Division of the Ministry of Foreign Affairs, and covers climate change adaptation and mitigation and Clean Development Mechanism (CDM) plans. The proposed project also directly links to the Department of Forests policy on REDD+ and the Department of Land Use Planning's Sustainable Land Use Plans, notably the proposed Project CCD/ MEA component.

21. The Department of Energy, in its plans to pursue Bio-fuel Energy and other Renewables (Fiji Renewable Energy Power/ FREP project; RESCO) aims to boost productivity whilst ensuring Low-Carbon Footprints in the economic sector. This is set out in the National Energy Policy document. The proposed project's deliverables will contribute to the strengthening of institutional synergies in data collection and analysis of GHGs and indicator for systematic monitoring.

22. The project is also consistent with the initiatives under the Convention for Biological Diversity (CBD) particularly with Fiji's National Biodiversity Action Plan (NBSAP) and its implementation Plan. This latter has seven (7) thematic areas namely: forest conversion management, invasive alien species, inshore fisheries, coastal development, species conservation (threatened & endangered), protected areas and inland waters.

23. Moreover, this project is in line also with the National Capacity for Self-Assessment (NCSA) and the recently Cabinet's approved policy document namely the Fiji's Rural Water & Sanitation Policy of the Ministry of Works (Department of Water & Sewerage) plus the Fiji's National Solid Waste Management Strategy (2011-2014).

B.2.a National Capacity Self-Assessment

24. This project is a direct response to the GEF-funded National Capacity Self-Assessment (NCSA) project conducted in Fiji during the period of 2006-2010, which, through its endorsement by the National Environment Council (NEC) in early 2010, prioritized cross-cutting capacity issues related to the implementation of the Rio Conventions.

25. The following specific cross-cutting capacity-related issues were identified after a comparative analysis of the needs for fulfillment of each of the three conventions in Fiji was made:

1. Policy and Legislation
2. Institutional Networking
3. Performance and Reporting Requirements
4. Financial Mechanisms

5. Systematic Research and Monitoring
6. Training and Education
7. Raising Awareness
8. Capacity Building (Institutional Strengthening)
9. Cross-cutting (individual) Projects

26. Consultation workshops carried out in three of Fiji's four divisions assisted in identifying priorities using the selected cross-cutting related issues. Within those cross-cutting issues, the following key weaknesses were identified as challenges in meeting the Rio conventions obligations:

- Lack of comprehension and fulfillment of convention requirements
- Lack of appropriate mandates across government ministries
- Poor policy linkages
- Information collation and dissemination; information sharing
- Reporting mechanisms – to stakeholders and on the conventions
- Financial support
- Capacity enhancement
- Research strategy and project monitoring
- Levels of awareness and participation
- Education and training

27. The main output of the NCSA is the National Strategy and Action Plan (NSAP 2010) to meet prioritized needs and a mechanism for monitoring and evaluating progress made in meeting those needs. The NSAP provides a set of recommended strategies and programmes for capacity development in which support and assistance of both the Fiji Government and Donor Agencies is required for capacity development to better address the three thematic areas of the Rio Conventions. Out of the six programmes provided by the NSAP, the NEC chose to endorse the second programme; "Projects Addressing Cross-Cutting Issues" which consists of the following seven projects:

- Review and formulate relevant legislations and policies;
- Promote and establish cross-sector cooperation;
- Establish proper performance and reporting mechanisms;
- Establish sustainable financing mechanisms;
- Establish a systematic research and monitoring system;
- Develop and support relevant training and education;
- Strengthen communication and awareness raising.

B.2.b Sustainable Development Context

National Profile

28. Fiji lies in the heart of the Pacific Ocean midway between the Equator and the South Pole and between longitudes 174° East and 178° West of Greenwich and latitudes 12° S and 22° south. Fiji's Exclusive Economic Zone contains approximately 330 islands of which about a - third are inhabited. It covers about 1.3 million square kilometers of the South Pacific Ocean. Fiji's total land area is 18,333 square kilometers. There are two major islands – Viti Levu, which is 10,429 square kilometers and Vanua Levu 5,556 square kilometers. Other main islands are Taveuni (470 sq km), Kadavu (411 sq km), Gau (140 sq km) and Koro (104 sq km).

Geography

29. The Fiji islands are composed of large mountainous islands, which are largely of volcanic origin, such as Viti Levu and Vanua Levu (which take up 87% of the total land area), and numerous small volcanic islands, low-lying atolls and elevated reefs. The largest islands have a diverse range of terrestrial ecosystems, including extensive areas of indigenous forest. The high islands have distinct wet and dry sides due to prevailing wind patterns. Coastal ecosystems include mangroves, algae and sea-grass beds in

shallow reef and lagoon areas, and various reef types such as barrier, fringing platform and atoll or patch reefs.

Climate

30. Fiji enjoys a tropical South Sea maritime climate without great extremes of heat or cold. The islands lie in area, which is occasionally traversed by tropical cyclones, and mostly confined between the months of November to April every year. On the average some ten to twelve cyclones per decade affect some parts of Fiji, and two to three cyclones can be very severe. At all seasons the predominant winds over Fiji are the Trade Winds from the east to south - east. On the western and eastern sides of Viti Levu and Vanua Levu however, daytime breezes blow in across the coast. In general, the winds over Fiji are light or moderate, the most persistent being in the period July - December. Temperatures average 22°Celsius (72 °F) for the cooler months (May to October) while (November to April) temperatures are higher with heavy downpours. Although rainfall is highly variable, the average rainfall increases steadily inland from coastal areas. It usually increases between December and April, especially over the larger islands, but in May to October it is often deficient, particularly in the dry zone on the western and northern sides of the main islands.

Demography

31. The current population according to the 2007 census stands at 837,271 of which 427,176 are males and 410,095 are females; the population growth rate in 2008 was 0.7%. Population density stood at 45.7 per square kilometer. Life expectancy is around 66.5 to 66.6 years on average and the average household size is 4.75. The majority of the population and development are located along the coastal flood plain areas of the islands.

Land use

32. Fiji has a total land area of 18,270 km². Land use in Fiji is comprised of: 10.95% of arable land; 4.65% of permanent crops and 84.4% of other use. Fiji is primarily an agrarian society but forestry and fishing are also important sources of revenue. Fiji produces a variety of crops including sugarcane, copra, (historically Fiji's second most important agricultural export behind sugar), cocoa, ginger and of late, kava. The area of irrigated land is 30km².

Economy

33. Fiji is one of the most developed of the Pacific island economies, though it remains a developing country with a large subsistence agriculture sector. The economic difficulties faced by the country have been compounded by the effects of three coups over the last two decades. The largest island Viti Levu is the center of Fijian politics, economy, and tourism and the source of Fiji's major crop, sugarcane. Over 90% of the population; both rural and urban are considered coastal dwellers. The vast majority of Fiji's services, infrastructure, agricultural production and social centers are located in coastal regions. Fiji, in particular Viti Levu, faces the multiple challenges of a high population growth rate, intensive urban development, deforestation, pollution as well as increasing exploitation of biological and physical coastal resources, which expose large areas of coast to erosion and inundation.

Pollution and Greenhouse Gas Emissions

34. Fiji has various types of pollution of the environment (i.e. land, air and water). Some pollution sources are: oil spillage, improper dumping of waste, chemical mismanagement, vehicle emissions, open burning of rubbish both households and in dumpsites and leachates ending up in waterways. One of the major challenges faced by the Government of Fiji to address these issues is the lack of financial and technical resources.

35. While Fiji is one of the world's lowest greenhouse gas emitters, it faces some of the worst effects of climate change, among them the threat of complete submersion of its low-lying islands. The threats of such severe consequences of climate change have prompted the Government to take significant measures to mitigate greenhouse-gas emissions. The energy sector is a major source of greenhouse gas emissions in

Fiji, with emissions dominated by the transport and energy industries. Fijian mitigation efforts are therefore targeting these industries.

36. Mitigation of greenhouse gas emissions may not be a high priority in Fiji as there are limited industries. However, current efforts are underway to mitigate climate change through the NAMA process in Fiji. Application and development of appropriate technologies should also be developed.

Threats to Terrestrial protected areas

37. Pressures and threats on protected areas are mainly related to population growth and the development of services required by the population and economic development such as agriculture. Several key conservation issues and problems become apparent in terms of ecosystem and biodiversity degradation such as:

- Increased soil degradation, which is indicated by the increase in commercial agriculture and the increase in use of fertilizer and pesticide;
- Increased pests, weeds and plant diseases;
- Loss of native forest and general deforestation;
- Loss of habitat, biodiversity and wildlife;
- Problems of increasing waste quantities requiring management.

38. The state of protected areas, however, is difficult to determine due to the lack of reliable information, ad hoc research, lack of appropriate national indicators developed for conservation, inconsistent policies, and data collection methods differs, which make it difficult to establish reliable biodiversity use trends¹.

Threats to Marine & Coastal Protected Areas

39. Pressures and threats on coastal and marine protected areas include natural phenomena and human activities. Coastal area and wetlands reclamation have caused loss of mangrove areas and littoral forest, especially around heavily industrialized areas, on the main towns and cities in Fiji. A further allocation of coastal foreshore areas for residential and commercial purposes in some parts of the country has led to the destruction of the protective coastal tree belt and an increase in the damage caused by seawater spray. Biodiversity and habitat loss in protected areas are caused by quarrying coral and removing sand from beaches for construction, which is increasing at an alarming rate. Environmental degradation with offshore dredging of sand is yet to be researched. Coastal pollution from land-based activities and waste is becoming a major threat, including siltation from reclamation, solid waste dump sites, potential eutrophication and groundwater seepage into the lagoon or coastal waters. Although marine reserves have been established as well as a major environmental management plan (FLMMA), there is a lack of commitment for its implementation due to the lack of resources, lack of skilled manpower and unclear institutional arrangement. From the few studies that have been concentrated in Fiji, coastal fisheries habitats such as seawater quality, mangroves, and seagrass show signs of degradation as a result of development.

Land Degradation

40. The identified direct causes of land degradation in Fiji described in the NAP 2007 include: deforestation, unsustainable logging, intensive sloping land cultivation, intensive flat land cultivation, improperly managed commercial livestock farming, reclamation of freshwater swamps, reclamation of mangrove swamps, and ad Hoc urban development.

41. The identified indirect causes of land degradation in Fiji include: demographic changes, pressure on the production base, over-dependence on sugar industry, non-application of appropriate technologies, lack of physical infrastructure, weak institutional infrastructure, lack of proper water resources policy, inappropriate land use in watersheds, inappropriate land use in the coastal margins, ineffective

¹ Dr Patricia Kailola, 2010, *NCSA Thematic Assessment on the Convention on Biological Diversity & the Cartagena Protocol on Biosafety - To be economically sustainable, development has to be environmentally sustainable.*

information dissemination, complex land tenure system, poverty, and poor local control, responsibility and incentive because of central government control.

Fiji's priorities, opportunities and efforts currently underway to meet economic development priorities

42. One of the most pressing issues confronting present day Fiji is the equitable distribution of the fruits of development between and within ethnic groups as well as geographically². Related to this is the issue of how to maximize the economic productivity of Fijians and Rotumans in relation to their natural resources. Resolving these concerns are more urgent now as the recent political crisis clearly indicated that ethnic grievances played a prominent contributing role and can no longer be ignored.

43. Against this background, the 20-year development plan (2001 to 2020) for the enhancement of participation of indigenous Fijians and Rotumans in the socio-economic development of Fiji outlines an integrated and coherent framework, which aims at enhancing the participation of Fijians and Rotumans (hereinafter, called 'indigenous Fijians') in the national socio-economic development. The Plan does not undermine the interests of other ethnic groups, nor does it promote ethnic domination by indigenous Fijians, nor does it infringe on the political and civil rights of others. It is simply and solely an attempt to address ethnic disparity by creating the enabling environment for the equitable participation of indigenous Fijians in the socio-economic development of the nation. It is an attempt to mobilize all the resources of the country to create a dynamic economy where the benefits of development are equitably distributed. It recognizes, in keeping with the spirit of international conventions, the rights of indigenous Fijians to direct and determine their development. The Plan incorporates the principles of good governance, accountability and transparency. It also incorporates the principle of sustainable development. To date, the various affirmative action policies for indigenous Fijians have been ad-hoc and uncoordinated. The Plan integrates diverse development strategies into a unified approach. It draws on the relevant experiences of countries, which have implemented affirmative action policies to tailor-make specific policies appropriate for the country's unique socio-cultural, economic and political circumstances.

B.2.c Policy and Legislative Context

Millennium Development Goals (MDGs) and Fiji Government Policy Priorities as they relate to the environment and development in the last 10 – 20 years.

44. The MDGs are a set of eight internationally agreed development goals emanating from the Millennium Declaration. MDG 7 ensure environmental sustainability: there are four targets under this goal. With respect to the first target on integrating the principles of sustainable development, data is available for five indicators. On two indicators; land area covered by forest and consumption of ozone depleting substances - Fiji has improved significantly since 1990.

45. In terms of the second target on reducing biodiversity loss, Fiji has again done well: the proportion of terrestrial and marine areas protected, for instance, has almost doubled over the 1990 to 2008 period. In terms of the third target on halving the proportion of people without sustainable access to safe drinking water, while it has remained fairly stagnant over the 1990 to 2008 period for total, rural, and urban populations, the proportion of people with improved sanitation has improved slightly.

46. Finally, in terms of the last target under this goal, on achieving significant improvements in the lives of slum dwellers, while the proportion of people with secure tenure has increased from 10.6 percent in 2003 to 11.9 percent in 2007, the squatter population has more than doubled between 1999 to 2007 and is estimated to be around 12.5 percent of Fiji's total population. On the whole then, while it seems Fiji will potentially achieve the goal of ensuring environmental sustainability, more state resources will need to be diverted towards improving the plight of the squatters. Current government policies are geared towards securing renewal of land leases, land reform, and housing policies leading to development of

² Parliament of Fiji, 2002, *Parliamentary Paper No. 73 of 2002: 20-Year Development Plan (2001 - 2020) For the Enhancement of Participation of Indigenous Fijians and Rotumans in the Socio-Economic Development of Fiji*.

housing lots. Government policy commitment in this regard is strong; what is needed now is proactive implementation backed by state resources.

B.2.d Institutional Context

47. The key government ministries and agencies that play a critical role in addressing environmental management are: the Department of Environment (Ministry of Housing, Urban Development and Environment); the Ministry of Foreign Affairs and International Cooperation and the Department of Land Use (Ministry of Agriculture).

48. The primary functions of the Department of Environment pertaining to its duties as the focal point for UNCBD are to:

- Facilitate and coordinate meetings within the department and with relevant stakeholders.
- Act as the Secretariat for the CBD
- Act as the national focal point for programmes under the CBD
- Formulate policies as required under the obligations of the CBD
- Oversee and participate in implementation of policies and programmes under the CBD
- Meet reporting requirements to the Secretariat of the CBD
- Facilitate access to funding for Fiji-based programmes under the CBD
- Advise the national government on matters relating to biodiversity.

49. Fiji's National Focal Point for the UNCCD is the Land Use Section of the Land Resources Planning and Development Division of the Ministry of Agriculture, Sugar and Land Resettlement (MASLR). The Ministry is charged with the administration of the Agriculture Landlord and Tenants Act of 1976, the Land Development Act of 1961 and Land Conservation and Improvement Act of 1953. The Land Conservation Board of Fiji is the national coordinating body, which is charged to exercise general supervision over land and water resources in Fiji under the Land Conservation Improvement Act of 1953. The Land Use Section of the Department of Land Resources Planning and Development of MASLR, provides the secretarial services to the Board as well as the technical support in the areas of land resources planning, development and management. The Land and Water Resources Division of MASLR provides technical services on agriculture water management and drought mitigation under the Drainage Act, 1961 and Irrigation Act, 1974. The Division also provides the secretarial services to the three Drainage Boards (Western Division Drainage Board, Central Division Drainage Board and the Northern Division Drainage Board) in Fiji.

50. On 11 November 2011, the Climate Change Unit was moved from the Ministry of Local Government, Urban Development, Housing and Environment to the Division of Political and Treaties in the Ministry of Foreign Affairs. The designated national focal point for the UNFCCC made the same move, from the Permanent Secretary of the one ministry to the other. The relocation of the Climate Change Division was a strategic move to strengthen political and national support for climate change activities in Fiji. The Director of the Climate Change Division has overall responsibility for the division.

Relevant UNFCCC Regional Programmes

51. Fiji's obligations under Articles 4 and 12 of the UNFCCC require that all signatories to the UNFCCC communicate to the Conference of the Parties (COP) on their National greenhouse gas inventories and develop national plans to mitigate climate-change impacts and promote measures to facilitate adequate adaptation to climate change within three years of the convention coming into force. Because of limited national capacity and financial constraints Fiji submitted its Initial National Communications (INC) in 2005 and Second National Communication (SNC) in 2014. Fiji has also been able to meet some of its national obligations under the UNFCCC through support received through the Pacific Islands Climate Change Assistance Programme (PICCAP). PICCAP is a three-year programme funded by the Global Environment Facility (GEF), executed by the United Nations Development Program (UNDP) and implemented through the South Pacific Regional Environment Programme (SPREP) in close collaboration with the United Nations Institute for Training and Research (UNITAR).

Relevant UNCBD Pacific Programmes:

52. In 2004 there was consensus to strengthen regional cooperation and integration amongst Pacific islands countries. The Pacific Plan became a manifest through the Auckland Declaration of April 2004 where Pacific Forum leaders agreed to the development of a 'Pacific Plan' with the goal to "*Enhance and stimulate economic growth, sustainable development, good governance and security for Pacific countries through regionalism.*"

53. The Pacific Island Roundtable for Nature Conservation is the Pacific's largest cross-sectoral coalition of conservation organizations and donor agencies created to increase effective conservation action in the region.

54. Additional regional initiatives relevant to the conservation and sustainable use of biodiversity include programmes identified in the UNCBD Stock take report for Fiji (Pacific Invasive Initiative (PII), Pacific Invasive Learning Network (PILN), Coral Reefs Initiative for the Pacific (CRISP), Locally Managed Marine Areas initiative (LMMA), IUCN, WWF South Pacific Programme, Birdlife International Pacific Programme, Conservation International Pacific programmes), the Pacific Biodiversity Information Forum (PBIF) and the UNESCO 'Man in the Biosphere' programme.

Relevant UNCCCD Programmes:

55. There are five programmes that have been implemented at the regional level to address land degradation and meet obligations under UNCCD. They include:

1. Soil Loss Research and Development of Sustainable Land Management Technologies;
2. Pacific Regional Agriculture Program;
3. Climate Change and Variability Scenario Generation/Modeling;
4. Development of integrated farming approaches for sustainable crop production in environmentally - constrained systems in the Pacific region (CROPPRO Project); and
5. Development of Sustainable Agriculture Project.

Institutional Arrangements to Coordinate the 3 Conventions:

56. There is currently no existing mechanism to exclusively coordinate all three Conventions. All three Conventions operate under a common national framework in which the Ministry of Foreign Affairs has signed the conventions and ratifications on behalf of Government of Fiji. But the focal points and the other concerned Ministries implement the conventions. The coordination of activities of the focal points relating to three conventions will develop synergy for better implementation.

Non-State Organizations' collaboration in Environmental Management:

57. Within the NGO and academic stakeholder communities, integrated research and monitoring is limited (and in some circumstances, competitive) and is not performed within a defined strategy. It is often carried out in piece-meal manner, depending on the interest of the academics and the donors of NGOs. Under that scenario, coordination of research and implementation of research results is slow. A comprehensive, national strategy/action plan for biodiversity conservation in Fiji has yet to be fully implemented however. One of the components of the NBSAP which has not been fully utilized is the issue of putting cost to the Payment of Ecosystem Services (PES) for example, valuation of Ecosystem services such the value of a mangrove in the protection of foreshores, value of a tree in sequestering carbon dioxide and the value of coral reefs for nursery and wave dissipation services. These are important to compensate when major developments such as tourism developments takes places in coastal areas where resource owners or stakeholders, in particular indigenous communities are directly dependent on the services of these natural systems for their subsistence and economic livelihood.

Table 1: Key ministries providing sectoral support to environment management in Fiji

Ministry	Mandate
Ministry of Local Government, Urban Dev, Housing & Environment	The work of the Ministry of Local Government and Urban Development are focused on legislative reviews, urban planning and managing the impacts of rapid urbanization, municipal reforms, fire protection and disaster management, and control and regulation of land use. The main focus of the activities is to develop and implement the government's local government and town and country planning legislations, policies and programmes.
Ministry of Foreign Affairs	The Ministry is responsible for maintaining and promoting diplomatic relations, international cooperation and external trade with foreign nations through its headquarters in Suva and its Embassies, High Commissions and Consulates throughout the world.
Ministry of Defense, National Security and Immigration	The Ministry formulates and implements policies relating to defense, security, law and order.
Ministry of Education, National Heritage, Culture and Arts	The Ministry of Education is concerned with broad policy issues on all aspects of education. A major aim is to ensure that available resources are judiciously allocated and put to optimum use to ensure that relevance and quality of education provided at all levels of the education system particularly in rural areas.
Ministry of Finance, Strategic Planning, National Dev & Statistics	The Ministry is responsible for formulating and implementing fiscal, financial and monetary policies. Furthermore it is also responsible for the evaluation and review of the following governmental programs and their associated expenditure.
Ministry of Health	The Ministry of Health is responsible for the following: i. Medical services including drug and other supplies, associated with patient care in urban hospitals and health centers, Sub divisional hospitals, Rural Medical and Nursing Stations; ii. Research confined to virus control, vector control, filariasis control and surveillance of AIDS; iii. Public Health targeted at Maternal/Child Health, Communicable Disease Prevention, Family Planning, Pollution Control and Rural Health Sefices; iv. Health Education and Training through FSM and FSN; v. Operation of three Nursing Homes (Old People's Home) at Suva, Lautoka and Labasa.
Ministry of Industry and Trade	The overall responsibility of the Ministry is to formulate and implement policies and strategies to promote investment, commerce, small business development, consumer protection and fair trading in the domestic market.
Ministry of Information and National Archives of Fiji	The Ministry is the Government's major information agency providing the link between the Government, the media and the public. The Ministry's role is to better inform the public about the Peoples Charter for Change, Peace and Progress and relevant development issues.
Ministry of Primary Industries	The Government recognizes the potential of fisheries and forestry a major potential foreign exchange earner whilst simultaneously provides rural employment, regular income and economic development to promote rural stability and improvement of rural living standards.
Ministry of Rural and Maritime	The Ministry of Rural and Maritime Development is charged by government

Ministry	Mandate
Development and National Disaster Management	to implement its rural development policies, programmes and activities through its district and divisional administration using its formalized rural consultative machinery. This includes the provision of administrative support services, regional planning research & policy advice, rural development & rural housing, disaster management and other ancillary services.
Ministry of Women, Social Welfare and Poverty Alleviation	The Ministry of Women is the primary advisor to Government on women and gender issues. The National Women's Plan of Action (1999 – 2008) has been the guiding principle for the work undertaken by the ministry in addressing women's needs, interests and aspirations economically, socially, legally and politically.
Ministry of Works, Transport and Public Utilities (Water and Energy)	The Ministry of Transport specifically looks after the management of policy, administration and regulatory activities of all modes of transport. The main goal of the Ministry is to "provide an integrated transport system that is safe, efficient, affordable, accessible to all and environmentally sustainable".
Ministry of Labour, Industrial Relations and Employment	Consistent with the Fiji Constitution, National Productivity Charter and international standards, the Ministry seeks to provide an enabling social justice environment that promotes stable employment relations and promote equitable social-economic development
Ministry of Youth and Sports	The Ministry is responsible for the formulation and implementation of policies and programmes targeted at empowering youths to create a better future. The Ministry is also responsible for the promotion and development of sports and its infrastructure throughout Fiji, all within the framework of the Roadmap for Democracy and Sustainable Socio- Economic Development 2010-2014, policies and priorities.

58. The NCSA Report has an account of the challenges faced by the operations of the government ministries to address environmental issues. Some challenging issues include overlapping and inappropriate legislation and policies, legislation developed in a non-participatory manner, lack of awareness-raising on legislation, and ineffective implementation. Government also tends to respond reactively rather than proactively to policy development. Unclear mandates between government ministries and statutory bodies, and contradiction in portfolios, are also problematic. The amendment of at least 13 pieces of legislation would benefit greatly the meeting of objectives in all three conventions.

59. Institutional linkages are poorly defined and often overlapping. Many problems are caused by self-imposed isolation (non-communication) between government and non-government stakeholders which leads to non-sharing of information on environmental issues. This can lead to competitiveness, inefficiency in resource use and overall lack of awareness. The need for a centralized information system is considerable.

60. Failure to report to the Conference of the Parties of each convention, or submission of weak reports, are accredited to failure to recognize that activity as a task when determining staff and budgetary allocations, and lack of experienced staff. Again, the need for a central information system that can be accessed by all relevant ministries and stakeholders was identified as a priority. More effective monitoring of programmes, particularly those being performed by Non-Government Organizations would bring cohesion, assist in information transfer and raise awareness.

61. Shortfall in government funding is recognized as a partial failure by convention focal points and ministries to relay the importance of the conventions, include their obligations in their corporate plans and mission statements, and clearly demonstrate to national planners the link between environmental health, social welfare and sustainable development. Independent capacity to source donor funding is lacking also. Policies that generate income (e.g. user-pays) and the establishment and effective management of an Environmental Trust Fund, also would alleviate the usual funding shortfalls.

62. Commonly, policies and legislation are developed at senior Government level often in the absence of extensive consultation with stakeholders; this practice usually results in legislation being “imposed” and ultimately it has difficulty in gaining popular support. One of the major problems with the current coordination and consultation mechanisms faced by the Government is the lack of financial and human resources to effect proper coordination and consultation and this can cause long delays. Nevertheless, public involvement is basic in any sustainable, environment-related regime.

B.2.e Barriers to Achieving Global Environmental Objectives

63. Capacity Development is an area common to all three conventions and as such an attempt has been made to identify cross cutting Capacity Development issues to help the local consultants and the Department of Environment to assessing cross cutting capacity issues in a more detailed manner

64. Capacity is spread over 3 levels: i) systemic capacity, or creation of an “enabling environment” – the overall policy, economic, regulatory and accountability frameworks within which institutions and individuals operate and the relationships between institutions, both formal and informal; ii) institutional (or organizational) capacity – the overall organizational performance and functioning capabilities or organizations as well as their abilities to adapt to change; and iii) individual capacity – the process of changing attitudes and behaviors, usually through imparting knowledge and developing skills through training (learning by doing, participating, owning, being motivated, accountable, responsible, and managing better).

65. The NCSA identified Gaps & Constraints to Achieving Global Environmental objectives under the three Rio Conventions in each of the Capacity levels as summarized below:

At Systemic Level

66. **Fragmented responsibilities:** The key barriers to achieving synergy as identified in the case of Fiji comprises the fragmentation in the responsibilities for achieving the goals of the agreements distributed among various ministries and other partners that are operating within their respective institutional and regulatory frameworks. The level of priorities and attention accorded to the issues in some of the cases differ while some of the executing institutions are running on inadequate financial, human and technical resources.

67. **Non-harmonization of environmental laws:** Some of the existing laws relevant for environmental management are inconsistent, overlapping or contradictory, and constricted by sectoral biases. No specific Legislation exists for climate change.

68. **Limited strengthening and enforcement of policies and legal framework:** Existing policies and regulations have been developed under the three Conventions in accordance with provisions under the Conventions obligations. There is limited systemic capacity to enforce these legal frameworks due to slow implementation and weak penalties.

69. **Environmental education and awareness:** All the three Rio Conventions stress the need for environmental education and awareness. The cross-cutting nature of environmental education reflects capacity development needs for environmental education.

70. **Inadequate data and information management and dissemination:** Considerable work has been implemented under the three Conventions generating vital information for educational and public awareness purposes. However, much of this information remains with the Convention’s focal points and are not readily accessible to users.

At Institutional Level

71. **Inter-ministerial consultation and cooperation:** While the Department of Environment has overall responsibility for environmental issues, a number of activities associated with the Rio agreements also fall within the mandates of other ministries. Thus, coordinated implementation of the agreements is likely to

require horizontal inter-ministerial consultation and cooperation involving other stakeholders which is not within the purview of DOE.

72. **Limited cooperation between stakeholders & focal points:** There is an existing low level of cooperation and collaboration from sectoral and other relevant stakeholders at the national level. The representation of sectors to the three Conventions related meetings or forums are usually inconsistent, thereby generating an ineffective participation and involvement which has affected the implementation of the three Conventions obligations and requirements.

73. **Human and financial resources constraints:** Human and financial resources are one of the major constraints in implementing the three Conventions obligations. Fiji has limited expertise in specialized areas or appropriate expertise to implement activities obligated by the three Conventions. Attrition rate in skilled grade is very high

At Individual Level

74. **Limited training and staff skills development:** To ensure effective implementation of the Conventions obligations, there should be on-going and specialized trainings to maintain qualified and un-qualified staff members working under the Conventions. Providing technical on the job training on environmental issues and administration aspect should also be considered.

75. **Limited Strategic Planning Skills for Environmental Management:** Personnel, especially those who have the responsibility for preparing plans and programmes from various environmental management institutions don't have training in requisite areas.

C. Programme and policy conformity

C.1 GEF Programme Designation and Conformity

76. The GEF strategy for Cross-Cutting Capacity Development projects serves to provide resources for reducing, if not eliminating, the institutional bottlenecks and barriers to the synergistic implementation of the Rio Conventions. This particular project is in line with the following CCCD Programme Objectives: i) CD 3 - Strengthening capacities to develop policy and legislative frameworks; ii) CD 4 - Strengthening capacities to implement and manage global convention guidelines; and, to some extent iii) CD 5 – Enhancing capacities to monitor and evaluate environmental impacts and trends. Through a learning-by-doing process, this project will strengthen the capacities of individuals and institutions involved in environmental management in Fiji to coordinate better, make better decisions addressing global environmental issues and mainstream global environmental issues into national legislation, policies, plans and programmes.

77. The project has two outcomes that are (1) The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns; and (2) Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks. Project activities will strengthen the mandate of institutions involved in the implementation of the MEAs, review the national coordination mechanisms in place related to environmental management and particularly related to the implementation of MEAs in Fiji, increase the involvement/contribution of non-government actors in the implementation of MEAs in Fiji and mainstream the MEA obligations into the related national policies, plans, programmes and legislation as well as strengthening the monitoring of MEAs implementation in Fiji.

78. In order to achieve its objective, the project will intervene at three levels: systemic, institutional and individual. It will support activities to review existing coordination mechanisms and existing mandates of key institutions, to map-out profiles of government and non-government actors and to review the existing legislation and policy alignment with the implementation of the three Rio Conventions in Fiji. The rationale of the project is that global environmental benefits can be more efficiently delivered by integrating relevant activities into those that set out to meet other national environmental and development goals. The project will also strengthen relevant organizational capacities to create economies

of scale and eliminate inefficiencies in enforcement structures and mechanisms. It will focus on harmonizing and reconciling overlapping management approaches.

79. Furthermore, project activities will contribute to enhancing organizational structures and mechanisms that will catalyze coordination of multi-sectoral environmental policies and programs, and improve their associated governance structures. By restructuring organizational relationships, forging stronger relationships, partnerships and commitments, improved coordination and collaboration should reduce overlap and duplication of activities, catalyze the effective and efficient exchange of information, and improve the country's implementation of the three Rio Conventions. The project will strengthen adaptive collaborative management of the environment. It will contribute to the establishment of standardized management responses to global environmental objectives, addressing Fiji's MEA obligations. It will also focus on critical financial, fiscal and/or economic aspects of Fiji's capacities to meet its obligations under the three Rio Conventions, targeting particular institutional structures and mechanisms that will produce cost-effective and long-term sustainability of environmental programs and plans that serve to meet national and global environmental priorities. The project will identify and develop innovative financial strategies for the joint implementation of key provisions of the three Rio Conventions. It may include environmental fiscal reform measures to further the global environmental goals.

80. Finally, the project will also seek to develop a more holistic construct of monitoring and evaluation systems in Fiji, particularly to feed lessons learned and best practices from projects and interventions to related decision-makers.

81. At the same time, the project will not support the strengthening of generating and accessing environmental information and knowledge. It is assumed that environmental knowledge is available in Fiji and that this project will focus more on using this knowledge for improving related decision-making processes and for better policy-making.

82. As part of the GEF CCCD programme, this project does not lend itself readily to programme indicators, such as reduction of greenhouse gas emissions over a baseline average for the years 1990 to 1995, or percentage increase of protected areas containing endangered endemic species. Instead, CCCD projects are measured by output, process, and performance indicators that are proxies to the framework indicators of improved capacities for the global environment. To this end, CCCD projects – this one included - look to strengthen crosscutting capacities in the five major areas of stakeholder engagement, information and knowledge, policy and legislation development, management and implementation, and monitoring and evaluation. In order to help GEF funded projects to monitor the development of capacities in the environment, UNDP, UNEP and GEF developed a scorecard to measure the development of capacities. It is a tool that attempts to quantify a qualitative process of capacity change through the use of appropriate indicators and their corresponding ratings. This tool is recommended to be used at three stages in a project life: design, mid-term and at end of project life. This scorecard was completed for this project at this stage (design) to establish a baseline (see Annex 1).

83. As detailed in the Results Framework presented in Annex 2, a set of indicators was identified to measure progress against the objective and outcomes. The results of the scorecard discussed in the previous paragraph are one indicator used to measure progress at the objective level. Two other indicators were identified at this level to measure the alignment of the institutional framework and of the legislative and policy frameworks with the objectives and obligations of the Rio Conventions. A total of 13 indicators were identified to measure progress at the objective and outcomes level. For each indicator, a baseline was set as well as a target at the end of the project.

84. This project is a direct response to the national capacity self-assessment (NCSA) conducted in Fiji during the period 2006 – 2010. It will address the main crosscutting capacity issues identified during the NCSA process, particularly the need to review and formulate relevant laws and policies and establish cross-sector cooperation. As a result of addressing the key cross-cutting capacity issues, the project will strengthen the coordination in implementing the Rio Conventions and more generally strengthen the broader global environmental agenda implemented in Fiji.

85. This project will implement capacity development activities through an adaptive collaborative management approach to engage stakeholders as collaborators in the design and implementation of project activities that take into account unintended consequences arising from policy interventions.

86. The project is also consistent with the programmatic objectives of the three GEF thematic focal areas of biodiversity, climate change and land degradation, the achievement and sustainability of which is dependent on the critical development of capacities (individual, organizational and systemic). The implementation of this project will leverage individual, institutional and systemic capacities to improving environment decision-making and policy-making with greater involvement of key environment stakeholders. As a result, Fiji - and particularly the key institutions mandated for the implementation of the Rio Conventions - will have a greater capacity to make decisions regarding the management of the environment and better related policies and laws, providing a more adequate enabling environment for the implementation of the Rio Conventions.

87. Through the successful implementation of this project, the 11 operational principles of capacity development identified in the GEF Strategic Approach to Capacity Building will be implemented in Fiji. Table 2 below summarizes the project's conformity with these operational principles.

Table 2: Conformity with GEF Capacity Development Operational Principles

Capacity Development Operational Principle	Project Conformity
Ensure national ownership and leadership	<i>The essence of this project is rooted in the belief that global environmental issues can best be addressed if local communities are involved and direct community benefits and ownership are generated. Thus, the development of the present project included consultations with relevant stakeholders of the following sectors of Fiji: NGOs, academia, government, and civil society among others. These consultations included a dialogue on the capacity development needs: a basic consensus on assumptions and the capacity development strategy of the project, as well as the clarity on the sequence and timing of its activities.</i>
Ensure multi-stakeholder consultations and decision-making	<i>The project will use multi-stakeholder and expert consultative reviews, analyses and recommendations for engaging stakeholders in the implementation of project activities. Project implementation will take an adaptive collaborative management approach, which includes stakeholder representatives in the project decision-making structures. It will consult and engage stakeholders to oversee the implementation of the project.</i>
Base capacity building efforts in self-needs assessment	<i>Coordination and mainstreaming global environmental objectives into policy and legislation frameworks were identified as top cross-cutting capacity priorities in Fiji NCSA as well as a result from various analyses under the UNCCD, UNCBD and UNFCCC enabling activities. Building on these existing capacity needs, the project will strengthen a policy dialogue process to catalyze effective consultation and collaboration in a cost-effective manner. This project will strengthen capacities of key national agencies to effectively coordinate the policy decisions and catalyze implementation pertaining to the three Rio Conventions, as it was identified as a top cross-cutting capacity priority in the Fiji NCSA.</i>
Adopt a holistic approach to capacity building	<i>The project's strategy will be to focus on the main line ministries, in collaboration with other stakeholders. The project includes setting up a collaboration structure inclusive of all key stakeholders. The overall approach to develop this capacity will be holistic. It will proceed based on a review of capacity gaps and then will address these gaps at all levels: individual, institutional and systemic level. Necessary training will be provided, mechanisms within institutions and across institutions will be reviewed and improved as necessary and finally the enabling environment will also be reviewed to ensure it provides adequate policy and legislation frameworks for better coordination of the management of the environment in Fiji.</i>
Integrate capacity building in wider sustainable development efforts	<i>By strengthening the environmental governance in Fiji, stakeholders will benefit from a better coordination and better decisions pertaining to the management of the environment. At the same time, these processes will be mainstreamed within the sustainable development agenda of Fiji.</i>

Capacity Development Operational Principle	Project Conformity
Promote partnerships	<i>By its very nature, this project requires collaboration and coordination among Fiji’s government ministries and agencies and also among non-state organizations. Partnering with all stakeholders will be a critical success factor of the project and will be promoted as needed. Stakeholder engagement and partnership in project implementation will be emphasized.</i>
Accommodate the dynamic nature of capacity building	<i>The project’s implementation arrangements include the mobilization of a Project Steering Committee that will convene twice a year (and as needed should the need arise) to oversee the performance of capacity development activities, and to approve modifications to project activities. Additionally, the management team will use adaptive management as a management tool to provide flexibility in the implementation of the project. It is well recognized that this type of projects need to be flexible and to adapt as needed when national context/realities change. This project will be implemented with the recognition that capacity development is a dynamic process.</i>
Adopt a learning-by-doing approach	<i>Project’s capacity development activities will be implemented through a learning-by-doing approach. Government representatives and other stakeholders will be involved in the collaborative review, analysis and formulation of recommendations.</i>
Combine programmatic and project-based approaches	<i>This project takes a bottom-up and top-down approach to Rio Convention mainstreaming. It effectively began with the NCSA, which was a bottom-up approach to develop a Strategy and Action Plan for Environmental Capacity Building. Using Rio Convention obligations as the analytic framework for the sectoral analyses, recommendations were made to deliver better global environmental outcomes. Priority needs will be addressed by the project, which will provide a programmatic framework for the holistic pursuit of Rio Convention outcomes and sustainable development.</i>
Combine process as well as product-based approaches	<i>The project strategy is to support a change to reach two main expected results: the institutional framework is strengthened and more coordinated, and more able to address global environmental concerns; and global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks. These two results will be the main products that will be developed with the support of the project. In order to achieve these results, most activities that will be supported by the project will be process-based such as training, assessment, reviews, recommendations setting, etc.</i>
Promote regional approaches	<i>The project will also partner with a similar regional project implemented by SPREP and funded by GEF: “Building national and regional capacity to implement MEAs by strengthening planning, and state of environment assessment and reporting in the Pacific Islands”. It will provide opportunities for Fiji to showcase project results at the regional level and also benefit from other countries’ lessons learned and best practices. The project will also partner with related upcoming GEF projects implemented at national level, where key government ministries involved in this project are also national executing agency.</i>

C.1.a Guidance from the Rio Conventions

88. Fiji is fully committed to meet its obligations under the MEAs that it is a Party to. Among these obligations, there are capacity development needs that are required for Parties to be able to implement the Rio Conventions nationally and contribute to global environmental benefits. A summary of these capacity development requirements is presented in the table below.

89. The proposed project is intended to facilitate the development of capacities for mainstreaming environmental policies into inter-ministerial bodies in Fiji. The project will ensure the country can successfully integrate and institutionalize inter-ministerial decision-making for MEAs implementation with the related line Ministries such as Local Government, Urban Development, Housing & Environment; Ministry of Primary Industry (Agriculture, Fisheries & Forests); Ministry of iTaukei Affairs; Ministry of Regional Development; Ministry of Education; Ministry of Youth; Ministry of Public Works; and

Ministry of Lands & Mineral Resources. The project will help Fiji to better meet and sustain global environmental outcomes as framed by the three Rio Conventions. It will also strengthen Fiji's environmental legislative framework by reconciling multiple aims, reducing conflicting and mutually exclusive provisions, and integrating Rio Convention provisions.

90. The project will particularly address a set of Rio Convention articles that call for improved stakeholder engagement, organizational capacities, and environmental governance and to some extent monitoring of the implementation of MEAs (*see corresponding Articles below*). Specifically, the project will strengthen the coordination of government and non-government actors for the management of the environment in Fiji, which should provide a better enabling environment facilitating the implementation of the Rio Conventions in Fiji.

Table 3: Capacity Development Requirements of the Rio Conventions

Type of Capacity	Convention Requirements	FCCC	CBD	CCD
Stakeholder Engagement	Capacities of relevant individuals and organizations (resource users, owners, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue.	Article 4 Article 6	Article 10 Article 13	Article 5 Article 9 Article 10 Article 19
Information Management and Knowledge	Capacities of individuals and organizations to research, acquire, communicate, educate and make use of pertinent information to be able to diagnose and understand global environmental problems and potential solutions.	Article 4 Article 5	Article 12 Article 14 Article 17 Article 26	Article 9 Article 10 Article 16
Environmental Governance	Capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions.	Article 4	Article 6 Article 14 Article 19 Article 22	Article 4 Article 5 Article 8 Article 9 Article 10
Organizational Capacities	Capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making processes for global environmental management.	Article 4 Article 6	Article 8 Article 9 Article 16 Article 17	Article 4 Article 5 Article 13 Article 17 Article 18 Article 19
Monitoring and Evaluation	Capacities in individuals and organizations to effectively monitor and evaluate project and/or programme achievements against expected results and to provide feedback for learning, adaptive management and suggesting adjustments to the course of action if necessary to conserve and preserve the global environment.	Article 6	Article 7	

91. This project will focus on improving coordination for the implementation of the Rio Conventions and also on mainstreaming global environmental objectives into the enabling environment in Fiji. Through its activities, the project will address many of the crosscutting issues identified during the NCSA. The project will contribute to the development of almost all five types of capacities listed in the

table above and overall, it will increase the capacity of Fiji in meeting its obligations under the MEAs that it is a Party to.

C.2 Project Design

C.2.a GEF Alternative

C.2.a.1 Project Rationale

92. This project takes an incremental approach from a GEF construct towards strengthening Fiji's decision-making related to environmental matters and mainstreaming global environmental objectives into the enabling environment. In the absence of this project, the necessary capacities to address the issues identified during the NCSA will remain an outstanding need at the national level in Fiji. The baseline (status quo) would prevent Fiji to achieve global environmental benefits through better decisions and enabling environment related to environmental management and no other projects will address these issues. Other current funded activities funded by the GEF and other donors are more focused on the implementation of a particular convention such as the national communication for UNFCCC or the support to prepare the biodiversity strategy and action plan for the CBD. Most of these projects are not really addressing cross-sectoral issues (also called horizontal issues) such as environmental governance, stakeholder engagement and monitoring the implementation of the Rio Conventions.

93. Fiji would continue to govern its environment through the existing decision-making process and its set of legislation with mixed results. While these results would still provide some global environmental benefits, they would do so at a lower level and at a higher transaction cost than through the proposed GEF Alternative. Government staff would remain insufficiently knowledgeable about how to fully understand the implications of global environmental directives under the conferences of the parties on national environmental and development policies, and how these directives can be strategically implemented through existing related national strategies, programmes and legislation. Barriers to meeting and sustaining global environmental outcomes in Fiji are described in section B.2.e.

94. Addressing these horizontal issues need reforming procedures and protocols, developing an enabling environment, and developing capacity of institutions and staff to perform their revised expected duties. The government has limited resources and has currently other top priorities such as battling with economic development to ensure a minimum level of human livelihood of its people. Support of an international partner such as GEF to undertake this major reform in a timely fashion is needed.

95. Under the GEF Alternative, a targeted set of governance barriers and related technical and institutional capacities will be thoroughly assessed and modified to reduce the overlaps, contradictions and other barriers limiting the development of an adequate environmental governance framework. That is, the expected outcomes of this project rely in its innovative and transformative approach to mainstream the Rio Conventions obligations within existing national environmental and development policies and legislation. This project will test the assumption that by developing the capacity of institutions and mainstreaming global environmental objectives into the enabling environment in Fiji, it will deliver greater global environmental objectives.

96. Through a learning-by-doing process, this project will engage key decision-makers, and other stakeholders, in the critical analysis of Fiji's environmental governance. Through this process, they will collaborate and negotiate on better approaches to deliver global environmental benefits through improved decision-making on environmental and sectoral policies, plans and programmes from the lens of the three Rio Conventions. These capacities will be institutionalized by the implementation of select recommendations that will serve to demonstrate the value of this approach through improved/reinforced compliance with Rio Conventions obligations.

97. Activities under this project are easily discernable, as delivering either global environmental benefits or sustainable development benefits that Fiji should undertake in its own national self-interest. The allocation of the GEF increment and co-financing to each activity is therefore a best estimate of how

much of the GEF increment is needed to complement the baseline and co-financing that was leveraged to implement the project. It is the government of Fiji's intent to strengthen its coordination of environmental matters, which is a good opportunity/entry point to mainstream global environment issues in the national development framework, hence for GEF to step in and complement the baseline. The allocation of the GEF increment and the government co-financing of project activities, demonstrate the proposed partnership. It will complement the baseline and strengthen the implementation of the Rio Conventions in Fiji.

98. The project will build on the existing baseline, seeking to improve the decision-making process and the enabling environment by mainstreaming global environmental objectives into national policies, programmes and legislation and by developing the capacity of related institutions and their staff. It will address the issues rose during the NCSA process and the nature of this project is the logical way to go forward and address these main issues, which are critical barriers to a good environmental governance framework in Fiji. The NCSA process included consultations with a broad group of stakeholders whom participated actively. The results pointed clearly to the need for improving coordination and the enabling environment for addressing global environmental objectives obligations committed by Fiji through the Rio Conventions.

C.2.a.2 Project Goal and Objectives

99. As a small island developing state (SIDS), Fiji is highly dependent on its natural resource base for socio-economic development. The project is envisaged to add value to the Government's major Strategic Framework for Change and the Roadmap for Democracy and Sustainable Socio-Economic Development (RDSSSED) 2009-2014, which articulates Government's strategic priorities to build "A Better Fiji For All". This Vision of the Roadmap, together with the guiding principles of the Peoples' Charter for Change, Peace & Progress sets out the overarching objectives to rebuild Fiji into a non-racial, culturally vibrant, united, well governed and democratic nation under the following three major thematic focuses namely: 1) Strengthening Good Governance 2) Economic Development and 3) Socio-cultural Development.

100. Every effort will be made to incorporate gender issues in the implementation of this project. Roles of men and women to participate in activities of the project will be equally assigned without any discrimination. The project will take steps to ensure that women account for at least 40% of all training and capacity building in the project. Moreover, the project will strengthen data collection and monitoring programmes – gender segregation of data collection and monitoring will be introduced as a basis for ensuring long-term gender benefits.

101. The goal of this project is to contribute to national development strategies by being an operational catalyst towards improving institutional and legislative frameworks that will further assist the integration and collaboration of government and non-government organizations, in order to be more aligned with global environment commitments made by Fiji. Overall, the expected results from this project will ensure that Fiji develops its capacity to meet its global environmental commitments. It will alleviate bottlenecks of delayed decision-making and ensure proper governance and transparency; which will create more vibrancy into rural economies for further economic development and ease of newer integrated project identification potentials that drives more socio-economic benefits for the rural people.

102. The project will contribute to a more coordinated and refined institutional framework for managing the environment through the development of capacities at the systemic, institutional and individual levels. It will include the use of environmental units in each ministry but also the environment management units established under the ministry of I Taukei in all divisional offices throughout Fiji and the NGOs involved in the environmental area as drivers of change and as mechanisms to ensure wide geographic spread of Fiji's MEA obligations at the local level.

103. The objective of the project is to integrate and institutionalize inter-ministerial decision-making for MEA implementation. This objective will be achieved through two components. The first one will focus on developing the capacity of key institutions involved in environmental management in Fiji and

improving the coordination of all government and non-government actors involved in this area. The second component will focus on developing the enabling environment to strengthen the environmental governance framework in Fiji; ensuring that it will be aligned with the global environment obligations that Fiji committed through the various MEAs it is a party to.

C.2.a.3 Expected Outcomes and Outputs

104. The expected achievements of this project are a set of improved capacities to meet and sustain Rio Convention objectives in Fiji through improving national coordination and the enabling environment. This project makes the assumption that by addressing coordination issues and by providing a better enabling environment, the environmental governance framework in Fiji will be equipped with a more holistic understanding of global environmental objectives and solutions to implement Rio Convention obligations. At the same time, this project will not address management information system needs, as the project will build upon its existing baseline. The project will contribute directly to enhancing the institutional, individual and systematic capacities around key national institutions mandated to manage the rich Fijian natural resources. It will ensure that decision-makers have access to accurate and updated information on the natural resources/environment of the country in order to make informed decisions on the protection and conservation of the environment in Fiji; hence contributing to global environmental benefits. The Strategic Results Framework on which the intervention logic is based is outlined in Annex 2 of this project document. This Framework also outlines the indicators, sources of verification and risks and assumptions pertaining to the project objective and outcomes.

105. This project will be implemented in two (2) linked components:

- I. Integrate inter-ministerial decision-making process for the global environment
- II. Strengthen Fiji's environmental legislative framework

Component 1: Integrate inter-ministerial decision-making process for the global environment

Outcome 1: The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns.

106. This first component will focus on assessing and structuring an improved consultative and decision-making process that effectively integrates global environmental objectives into existing national environmental legislation. The project will support the development of capacities of decision-makers to interpret and agree on how best to govern the environment in Fiji that not only meets national priorities, but also global environmental obligations. This component will focus on the processes to facilitate these decisions, whereas component 2 will focus on strengthening the instruments available to decision-makers and policy-makers, providing an adequate enabling environment for improving environmental governance in Fiji. This component will also include strengthening the process to engage, coordinate and collaborate with non-governmental stakeholders, such as NGOs, civil society, private sector and academia.

Output 1.1: Institutions with clear mandates and responsibilities to implement MEAs

107. This Output will review the mandate of the main agencies responsible for MEAs and analyze areas of overlap and gaps in relation to implementing these MEAs. This will also include a comprehensive analysis of existing environmental information systems (e.g., carbon dioxide emissions, salination rates of ecosystems of global significance, and population estimates of endangered endemic species) in order to improve coordination, monitoring and reporting capacities; including reporting to the Rio Conventions. Training of staff will be undertaken to develop their capacity in implementing/monitoring the MEAs.

Main Activities:

- 1.1.1: Update of government institutions involved in implementing MEAs, building on the findings of NCSA, to identify existing mandates and responsibilities and also identify/prioritize gaps and overlaps
- 1.1.2: Develop and implement strategies to address prioritized institutional gaps and overlaps
- 1.1.3: Develop capacity of staff in relevant government institutions to execute these strategies

1.1.4: Training of Environmental Management Units in each approving authorities (i.e. those that are involved in the EIA process e.g. town councils, rural/local authorities, etc), established under the Environment Management Act (2005). This training will be delivered as much as possible through existing training institutions, seeking to institutionalize training programmes supported by the project.

1.1.5: Clearly identify the role of iTaukei Conservation Officers and potential for implementing MEAs

Output 1.2: An operational inter-sectorial coordination mechanism for implementing MEAs

108. This output will review existing institutional structures, networks, and coordination mechanisms, including a look at collaboration and coordination across government agencies and other relevant non-state actors (i.e., adaptive collaborative management). It will feed into the ongoing governance reform process. This will strengthen the contribution of development programmes and plans to meet global environmental priorities, as well as to sustain their related outcomes. An operational inter-sectorial coordination mechanism will be identified, developed and formalized through Cabinet approval. Awareness of decision-makers will be raised through awareness and training activities; particularly focusing on monitoring and assessing implementation performance of programme and plans to deliver global environmental benefits.

Main Activities:

1.2.1: Review of existing coordination mechanisms such as NEC, NCCCC, NLCSC, NBSAP committee and its sub-committees, and other institutional set-up established by the Ministry of Strategic Planning (such as the Green Growth Framework, etc)

1.2.2: Design a mechanism to address inter-sectorial coordination issues built on existing instruments such as NEC, NCCCC, NLCSC, NBSAP committee, etc.

1.2.3: Formalize this inter-sectorial coordination mechanism through Cabinet approval

1.2.4: Raise awareness of Decision-Makers on MEAs obligations throughout the project lifetime for mainstreaming MEA obligations

Output 1.3: Improved contribution from NGO sector, Academia, CBO/Faith based organizations and private sector to implement MEAs

109. NGOs have made a strong contribution to natural resource management in Fiji. This is likely to increase, especially through the implementation of the priority Integrated Rural Development Plan. However, the lack of coordination has led to some duplications and sub-optimal impact. This output will develop and operationalize a mechanism to track and better coordinate the contribution of non-state actors to the implementation of Rio Convention priorities.

Main Activities:

1.3.1: Map out profiles of the non-government actors related to the implementation of MEAs, including NGOs, Academia, CBOs/Faith Organizations and private sector

1.3.2: Identify opportunities for improved engagement. It was noted during the design of this project that CCD has already mapped what each non-government actor is undertaking on climate change (adaptation, mitigation and disaster risk management).

Component 2: Strengthen Fiji's environmental legislative framework

Outcome 2: Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks.

110. This component will focus on reconciling and strengthening the set of legislative instruments - inclusive of key national policies and programmes – that are used to govern environmental management and ensure that these instruments are aligned with Fiji's MEA obligations. This will help Fiji to improve its compliance with various related Multilateral Environmental Agreement (MEAs), particularly the three

Rio Conventions. This outcome will be achieved through a set of three outputs: the revision of the legislation instruments in place to manage the environment; the strengthening of the monitoring of the environment to be fully in line with Rio Convention reporting obligations; and, the identification of sustainable financing mechanisms for environmental protection and conservation. Activities supported by the project in this area will also build and collaborate with existing initiatives undertaken by the government, the non-government sector and also through the support of donors' activities.

Output 2.1: Revised legislation and policies addressing MEAs obligations

111. The project will support an in-depth analysis of Fiji's national environmental legislation and associated policies, programmes and plans, with particular attention to their alignment with the Rio Convention obligations and their contributions and constraints to delivering global environmental benefits. Based on the findings from this analysis, the project will support the identification and development of new and amended legal and policy instruments to fulfill Fiji's MEA obligations. Finally, the project will support the process to formalize these new and amended instruments through NEC and Cabinet.

Main Activities:

- 2.1.1: Identify legal review processes that are recently undertaken through ongoing projects (such as the Coral Triangle Initiative, Mangrove Ecosystem, MESCAL projects, etc.)
- 2.1.2: Review and analyze implementing tools and identify policy alignment to the 3 conventions (e.g. NBSAP, Climate Change Policy, draft National Action Plan for UNCCD, National Communication reports and the draft Green Growth Framework that stemmed from Rio+20). This would include the review of legislation in place (26 in total as determined by the NCSA) and identify emerging issues relevant to implementation of MEAs since the passing of EMA 2005
- 2.1.3: Identify legal and/or policy instruments to fulfill MEA obligations
- 2.1.4: Formalize legal and/or policy instruments through NEC endorsement and Cabinet approval
- 2.1.5: Raise awareness on legislation and policies throughout the project lifetime

Output 2.2: An effective system to monitor implementation of MEAs

112. The project will support activities to strengthen the monitoring systems in place to monitor the implementation of MEAs; particularly the Rio Conventions. It will review the systems in place and their guidelines, methods, norms and standards. The project will also support the review of existing environmental indicators and assess potential gaps to monitor the implementation of the Rio Conventions. Activities will also involve training of staff and stakeholders.

Main Activities:

- 2.2.1: 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.
- 2.2.2: Assess existing environmental indicators being monitored against MEAs reporting requirements, including gaps (e.g. the SNC has set-up a GHGI, V&A assessments of different sectors; the M&E of the CBD is being established under the GEF-4 forestry project, SPREP is working on an initiative to harmonize reporting of MEAs)
- 2.2.3: Develop one set of indicators and monitoring guidelines that harmonize all conventions. This may involve the setting up of a data bank (within the Ministry of Strategic Planning, National Development & Statistics) to collect all MEA related information and make them readily available. This activity will take place in collaboration with other related initiatives such as the plan for DOE to undertake analyses of existing environmental information systems and also the work of the Coral Triangle Initiative (CTI) in this area.

Output 2.3: Guidelines for sustainable financing mechanisms developed

113. Under this Output, the project will assess the existing efforts to develop new sustainable financing mechanisms and the legislative needs related to these mechanisms. It will also review international best practices in this area. The project will then develop proposals to establish new sustainable financing mechanisms that can be implemented in Fiji.

Main Activities:

- 2.3.1: Review existing efforts and legal systems that support financing mechanisms for the three MEAs in Fiji. It will include the review of the Climate Public Expenditure Institutional Review (CPEIR) undertaken by Fiji to prepare itself to directly access climate finance including the climate readiness report for the Green Climate Fund. This initiative also include disaster risk management aspects for Fiji; it is driven by the Ministry of Finance and supported by the Climate Change Division of MOFA. The review will also include the funds that are being taxed by FIRCA and explore how they can be directed to the Department of Environment.
- 2.3.2: Research international Payment for Ecosystem Services (PES), look at case studies from other countries, and recommend best practices with appropriate guidelines that are applicable to Fiji.

C.3 Sustainability and Replicability

C.3.a Sustainability

114. The project will contribute directly to the development of national capacities for a better coordination and a strengthened institutional framework for managing the environment and provide an environment governance framework aligned with the Rio Convention obligations. The project will intervene at the systemic, institutional and individual levels. Considering the nature of this project, it will also contribute and add value to national development strategies, particularly the government's major Strategic Framework for Change and the Roadmap for Democracy and Sustainable Socio-Economic Development (RDSSSED) 2009-2014, which articulates Government's strategic priorities to build "A Better Fiji For All". The project will be an operational catalyst towards improving institutional and legislative frameworks that will further assist the integration and collaboration of government and non-government organizations, in order to align national environmental management capacities with Rio Convention obligations. Through better coordination and better legislation and policies, the project will contribute to better management and monitoring of the environment.

115. Additionally, the project implementation team will also make every effort to be inclusive, including involving a large number of women in its activities. As much as possible, training activities will include an equal number of men and women. When strengthening the coordination among government and non-government organizations, the project will ensure that collecting data will be gender disaggregated and that any reports will also be gender disaggregated. This approach will facilitate a focus on gender-based environmental issues and gender-based solutions.

116. The implementation strategy and the overall approach of the project to implement capacity development activities are such that sustainability of project achievements should be ensured over the long-term. It includes several features that are forming the sustainability strategy of the project:

117. The project will build upon existing strategies of the government. The need for better coordination and an enabling environment addressing fully MEA obligations was identified as national priorities during the NCSA process. This project is, therefore, a full response to these needs; it will address these identified capacity gaps. As a result, the project is part of the government strategy to address these needs, providing excellent opportunities to institutionalize results along the implementation of the project; hence contributing to the long-term sustainability of project achievements.

118. The project will be implemented by the key Ministries involved in the implementation of the Rio Conventions; therefore, facilitating the institutionalization of project achievements. It will be overseen by

the National Environmental Council (NEC) that is the national council that is mandated by the government to monitor and report on the state of the environment. The main focus of the project is to improve the coordination among key organizations and to improve the legislation and policy frameworks in place for environmental management, including addressing the Rio Convention obligations. Through the implementation process done within these key organizations, capacities will be developed and at the same time, results/achievements will be institutionalized almost automatically. This approach will contribute to the long-term sustainability of project's achievements.

119. The approach to implement the project will be as much as possible holistic; that is to focus on developing the capacities needed at all levels for improving the national coordination and the enabling environment. Capacity development activities will be implemented through an adaptive collaborative management approach to engage stakeholders as collaborators in the design and implementation of project activities.

120. The overall approach to develop this capacity will be holistic. It will proceed based on a review of capacity gaps and then will address these gaps at all levels: individual, institutional and systemic level. Necessary training will be provided, mechanisms within institutions and across institutions will be reviewed and improved as necessary and finally the enabling environment will also be reviewed to ensure it provides adequate policy and legislation frameworks for the implementation of the Rio Conventions. This approach will ensure that staff and stakeholders in key organizations will have the necessary skills and knowledge needed to sustain project achievements but also that the mechanisms and procedures put in place in these organizations are adequate to support these achievements over the long-term within a policy and legislation environment that are supportive of these results.

121. Another important feature of this project's strategy to sustain its achievements is the learn-by-doing approach. Each project activity will seek the active participation of key stakeholders that are involved in the process. This participation will contribute to the rapid uptake of project achievements in coordination of environmental activities in Fiji and also in decision-making and policy-making related to the environmental sector. The rationale being that government and other stakeholders responsible for environmental planning, decision-making, monitoring and enforcement are the stakeholders that will benefit from this project. It is assumed that mistakes will occur and implementation will not always be smooth, but these problems should still be seen as opportunities for learning better practices.

122. Sustainability will also be strengthened by the project's attention to resource mobilization, including the output 2.3 that will search for new sustainable financing mechanisms. Notwithstanding a high level of commitment, championship, and strong baseline, the sustainability of project outcomes will require a certain amount of new and additional resources that is currently not available outside of the project's construct. The mobilization of project resources will explore the kind of resources needed to sustain project outcomes, and identify realistic sources from both the Fiji government, and through official development assistance as appropriate. Importantly, the resource mobilization strategy will seek an improvement of the government's allocation of resources directed to implementing the Rio Conventions through national environmental legislation.

123. Finally, the fact that the project will be implemented by a government agency facilitates the national ownership of project activities, will contribute to a better institutionalization of project achievements and reinforce the potential for the long-term sustainability of these achievements.

C.3.b Replicability and Lessons Learned

124. The project will directly address a national priority that was identified through the NCSA process. It is not about piloting or demonstrating a new approach or a new system; it is to address national priorities. The need for better coordination among key government and non-government organizations for implementing the Rio Conventions and the need for a more adequate enabling environment were identified as priority capacity needs. Therefore, the project will support the development of a public good that will be used by the public and in particular by decision-makers / policy-makers. It will address an issue that has been clearly identified and that needs to be addressed.

125. As discussed in the previous section, the expected achievements should be sustained after the project end, as it is a national need. With the support of the project, Fiji should have a better coordinated approach for the implementation of the Rio Conventions and a better aligned enabling environment. It is also anticipated that the project will provide resources to transfer knowledge such as dissemination of lessons, training workshops, information exchange, national forums, etc. As a result, it should ensure its sustainability but also its up-scaling to rural areas of Fiji, including other islands.

126. Fiji will be part of another UNEP-GEF funded project that will also look into “*building the national and regional capacity to implement MEAs by strengthening planning, and state of environment assessment and reporting in the Pacific Islands*”. The development of the capacity of Fiji to integrate and institutionalize inter-ministerial decision-making for MEA implementation will also provide the opportunity to up-scale the results through the dissemination of lessons learned to other countries in the region through this regional project but also through other regional mechanisms.

127. Nevertheless, as a medium-size project, this intervention will have certain limitations such as the capacity of the project to develop skills and knowledge of all actors involved in environmental management nationally. This project will serve as a catalyst of a longer-term approach to Rio Convention implementation by strengthening a coordination mechanism and upgrading the enabling environment (legislation and policies). It is one step in a longer journey to implement the Rio Conventions in Fiji.

128. One particular area that will need up-scaling is the strengthening of environmental governance at the local level. The project will support the strengthening of a national coordination among key organizations involved in managing the environment. It is anticipated that some project activities will involve local stakeholders, however, more capacity development activities will be needed at the local level to strengthen the capacity of local communities to protect and conserve their natural resources. It is one area that will need more support after this project.

129. Part of the catalytic role of the project will be to demonstrate the value of the achievements. Therefore, it will also be important that the project prepares a timely exit. An exit strategy will be prepared 6 months before the end of the project to detail the withdrawal of the project and provide a set of recommendations to the government to ensure the long-term sustainability and the up-scaling of project achievements throughout Fiji.

C.3.c Risks and Assumptions

130. For each expected results at the objective, outcomes and outputs levels, risks and assumptions were identified (*see Annex 2*) during the preparation of this project. There are presented below:

Risks	Assumptions
<ul style="list-style-type: none"> • Changes in government management systems and priorities due to change in political status, and unavailability of focal points to make decisions (<i>Political</i>) • Unavailability of dedicated project personnel to follow through with activities (<i>Operational</i>) 	<ul style="list-style-type: none"> • Government commitment to align institutions to fully comply to obligations under MEAs
<ul style="list-style-type: none"> • Institutional reforms due to political change, change in priorities due to change in leadership (<i>Political</i>) • Staff turnover, limited resources to commit to training (<i>Operational</i>) 	<ul style="list-style-type: none"> • An effective training programme, institutions include awareness and training under respective annual corporate plans
<ul style="list-style-type: none"> • Unwillingness to participate due to lack of understanding 	<ul style="list-style-type: none"> • Coordinated response to reporting system

Risks	Assumptions
<ul style="list-style-type: none"> • Delays due to ministerial reforms (<i>Political</i>) • Irregular frequency of meetings for relevant bodies, unclear approval mechanism for an inter-sectorial coordination body, unwillingness to participate in the inter-sectorial coordination body (<i>Operational</i>) 	<ul style="list-style-type: none"> • Supporting mechanism is in-place
<ul style="list-style-type: none"> • Lack of participation from decision-makers, limited understanding of MEAs 	<ul style="list-style-type: none"> • Good participation to an effective awareness programme
<ul style="list-style-type: none"> • Limited participation of ministries, unwillingness to declare all externally-funded activities 	<ul style="list-style-type: none"> • Willingness to coordinate and collaborate for effective planning
<ul style="list-style-type: none"> • Changes in the legal system, lack of support from legislators, lack of national capacity to review and draft legal framework/instructions 	<ul style="list-style-type: none"> • Clear processes and mechanisms to support deliverables
<ul style="list-style-type: none"> • Lack of national capacity to support the process 	<ul style="list-style-type: none"> • Political will
<ul style="list-style-type: none"> • Unwillingness to participate, lack of capacity 	<ul style="list-style-type: none"> • Effective monitoring systems
<ul style="list-style-type: none"> • Lack of sustainability and ownership, and ineffective accountability and management systems. 	<ul style="list-style-type: none"> • Commitment to sustain sustainable financing mechanisms

131. The review of these risks indicates that these risks are manageable through the project's learn-by-doing approach. This proposed project is a direct response to national priorities identified through the NCSA process; as a result, there is a strong national ownership and willingness to succeed, hence low risks that key stakeholders will not participate in the project and lack of political will.

132. The fact that the project will also be housed at MLGUDHE and implemented in close collaboration with MPI and MOFA will contribute to managing any operational risks. The project will be tightly integrated to the operation of the respective departments, which will facilitate the day-to-day operations of the project. It will also contribute to a better prospect for long-term sustainability of project results.

133. Notwithstanding, this also assumes that project activities will be successful, and that the commitment to implement project activities through adaptive collaborative management remains intact. To this end, staff needs and motivation will be important considerations to reduce the risk of high staff turnover. The project will help minimize this risk by instituting a training programme to better understand and apply global environmental issues into national environmental management.

C.4 Stakeholder Involvement

134. This project is a direct result of the NCSA Report which was an opportunity for Fiji to thoroughly look at its management capacity needs and identify gaps and to formulate a National Capacity Development Strategy to achieve national and global environmental priorities that has to be undertaken in a systematic manner. This process required thorough consultations with stakeholders at systematic, organizational or institutional and individual levels in order to produce the contents of the PIF.

135. The preparation of the thematic assessments was based on the following activities:

- a) Capacity level analyses (systemic, institutional and individual) in various institutions in Fiji. Most of these institutions were government stakeholders;
- b) Visits to project sites and interviews with many stakeholders in the two main Fiji islands;
- c) Interviews with non-government stakeholders;

- d) Desk appraisal of relevant Fiji legislation;
- e) Appraisal of activities undertaken as part of Fiji's national biodiversity strategy and action plan (CBD) and Articles under the CBD;
- f) Appraisal of Fiji's reporting on conventions and to relevant international fora (e.g. BPOA, Mauritius Strategy, World Summit on Sustainable Development, the UN Commission on Sustainable Development, Millennium Development Goals); and
- g) Assessment of obligation management and the meeting of national strategic development plan targets by convention focal points: Department of Environment for the CBD, Climate Change Division for UNFCCC, and Department of Agriculture for the UNCCD.

136. During the CB2 project development phase in March 2014, key project stakeholders were identified and consulted. National Consultation process involved individual meetings 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.

137. Taking an adaptive and collaborative management approach to execution, the project will ensure that key stakeholders are involved early and throughout project execution as partners for development. This includes their participation in the Project Board, review of project outputs such as recommendations for amendments to policies, plans, programmes and legislation, as well as participation in monitoring activities. 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.

138. 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. The project strategy identifies Government Ministries and their subsidiary agencies and departments that are authorized to oversee compliance with key environmental legislation as key project stakeholders. A management structure was determined with key stakeholders; namely the Ministry of Environment (focal point for UNCBD); Ministry of Foreign Affairs and International Cooperation (focal point for UNFCCC since 17/03/2014) and the Department for Agriculture (focal point for UNCCCD). These stakeholder representatives will participate in activities to negotiate the improved interpretation of environmental and natural resource legislation, which is structured as learn-by-doing exercises. In addition to these governmental stakeholders, there are non-governmental stakeholders from academia, the private sector, and civil society organizations who also were involved in the consultation process to address the importance of negotiating agreement among all stakeholders towards a shared vision and expectations under the project. During the establishment of technical working groups on the three Rio Conventions, these non-state organizations will also be invited in the project activities to share their comparative expertise, but also to undertake selected project activities. These will be determined during project implementation when setting up with the working group teams as well as when setting up the sub-contracts.

139. The table below indicates the role of key stakeholders for implementing the project:

Table 4: Stakeholders Anticipated Roles in Implementing the Project

Stakeholder	Anticipated role in the Project
The Ministry of Local Government, Urban Development, Housing and Environment (MLGUDHE)	<ul style="list-style-type: none"> • MLDUGHE will guide the process of how global environmental concerns, priorities and objectives would be integrated into Fiji’s key national development policy framework, including associated management capacities. • MLDUGHE is the focal point of the GEF. • Provide the technical support required to implement the project at all levels of society in Fiji. • Ensure alignment of the project outcomes to all MEAs to which this project supports, at the MEA level, in accordance to national priority needs
Ministry of Primary Industries (MPI) (including the Department for Agriculture, Fisheries & Forestry)	<ul style="list-style-type: none"> • MPI is the lead institution of the agricultural sector. It will guide the integration of environmental priorities into the agro-industry productive sector, fisheries sector and forestry sector. • It is the national focal point for UNCCD. • It will advise on the assessment of capacity in training and awareness at all levels.
Ministry of Foreign Affairs (MOFA)	<ul style="list-style-type: none"> • MOFA is the agency for Fiji's relations with all foreign Governments and international organizations. • It will guide the integration of Climate Change priorities into the national strategic plans. It is the national focal point for UNFCCC.
Ministry of Finance, Strategic Planning, National Dev & Statistics (MFSPNDS)	<ul style="list-style-type: none"> • MFSPNDS is in charge of national and regional development plans, improving governance in the short, medium and long terms, advising the executive power in decision-making strategies. • It plays a key role in the project promoting and coordinating the project objectives into the National Planning System.
National Environment council (NEC)	<ul style="list-style-type: none"> • NEC to implement various environment programs throughout Fiji in collaboration with NGO sector, Academia, CBO/Faith based organizations and private sector.
NGOs	<ul style="list-style-type: none"> • Provide technical inputs and supports necessary and relevant from the relevant NGOs relevant portfolio and core functions/purposes. • Provide advice and guide linkages to any existing environmental resources database to the national focal points ministries.
Academia (USP, FNU and other academic institutions)	<ul style="list-style-type: none"> • Provide technical inputs and support in terms of academic research on relevant environmental issues. • Provides advice based on information and findings about Environmental research to NEC

C.5 Monitoring and Evaluation

140. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures. The project team and the UNDP Multi-Country Office (UNDP-MCO) in Fiji will undertake monitoring and evaluation activities, with support from UNDP-GEF, including independent evaluators for the mid-term and final evaluation. The project results framework matrix in Annex 2 provides a logical structure for monitoring project performance and delivery using SMART indicators during project implementation. The output budget and the work plan in the project document provide additional information for the allocation of funds, both the GEF and co-financing, for expected project deliverables and the timing of project activities to produce these deliverables. Annex 3 provides a breakdown of the total GEF budget by outcome, project management costs, and allocated disbursements on a per year basis. A GEF tracking tool for CCCD will be used as part of monitoring and evaluation activities to assess project delivery (*see Annex 1*). The work plan is provisional, and is to be reviewed during the project inception phase and endorsed by the project board.

141. The following sections outline the principle components of monitoring and evaluation. The project's monitoring and evaluation approach will be discussed during the project's inception phase so as to fine-tune indicators and means of verification, as well as an explanation and full definition of project staff M&E responsibilities.

142. *A project Inception workshop* will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO, with representation from the UNDP-GEF Regional Coordinating Unit as appropriate. Non-governmental stakeholders should be represented at this workshop as well.

143. A fundamental objective of this inception workshop will be to further instill the ownership of the project's goals and objectives among the project team, government and other stakeholder groups. The workshop will also serve to finalize preparation of the project's first annual work plan on the basis of the project's results framework matrix. This will include reviewing the results framework (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalize the Annual Work Plan (AWP) with precise and measurable performance (process and output) indicators, and in a manner consistent with the expected outcomes for the project.

144. The project inception phase, during the first two months of start-up, will begin with an induction training to: (i) introduce project staff to the UNDP-GEF expanded team that will support the project during its implementation, namely the UNDP-MCO and responsible Project Management Unit (PMU) staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-MCO and PMU staff with respect to the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the combined Annual Project Reports - Project Implementation Reviews (APR/PIRs), Project Board (PB) meetings, as well as final evaluation. The inception phase will also provide an opportunity to inform the project team on UNDP project-related budgetary planning, budget reviews, and mandatory budget re-phasing.

145. The project inception workshop will be held at the end of the inception phase to provide an opportunity for all stakeholders to validate the project results framework and discuss the project's work plan. As well, the workshop will provide an opportunity to stakeholders to agree on their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for PMU staff and associated decision-making structures will be discussed again, as needed, in order to clarify for all, each party's responsibilities during the project's implementation phase.

146. The inception workshop will present a schedule of M&E-related meetings and reports. The Project Coordinator in consultation with UNDP will develop this schedule, and will include: (i) tentative time frames for PB meetings, and the timing of near-term project activities, such as the in-depth review of literature on natural resource valuation; and (ii) project-related monitoring and evaluation activities. The provisional work plan will be approved in the first meeting of the PB.

147. *A project inception report* will be prepared immediately following the inception workshop. This report will include a detailed First Year Work Plan divided in quarterly time-frames as well as detailed activities and performance indicators that will guide project implementation (over the course of the first year). This Work Plan will include the proposed dates for any visits and/or support missions from the UNDP-MCO, the UNDP-GEF Regional Coordinating Unit, or consultants, as well as time-frames for meetings of the project decision-making structures (e.g., PB). The report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months' time-frame.

148. The inception report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation, including any unforeseen or

newly arisen constraints. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in that to respond with comments or queries.

149. Day-to-day monitoring of implementation progress will be the responsibility of the Project Coordinator based on the project's Annual Work Plan and its indicators. The Project Coordinator will inform the UNDP-MCO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

150. The Project Coordinator will review outputs and performance indicators in consultation with the full project team at the inception workshop, with support from UNDP-MCO and assisted by the UNDP-GEF. Specific targets for the first year implementation performance indicators, together with their means of verification, will be reviewed at the inception workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the Project Team, and agreed with the PB.

151. Periodic monitoring of implementation progress will be undertaken by the UNDP-MCO through monitoring discussions and site visits based on quarterly reports from the Project Coordinator. Furthermore, specific meetings may be scheduled between the PMU, the UNDP-MCO and other pertinent stakeholders as deemed appropriate and relevant (particularly the PB members). Such meetings will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

152. Quarterly Progress Reports are short reports outlining the main updates in project performance, and are to be provided quarterly to the UNDP-MCO. UNDP-MCO will provide guidelines for the preparation of these reports, which will be shared with the UNDP-GEF RCU. They will include:

- Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform.
- Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).
- Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.
- Other ATLAS logs can be used to monitor issues, lessons learned etc. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

153. Annual Monitoring will occur through the Annual Project Board meeting. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to PB meetings at least twice per year. The first such meeting will be held within the first twelve months following the initiation workshop. For each year-end meeting of the PB, the Project Coordinator will prepare harmonized Annual Project Report / Project Implementation Reviews (APR/PIR) and submit it to UNDP-MCO, the UNDP-GEF Regional Coordination Unit, and all PB members at least two weeks prior to the meeting for review and comments.

154. The APR/PIR will be used as one of the basic documents for discussions in the PB year-end meeting. The Project Coordinator will present the APR/PIR to the PB members, highlighting policy issues and recommendations for the decision of the Committee participants. The Project Coordinator will also inform the participants of any agreement(s) reached by stakeholders during the APR/PIR preparation, on how to resolve operational issues. Separate reviews of each project output may also be conducted, as necessary. Details regarding the requirements and conduct of the APR and PB meetings are contained with the M&E Information Kit available through UNDP-GEF.

155. The combined Annual Project Report (APR) and Project Implementation Review (PIR) is a UNDP requirement and part of UNDP-MCO central oversight, monitoring and project management. As a

self-assessment report by project management to the MCO, the APR/PIR is a key input to the year-end Project Board meetings. The PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from on-going projects. These two reporting requirements are very similar in input, purpose and timing that they have now been amalgamated into a single APR/PIR Report.

156. An APR/PIR is to be prepared on an annual basis by June, but well in advance (at least one month) in order to be considered at the PB meeting. The purpose of the APR/PIR is to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work. The APR/PIR is discussed by the PB, so that the resultant report represents a document that has been agreed upon by all of the key stakeholders.

157. A standard format/template for the APR/PIR is provided by UNDP-GEF. This includes the following:

- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative);
- Project outputs delivered per project outcome (annual);
- Lesson learned/good practice;
- AWP and other expenditure reports;
- Risk and adaptive management;
- ATLAS QPR;
- Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

158. UNDP will analyze the individual APR/PIRs by focal area, theme and region for common issues/results and lessons. The APR/PIRs are also valuable for the independent evaluators who can utilize them to identify any changes in the project's structure, indicators, work plan, among others, and view a past history of delivery and assessment.

159. A *mid-term review* may be conducted if needed at the mid-point of the implementation of the project to review the progress of the project and provide recommendations for the remaining implementation phase, including recommendations for ensuring a smooth exit and maximize the sustainability of project achievements.

160. An *independent final evaluation* will take place three months prior to the terminal tripartite review meeting, and will focus on: a) the cost-effectiveness, efficiency and timeliness of project implementation and performance; b) highlight issues requiring decisions and actions; and c) present initial lessons learned about project design, implementation and management. Findings of this evaluation will be incorporated as lessons learned, and recommendations for improvement addressed to ensure the institutional sustainability of project outputs, particular for the replication of project activities. The final evaluation will also look at project outcomes and their sustainability. The final evaluation should also provide recommendations for follow-up activities, as appropriate. The terms of reference for the final evaluation will be prepared by the UNDP-MCO based on guidance from the UNDP-GEF Regional Coordinating Unit, in consultation with the PB.

161. During the last three months of the project, the PMU will prepare the *Project Terminal Report*. This comprehensive report will summarize all activities, achievements and outputs of the project, lessons learned, the extent to which objectives have been met, structures and mechanisms implemented, capacities developed, among others. Together with the independent final evaluation, the project terminal report is one of two definitive statements of the project's activities during its lifetime. The project terminal report will also recommend further steps, if necessary, in order to ensure sustainability and replicability of the project outcomes and outputs.

162. *The terminal review meeting* is held by the PB, with invitation to other relevant government stakeholders as necessary, in the last month of project operations. The Project Coordinator is responsible for preparing the terminal review report and submitting it to UNDP-MCO, the UNDP-GEF Regional

Coordinating Unit, and all participants of the terminal review meeting. The terminal review report will be drafted at least one month in advance of the terminal review meeting, in order to allow for timely review and to serve as the basis for discussion. The terminal review report considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. The report also decides whether any actions remain necessary, particularly in relation to the sustainability of project outputs and outcomes, and acts as a vehicle through that lessons learned can be captured to feed into other projects under implementation or formulation. The terminal review meeting should refer to the independent final evaluation report, conclusions and recommendations as appropriate.

163. The UNDP-MCO, in consultation with the UNDP-GEF Regional Coordinator and members of the PB, has the authority to suspend disbursement if project performance benchmarks are not met as per delivery rates, and qualitative assessments of achievements of outputs.

164. The Project Coordinator will provide the UNDP Resident Representative with *certified periodic financial statements* relating to the status of UNDP (including GEF) funds according to the established procedures set out in UNDP's Programming and Finance manuals. An *audit of the financial statements* will be required based on UNDP's threshold and in such a case, the audit will be conducted by the legally recognized auditor of the UNDP-MCO. Audit on project will follow UNDP Financial Regulations and Rules and applicable Audit policies.

165. *Learning and knowledge sharing*: Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums at the national, regional and global levels.

166. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

167. Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

168. *Communications and visibility requirements*: Full compliance is required with UNDP's Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: http://www.thegef.org/gef/GEF_logo. The UNDP logo can be accessed at <http://intra.undp.org/coa/branding.shtml>.

169. Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

170. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

Table 5: Monitoring Work Plan and Budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP MCO, UNDP GEF 	Indicative cost: 5,000	Within first two months of project start up
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> ▪ UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. 	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> ▪ Oversight by Project Coordinator ▪ Project team 	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> ▪ Project manager and team ▪ UNDP MCO ▪ UNDP RTA ▪ UNDP EEG 	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> ▪ Project Coordinator and team 	None	Quarterly
Mid-term Review (<i>if needed</i>)	<ul style="list-style-type: none"> ▪ Project Coordinator and team ▪ UNDP MCO ▪ UNDP RCU ▪ External Consultants (i.e. evaluation team) 	Not Required for MSP project, but can be undertaken if it is deemed necessary by the Project Board Indicative cost: \$15,000	At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> ▪ Project Coordinator and team, ▪ UNDP MCO ▪ UNDP RCU ▪ External Consultants (i.e., evaluation team) 	Indicative cost: \$20,000	At least three months before the end of project implementation
Project Terminal Report	<ul style="list-style-type: none"> ▪ Project Coordinator and team ▪ UNDP MCO ▪ Local consultant 	0	At least three months before the end of the project
Audit	<ul style="list-style-type: none"> ▪ UNDP MCO ▪ Project Coordinator and team 	Indicative cost per year: \$2,500	Yearly
Visits to field sites	<ul style="list-style-type: none"> ▪ UNDP MCO ▪ UNDP RCU (as appropriate) ▪ Government representatives 	For GEF supported projects, paid from IA fees and operational budget	Yearly
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 47,500 (+/- 2.6% of total budget)	

D. Financing

D.1 Financing Plan

171. The financing of this project will be provided by the GEF (US\$ 611,364), with co-financing from the Government of Fiji (US\$ 1,065,000) and UNDP (US\$ 110,000). The GEF leverage thus represents approximately a 1:2 ratio. The allocation of these sources of finances is structured by the two main project components, as described in section C.2.b above. More detailed financial information is provided in Annex 3 and 7. The table below gives a summary of the allocation of the budget per component/outcome.

Table 6: Project Costs (US\$)

Total Project Budget by Component	GEF (\$)	Co-Financing (\$)	Project Total (\$)
Component 1	206,400	540,000	746,400
Component 2	352,600	540,000	892,600
Project Management	52,364	95,000	147,364
Total project costs	611,364	1,175,000	1,786,364

Total GEF Budget and Work Plan

Award ID:	00083221	Project ID:	00091812
Award Title:	Capacity Building for Mainstreaming MEA Objectives into Inter-Ministerial Structures and Mechanisms		
Business Unit:	FJI10		
Project Title:	Capacity Building for Mainstreaming MEA Objectives into Inter-Ministerial Structures and Mechanisms		
PIMS No:	4727		
Implementing Partner (Executing Agency):	Ministry of Local Government, Urban Development, Housing & Environment (MLGUDHE)		

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (US\$)	Amount Year 2 (US\$)	Amount Year 3 (US\$)	Total (US\$)	See Budget Notes
Component 1: Integrate inter-ministerial decision-making process for the global environment	MLGUDHE	62000	GEF	71200	International Consultant	8,333	8,333	14,334	31,000	1
				71300	Local Consultant	4,500	4,500	4,500	13,500	2
				71400	Contractual Services - Individual	62,500	32,500	32,500	127,500	3
				71600	Travel	3,334	3,333	5,733	12,400	4
				74500	Miscellaneous expenses	3,000	3,000	3,000	9,000	5
				75700	Training, Workshops and Conferences	5,000	4,000	4,000	13,000	6
				Total Outcome 1						86,667
Component 2: Strengthen Fiji's environmental legislative framework	MLGUDHE	62000	GEF	71200	International Consultant	30,833	30,834	24,833	86,500	7
				71300	Local Consultant	27,500	27,500	27,500	82,500	8
				71400	Contractual Services - Individual	62,500	32,500	32,500	127,500	9
				71600	Travel	11,200	11,200	8,800	31,200	10
				74500	Miscellaneous expenses	3,000	3,000	2,000	8,000	11
				75700	Training, Workshops and Conferences	5,900	5,500	5,500	16,900	12
				Total Outcome 2						140,933
Project Management	MLGUDHE	62000	GEF	71200	Contractual Services - Individual	12,000	12,000	12,000	36,000	13
				71600	Travel	1,000	1,000	1,000	3,000	14
				72200	Equipment and Furniture	1,000	1,000		2,000	15

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (US\$)	Amount Year 2 (US\$)	Amount Year 3 (US\$)	Total (US\$)	See Budget Notes
	UNDP			72500	Supplies	500	500	500	1,500	16
				74100	Professional Services	2,500	2,500	2,500	7,500	17
				74599	UNDP Cost-Recovery Charges - Bills	800	800	764	2,364	18
				Total Project Management			17,800	17,800	16,764	52,364
TOTAL PROJECT						245,400	184,000	181,964	611,364	

Notes:

Percentage allocated per year

40%

30%

30%

100%

(1) International consulting days for component 1 (incl. 50% of final evaluation consulting days)

(2) National consulting days for component 1

(3) 50% of the Project Coordinator's substantive work time allocated to Outcome 1, plus 1 MEA Officer full time and 0.5 MEA Officer

(4) Travel budget for consultants

(5) Budget provision for local transportation

(6) Training expenses to conduct training activities under component 1

(7) International consulting days for component 2 (incl. 50% of final evaluation consulting days)

(8) National consulting days for component 2

(9) 50% of the Project Coordinator's substantive work time allocated to Outcome 2, plus 1 MEA Officer full time and 0.5 MEA Officer

(10) Travel budget for consultants

(11) Budget provision for local transportation

(12) Training expenses to conduct training activities under component 2

(13) A full time Project Administrative and Financial Assistant

(14) Travel budget for project office

(15) Office equipment for the project

(16) Office supplies for the project

(17) Audit cost for 3 years

(18) Direct Project Cost for services rendered by UNDP to the project, according to the Letter of Agreement (Annex 8)

Table 7: Estimated Project management budget/cost (for the entire project)

Component (*)	Estimated Staff weeks	GEF (\$)	Co-Financing (\$)	Project Total (\$)
Locally recruited personnel: Project Assistant	156	36,000		36,000
Direct Project Costs		2,364		2,364
Management Support			40,000	40,000
Office facilities, equipment, supplies and audit		11,000	50,000	61,000
Travel		3,000	5,000	8,000
Total project management cost		52,364	95,000	147,364

* Local and international consultants in this table are those who are hired for functions related to the management of project. Please see table below for consultants providing technical assistance for special services.

172. An internationally recruited consultant will be contracted to undertake the independent final evaluation towards the end of the project. The travel budget includes the costs of DSA, TE and return airfare for the international consultant.

173. No UNDP Implementing Agency General Management services are being charged to the Project Budget. All such costs are being charged to the IA fee. In agreement with the Government of Fiji, UNDP may provide a few implementation support services (mostly recruitment of international consultants) under the National Implementation Arrangements; these will be charged to the Project Management Budget. A budget of \$2,364 was allocated to these Direct Project Costs (DPCs). Details of such charges are provided in Annex 8.

174. The table below provides details on planned consultancies for implementing this project. One consultancy with one international environmental monitoring expert is planned under outcome 2. The other consultancies are planned to be conducted by local consultants.

Table 8: Consultants for technical assistance components (estimated for entire project)

Consultants	Estimated Consultant weeks	GEF (\$)	Co-Financing (\$)	Project Total (\$)
National Experts to review coordination mechanisms, identify adequate institutional framework and provide training to environmental management units.	11	13,500		13,500
International Experts to support the revised decision making process to be implemented with the support of the project	10	25,000		25,000
National Experts to review legislation, policies related to Rio Conventions and develop amendments, new Laws and new policies.	60	82,500		82,500
International Experts to identify MEA obligations applicable in Fiji and to support the development of appropriate legislation and policies.	22	56,000		56,000
International Experts to support the identification of PES, which could be implemented in Fiji as new sustainable financing mechanism.	9	24,500		24,500
International Evaluator	4	12,000		12,000
Total	116	\$213,500		\$213,500

D.2 Cost Effectiveness

175. An important indicator to consider for analyzing the project cost-effectiveness is the percentage of the total project that is being used for project management services. As per table 9 below, this percentage

is 8%, which is very reasonable for a project of this size. It is noted that due to the small size of the project budget, this project management cost cannot be lower.

176. Due to a good co-financing of this project – a ratio of about 1:2, the cost-effectiveness of this project is good. As described in the sections, above, this project is a response to a national need and it will benefit from a significant investment of government staff (decision-makers and planners) to actively participate in project activities. The table below is an estimate of this contribution over the three years of project implementation.

177. The cost-effectiveness of this project is also demonstrated in efficiently allocating and managing the financial resources of this project. The recruitment of consultants will consist mostly of local consultants, reducing the transaction costs associated when contracting international consultants.

Table 9: Project Costs (%)

Project Budget Component by Contribution type	Contribution (US\$)	Percentage (%)
Component 1: GEF	206,400	12%
Component 1: Co-Financing	540,000	30%
Component 2: GEF	352,600	20%
Component 2: Co-Financing	540,000	30%
Project Management: GEF	52,364	3%
Project Management: Co-Financing	95,000	5%
Total	1,786,364	100

D.3 Co-financing

178. UNDP will allocate US\$ 110,000 to this project in-kind as part of its commitment to supporting the Government of Fiji to strengthen its environmental decision making process. The Government of Fiji, through MLGUDHE is contributing a total co-financing of US\$ 1,065,000, which include US\$ 100,000 in-kind and US\$ 965,000 as grants. The table below presents the co-financing sources for this project. Letters to support this co-financing are presented in Part III of this project document.

Table 10: Co-financing Sources

Name of Co-financier	Classification	Type	Amount	
			Confirmed (US\$)	Unconfirmed (US\$)
MLGUDHE	Government	In-Kind	100,000	
MLGUDHE/MPI/MFAIC	Government	Grant	515,000	
MLGUDHE/SPREP/USP	Government	Grant	450,000	
UNDP	GEF Implementing Agency	In-Kind	110,000	
Total Co-financing			1,175,000	

E. Institutional Coordination and Support

E.1 Core Commitments and Linkages

E.1.a Linkages to other activities and programmes

179. This project has been assessed using the comparative advantages matrix approved by the GEF Council. UNDP was selected as the GEF Implementing Agency for this project based on their experience and expertise in supporting capacity development efforts in Fiji. UNDP and the Government of Fiji

previously worked jointly on implementing the NCSA and its follow up initiatives through shared principles with the 14 Pacific Island Countries and Territories (PICTs) it serves. UNDP agreed to cooperate in achieving the outcome of Environmental Management, Climate Change and Disaster Risk Management set out under the UNDAF Action Plan 2013-2017 for future projects.

180. UNDP has developed a global expertise in supporting the development of environmental indicators and capacity-building and monitoring/evaluation tools which are extremely necessary in measuring impact of such capacity building programmes.

181. There are a number of key programmes and initiatives with which this project is going to complement. These key projects attempt to generate key data and information needs to facilitate and catalyze improved decision-making to meet global environmental objectives. They also are important components of a holistic approach to inclusive economic growth and poverty reduction in addition to good governance and upholding of human rights. The table below shows current relevant projects under implementation and proposed relevant programmes in Fiji which will be complemented by this CB2 project:

Table 11: Overview of Related Projects

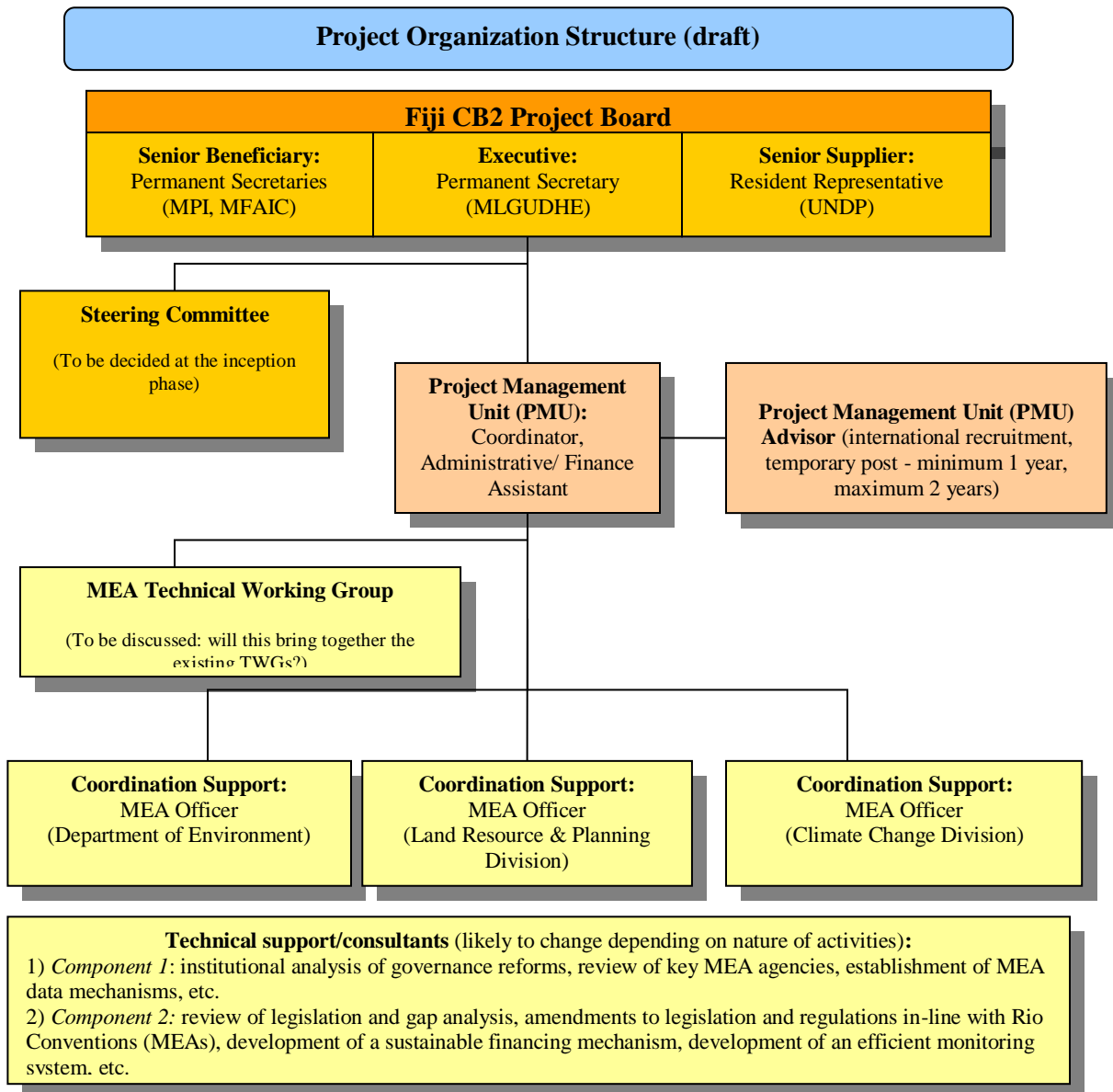
Name of Current/Proposed Projects and funder	Focal Area	Description of project showing how it complements this CB2 Project.
Renewable Energy Hybrid Power Systems – GEF/UNDP	Climate Change (under implementation)	Setting up of Rural Energy Service Company that charges a fee to consumers- in line with strengthening of sustainable institutional framework
National Biodiversity Strategy, Action Plan and Country Report to the COP – GEF/UNDP	Biodiversity (under implementation)	Enabling Activity provides for preparation of the BSAP as well as a national report to the COP – mainstreaming of MEAs.
PAS: Fiji Renewable Energy Power Project (FREPP) –GEF/UNDP	Climate Change (under implementation)	Removal of barriers to the cost-effective use of renewable energy supply enabling collection of new information and data.
Discovering Nature-based Products and Build National Capacities for the Application of the Nagoya Protocol on Access to Genetic Resources and Benefit Sharing - Nagoya Protocol Implementation Fund/UNDP	Biodiversity (CEO Approved)	To discover nature-based products and build national capacities that facilitate technology transfer on mutually agreed terms, private sector engagement, and investments in the conservation and sustainable use of genetic resources.
National Biodiversity Planning to Support the Implementation of the CBD 2011-2020 Strategic Plan – GEF/UNDP	Biodiversity (GEF Council Approved)	To integrate Fiji’s obligations under the Convention on Biological Diversity (CBD) into its national development and sectoral planning frameworks through a renewed and participative ‘biodiversity planning’ and strategizing process, in a manner that is in line with the global guidance contained in the CBD’s Strategic Plan for 2011-2020.
R2R: Implementing a “Ridge to Reef” Approach to Preserve Ecosystem Services, Sequester Carbon, Improve Climate Resilience and Sustain Livelihoods – GEF/UNDP	Multi-Focal Area (Council Approved)	To preserve biodiversity, ecosystem services, sequester carbon, improve climate resilience and sustain livelihoods through a ridge-to-reef management of priority watersheds in the two main islands of Fiji –capacity building.
Review and Update of the National Implementation Plan for the Stockholm convention on Persistent Organic Pollutants (POPs) in Fiji – GEF/UNEP	POPs (CEO approved)	Review and Update the National Implementation Plan (NIP) in order to comply with reporting obligations (Article 15) and updating of NIP (Article 7) under Stockholm Convention – complying with MEAs.
Clearing House Mechanism	Biodiversity (CEO	This project will assist the national Government

Name of Current/Proposed Projects and funder	Focal Area	Description of project showing how it complements this CB2 Project.
Enabling Activity – GEF/UNDP	Approved)	to meet its obligations under the Convention on Biological Diversity.
Rural and Outer Islands Agriculture Development Programme (ROI) – Eastern and Northern Division	Government/Ministry of Primary Industries (under implementation)	Institutional strengthening of Agro-economic sector
Livestock rehabilitation Programme – all divisions	Government/Ministry of Primary Industries (under implementation)	Institutional strengthening of Agro-economic sector
Drainage and Flood Protection – all divisions	Government/Ministry of Primary Industries (under implementation)	In line with MEA objectives
Farm improvement and Land Resettlement – all divisions	Government/Ministry of Primary Industries (under implementation)	In line with MEA objectives
Improvement of Nadi, Lautoka, Sigatoka, Labasa, Savusavu Regional	National Water Authority of Fiji	Institutional strengthening

E.2 Implementation and Execution Arrangements

182. The project will be implemented according to UNDP’s National Implementation Modality (NIM), as per the NIM project management implementation guidelines agreed by UNDP and the Government of Fiji.

183. 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. It is proposed that the management arrangements illustrated below be discussed and considered for the Fiji CCCD project:



184. **Implementing Partner:** The Ministry of Local Government, Urban Development, Housing & Environment (MLGUDHE) is the designated Implementing Partner for the project. It will implement the project on behalf of the Government of Fiji under the National Implementation Modality (NIM) of the UNDP. The Implementing Partner is the entity responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of GEF/UNDP resources. A single implementing partner is designated to manage each UNDP-supported project. The implementing partner may enter into agreements with other organizations or entities to assist in successfully delivering project outputs. Possible implementing partners include government institutions, other eligible UN agencies and inter-governmental organizations, UNDP, and eligible civil society organizations (CSOs). Eligible CSOs are those that are legally registered in the country where they will be operating. The implementing partner was identified based on an assessment of its legal, technical, financial, managerial and administrative capacities that will be needed for the project. In addition, its ability to manage cash was assessed in accordance with the Harmonized Approach to Cash Transfers (HACT). The implementing partner may enter into agreements with other organizations or entities, namely Responsible Parties, to assist in successfully delivering project outputs. The

Implementing Partner will assign a Representative and provide its staff and network of experts as support to the Project Management Unit (as part of government co-financing).

185. **Senior Supplier:** UNDP-Fiji, which provides support to the project on behalf of the GEF takes the role of the Senior Supplier. UNDP is the GEF Implementing Agency for this project, with the UNDP Country Office responsible for transparent practices, appropriate conduct and professional auditing.

186. **Senior Beneficiary:** The MPI and the Ministry of Foreign Affairs and International Cooperation (MFAIC) represent the Government of Fiji and act as Senior Beneficiaries of the Project.

187. **Project Board (PB):** The three parties above (Implementing Partner, Senior Supplier and Senior Beneficiary) make up the core members of the Project Board of which the main function is to strategically guide the course of the project towards achieving its objective. It is specifically established by the project to provide management oversight of project activities and is to be chaired by the Executive. The PB will review progress and evaluation reports, and approve programmatic modifications to project execution, as appropriate and in accordance to UNDP procedures. Policy recommendations will be discussed and recommended for consideration by the Cabinet of Ministers and Parliament. The PB is also 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, PB 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.

188. In case a consensus cannot be reached within the PB, final decision shall rest with the UNDP Resident Representative. In addition, the PB 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 PB 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. Finally, it approves the appointment and responsibilities of the Project Coordinator and any delegation of its Project Assurance responsibilities.

189. In addition to the three parties above, government membership of the PB may include representatives from the line ministries responsible and their respective state agencies. Non-state stakeholders may also be represented on the PB, namely from the private sector, academic and research institutions, NGOs, and CSOs. Additional members of the PB are reviewed and recommended for approval during the project appraisal committee (PAC) meeting. The PB will meet four (4) times per year and meetings will be co-financed by UNDP. This group contains at least the following representatives:

- **Project Board Executive:** There should be only one project executive, who should normally be a national counterpart. A representative from **MLGUDHE** will represent the project ownership and chair the PB.
- **Senior Supplier:** **UNDP** will represent the interests of the parties, which provide funding and/or technical expertise to the project.
- **Implementing Partner:** **MLGUDHE** will represent the interests of managing the project. Its primary function within the *Project Board* is to ensure the realization of project results from the perspective of implementing the project.

190. **Steering Committee (SC):** The *steering committee* role supports the *Project Board* by carrying out objective and independent project oversight and monitoring functions. This role ensures that appropriate

project management milestones are managed and completed; the *SC* is to be independent of the *Project Coordinator*. The *SC* will have a broad membership representing all parties of project stakeholders/beneficiaries (final membership and Chair to be decided during the inception phase).

191. **Project Management Unit (PMU):** The *Implementing Partner* will provide an office. The location will be decided by the Secretary of MLGUDHE; after consultation with the three Conventions Focal Points (UNFCCC, UNCBD and UNCCD) via the newly established National MEA Focal Point Forum. The PMU will be administered by a full-time *Project Coordinator* and supported by a full-time *Administrative/Financial Assistant*.

192. **Project Coordinator:** The *Project Coordinator* has the authority to run the project on a day-to-day basis on behalf of the *Implementing Partner* and the *Responsible Party* within the constraints laid down by the *Project Board* as well as subcontract specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs. 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.

193. **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*.

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

195. **Technical Working Group:** Supports the *PMU* by providing ad-hoc technical advice on specific activities for project components when needed.

196. **Technical Support/Consultants/cies:** Responsible for undertaking specific activities for project components as needed.

197. **Capacity Development Activities:** The project will take an adaptive collaborative management approach to implementation. That is, UNDP and MPI will manage project activities in order that stakeholders are involved early and throughout project implementation, providing regular input of the performance of project activities. This will help signal unforeseen risks and contribute to the timely modification and realignment of activities within the boundaries of the project's goal and objectives.

198. **Stakeholder Engagement:** Project activities will be implemented through the necessary engagement of Stakeholders where needed.

199. **GEF Visibility:** Visibility of GEF financial support will be ensured by using the global GEF branding in all electronic and printed materials. The GEF logo will appear on all relevant project publications, including amongst others, project hardware and other purchases with GEF funds. Any citation in publications regarding projects funded by GEF will acknowledge the GEF. Logos of the *Implementing Agencies* and the *Executing Agency* will also appear on all publications. Where other agencies and project partners have provided support (through co-financing) their logos may also appear on project publications. Full compliance will be made with the GEF's Communication and Visibility Guidelines³.

³ See http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf.

F LEGAL CONTEXT

200. This document together with the UNDAF Country Results Matrix (CRM) signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all UNDAF CRM provisions apply to this document.

201. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

202. The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

203. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

204. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

PART II: ANNEXES

- ANNEX 1: CAPACITY DEVELOPMENT SCORECARD**
- ANNEX 2: PROJECT RESULTS FRAMEWORK**
- ANNEX 3: OUTCOME BUDGET (GEF CONTRIBUTION AND CO-FINANCING)**
- ANNEX 4: PROVISIONAL WORK PLAN**
- ANNEX 5: TERMS OF REFERENCES**
- ANNEX 6: ENVIRONMENTAL AND SOCIAL REVIEW CRITERIA**
- ANNEX 7: PDF/PPG STATUS REPORT**
- ANNEX 8: STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND GOVERNMENT OF FIJI**

Annex 1: Capacity Development Scorecard

Project/Programme Name: Capacity Building for Mainstreaming MEA Objectives into Inter-Ministerial Structures and Mechanisms

Project/Programme Cycle Phase: Project preparation (PPG) Date: May 2014

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
CR 1: Capacities for engagement						
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0	2	The institutional mandates of lead organizations are partially recognized. However, lack of coordination among these lead organizations is a recognized problem in Fiji.	The project will review these mandates and the capacity of these institutions to coordinate environmental activities including the implementation of the Rio Convention obligations. Then, recommendations will be made to improve the coordination at the national but also local levels.	1. The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns
	Institutional responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0	2	Not all sectors are equal. Co-management mechanisms exist in the biodiversity area but are limited in other areas.	Through project activities, the enabling environment for managing natural resources will be improved and will provide a better framework for the development of such co-management mechanisms.	1. The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns
	Some co-management mechanisms are in place and operational	1				
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2				
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0	2	The participation of stakeholders in decision-making regarding the management of the environment is happening in Fiji. Some decision-making processes are participative such as in the biodiversity sector.	Through the collaborative approach used by the project and the engagement of stakeholders in the implementation of the project, it is anticipated that the cooperation among stakeholders should increase, including a greater collaboration among government and non-government organizations.	1. The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
CR 2: Capacities to generate, access and use information and knowledge						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0	2	As an environmental fragile island, Fijians have a certain level of awareness on global environment issues. However, the limited coordination of actors limits the participation of stakeholders in implementing solutions.	Project will support activities to raise the environmental awareness of decision-makers on mainstreaming global environmental obligations into national legislation, policy and institutional frameworks.	1. The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2				
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0	2	Some environmental information exists and is shared among stakeholders but the access by the public at large is still limited.		No direct contribution from the project to improve this capacity.
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0	1	Some environmental education activities were implemented, often supported by externally funded projects. However, no national environmental education programme is in place in Fiji.		No direct contribution from the project to improve this capacity.
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
Indicator 7 – Extent of the linkage between environmental research/science and policy development	being delivered			Limited environmental research is being done in Fiji, due mostly to lack of resources but also lack of strategies to development research programme.		No direct contribution from the project to improve this capacity.
	No linkage exist between environmental policy development and science/research strategies and programmes	0	1			
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1				
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2				
Relevant research results are available for environmental policy development	3					
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0	1	Traditional knowledge is recognized but is not collected and used in decisions related to the management of natural resources.	As part of improving the monitoring of the environment, appropriate traditional knowledge will be collected, stored and made available.	2. Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
CR 3: Capacities for strategy, policy and legislation development						
Indicator 9 – Extend of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0	2	There are environmental plans and strategies in place in Fiji but they lack a good inter-sectorial coordination mechanism to facilitate their implementation and do not take fully into account MEA obligations, particularly the Rio Convention obligations.	The project will support activities to strengthen the policy framework, which in turn will facilitate the development of better environmental plans and strategies; including putting the environment higher on the national agenda of government.	2. Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2				
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0	2	There are environmental legislation and policies in place in Fiji but they lack a good inter-sectorial coordination mechanism to facilitate their implementation and do not take fully into account MEA obligations, particularly the Rio Convention obligations.	The project will support activities to strengthen the legislation and policy frameworks to provide an enabling environment aligned with the obligations committed by Fiji through MEAs that it is a Party to, including the Rio Conventions.	2. Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2				
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3				
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0	2	Environmental information exists but the quality is uneven and do not cover all MEAs reporting obligations.	With the project support existing environmental monitoring systems will be reviewed, including the indicators being monitored. Information gaps will be identified and environmental indicators identified to address these gaps	2. Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2				
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
CR 4: Capacities for management and implementation						
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for their programmes and projects and the requirements have not been assessed	0	2	There are not enough financial resources to support the environmental governance framework in place in Fiji. Additionally, environment is not a top priority of the government, which renders allocation of national budget to this area more difficult.	The project will support the review of existing financing mechanisms supporting the implementation of MEAs; particularly the implementation of the Rio Conventions. It will also look at best practices internationally to identify new financing mechanisms, which can be implemented in Fiji	2. Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0	1	Consideration of environmental issues in sectoral planning and programming is not systematic and rarely carried out. Some training is provided to government of Fiji staff, but none on integration of Rio Convention provisions into sectoral planning and programming	The project will support a training programme to ensure adherence and involvement of concerned stakeholders in the legislation, policy and institutional reforms.	1. The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns
	The required skills and technologies needs are identified as well as their sources	1				
	The required skills and technologies are obtained but their access depend on foreign sources	2				
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
CR 5: Capacities to monitor and evaluate						
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0	1	Limited monitoring of projects and programmes is happening besides monitoring mandated on donor funded projects and programmes. This information is not really communicated/collected into the national body of knowledge on environment.	With the project support existing environmental monitoring systems will be reviewed, including the indicators being monitored. Information gaps will be identified and environmental indicators identified to address these gaps	2. Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1				
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2				
	Monitoring information is produced	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Outcome Contribution
	timely and accurately and is used by the implementation team to learn and possibly to change the course of action					
Indicator 15 – Adequacy of the project/programme monitoring and evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0	1	Adequate evaluation plan and evaluation results are partially used because of insufficient resources. The collection of this information into the national body of knowledge on environment is limited.	The project will attempt to integrate evaluation findings into the national environmental body of knowledge as part of its activities to strengthen MEA monitoring systems in Fiji.	2. Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1				
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2				
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3				
	Total Score:		24/45			

Annex 2: Project Results Framework

<p>This project will contribute to achieving the following Country Programme Outcome as defined in 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</p>
<p>UNDAF Outcome Indicators: Outcome 1.1: Number of environmental policies/regulations successfully passed by parliament and translated into environmental protection measures for implementation by government</p>
<p>Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): XXXX</p>
<p>Applicable GEF Strategic Focal Area Objectives: CD 3 - Strengthening capacities to develop policy and legislative frameworks CD 4 - Strengthening capacities to implement and manage global convention guidelines; and CD 5 – Enhancing capacities to monitor and evaluate environmental impacts and trends CD-2: Generate, access and use of information knowledge.</p>
<p>Applicable GEF Outcome Indicators: CD-3: Institutional capacities enhanced in recipient countries to implement global conventions CD-4: Institutional capacities for management of environment strengthened; Financing mechanisms for environment created CD-5: Learning system established to provide feedback to policy, strategies and management decisions from evaluation reports</p>

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
<p>Objective: To integrate and institutionalize inter-ministerial decision-making for MEA implementation.</p>	1. Alignment of institutional framework with the objectives and obligations of the Rio Conventions.	<ul style="list-style-type: none"> Fiji is committed to meet its MEAs obligations; however, some critical gaps in its institutional framework exist; including an uneven capacity within key ministries 	<ul style="list-style-type: none"> Conventions obligations are well integrated into institutional framework 	<ul style="list-style-type: none"> NCSA reports for baseline information Project progress Evaluation reports National reports 	To be determined at inception
	2. Alignment of legislative and policy frameworks with the objectives and obligations of the Rio Conventions.	<ul style="list-style-type: none"> Similar to its institutional framework, some critical gaps in its legal and policy frameworks exist 	<ul style="list-style-type: none"> MEAs obligations are well integrated into legislative and policy frameworks 	<ul style="list-style-type: none"> NCSA reports for baseline information Project progress Evaluation reports National, regional and local plans, strategies and programmes 	To be determined at inception
	3. Capacity development monitoring scorecard rating	Capacity for: <ul style="list-style-type: none"> Engagement: 6 of 9 Generate, access and use information and 	Capacity for: <ul style="list-style-type: none"> Engagement: 7 of 9 Generate, access and use 	<ul style="list-style-type: none"> Mid-term review and final evaluation reports Annual PIRs Capacity assessment 	To be determined at inception

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
		knowledge: 7 of 15 <ul style="list-style-type: none"> • Policy and legislation development: 6 of 9 • Management and implementation: 3 of 6 • Monitor and evaluate: 2 of 6 (total score: 24/45) 	information and knowledge: 10 of 15 <ul style="list-style-type: none"> • Policy and legislation development: 8 of 9 • Management and implementation: 5 of 6 • Monitor and evaluate: 4 of 6 (total targeted score: 34/45) 	reports	
COMPONENT 1.0 - INTEGRATE INTER-MINISTERIAL DECISION-MAKING PROCESS FOR THE GLOBAL ENVIRONMENT					
<p>Outcome 1: The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns.</p> <p>Output 1.1 Institutions with clear mandates and responsibilities to implement MEAs</p> <p>Output 1.2 An operational inter-sectorial coordination mechanism for implementing MEAs.</p> <p>Output 1.3 Improved contribution from NGO sector, Academia, CBO/Faith based organizations and private sector to implement MEAs.</p>	4. Strategies implemented that address prioritized institutional gaps and overlaps in respective government MEA convention focal points.	<ul style="list-style-type: none"> • Relevant policies (what are the policies?), national strategies (what are the strategies?), institutional set-ups (#? type?), endorsed by Govt from 2008 to 2013 	<ul style="list-style-type: none"> • Re-structure of institutions to fully comply to obligations under MEAs 	<ul style="list-style-type: none"> • Reports from MoE, MoAFF, iTaukei Affairs, MoFAIC, MoPUWT 	<p>Risks:</p> <ul style="list-style-type: none"> • Political: changes in government management systems and priorities due to change in political status, and unavailability of focal points to make decisions. • Operational: unavailability of dedicated project personnel to follow through with activities <p>Assumption: Government commitment to align institutions to fully comply to obligations under MEAs</p>
	5. Number of relevant government institutions represented in training that effectively execute these strategies	<ul style="list-style-type: none"> • Insert number of relevant institutions trained in since 2010 	<ul style="list-style-type: none"> • All relevant institutions trained, improved quality of national reports produced (e.g. national communications, 5th National Report, etc.) 	<ul style="list-style-type: none"> • Training reports, National Reports submitted to all three conventions 	<p>Risks:</p> <ul style="list-style-type: none"> • Political - institutional reforms due to political change, change in priorities due to change in leadership. • Operational - Staff turnover, limited resources to commit to training <p>Assumption: An effective training programme, institutions include awareness and training under respective annual corporate plans</p>
	6. Percentage of Environmental Management Units and conservation officers supported in the reporting and monitoring of MEAs	<ul style="list-style-type: none"> • Insert percentage of relevant EMUs and conservation officers trained in since 2010 	<ul style="list-style-type: none"> • 100% of relevant EMUs and conservation officers trained 	<ul style="list-style-type: none"> • Training reports, EMU progress reports to Department of Environment, and DOE annual national reports to NEC 	<p>Risk:</p> <ul style="list-style-type: none"> • Unwillingness to participate due to lack of understanding <p>Assumption: Coordinated response to reporting system</p>

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	7. An operational inter-sectorial coordination mechanism) that build on existing instruments such as NEC, NBSAP committee, NCCCC, NLCSC, etc.	<ul style="list-style-type: none"> • Three existing mechanisms are operational, however there is very little • inter-sectorial coordination. 	<ul style="list-style-type: none"> • Coordinating MEAs including a broader stakeholder involvement 	<ul style="list-style-type: none"> • Policy paper approved by NEC and Cabinet, regular updates to NEC and Cabinet 	<p>Risks:</p> <ul style="list-style-type: none"> • Political - delays due to ministerial reforms. • Operational - Irregular frequency of meetings for relevant bodies, unclear approval mechanism for an inter-sectorial coordination body, unwillingness to participate in the inter-sectorial coordination body. <p>Assumption:</p> <ul style="list-style-type: none"> • Supporting mechanism is in-place
	8. Policy decisions supported through improved MEA awareness.	<ul style="list-style-type: none"> • Limited awareness of policy-makers 	<ul style="list-style-type: none"> • Adoption of policy-papers at various levels (ministries, Cabinet, NEC) 	<ul style="list-style-type: none"> • NEC policy and Cabinet papers 	<p>Risk:</p> <ul style="list-style-type: none"> • Lack of participation from decision-makers, limited understanding of MEAs <p>Assumption:</p> <ul style="list-style-type: none"> • Good participation to an effective awareness programme
	9. Endorsed annual work plans for MEAs (from government, NGOs, Academia, CBOs/Faith Organizations and private sector) to support government's MEA obligations.	<ul style="list-style-type: none"> • Validated MOUs/NBSAP/draft NAP/CC Policy 	<ul style="list-style-type: none"> • Renewed commitments under annual work plans with specific budgets 	<ul style="list-style-type: none"> • MOUs, annual work plans, minutes of inter-sectorial committee meetings 	<p>Risk:</p> <ul style="list-style-type: none"> • Limited participation of ministries, unwillingness to declare all externally-funded activities <p>Assumption:</p> <ul style="list-style-type: none"> • Willingness to coordinate and collaborate for effective planning
COMPONENT 2.0 - STRENGTHEN FIJI'S ENVIRONMENTAL LEGISLATIVE FRAMEWORK					
<p>OUTCOME 2: Global environmental objectives are reconciled and integrated into national legislation, policy, strategies and planning frameworks.</p> <p>Output 2.1 Revised legislation and policies addressing MEAs obligations.</p> <p>Output 2.2 An effective system to</p>	10. An analytical legal framework for the three MEAs emerging issues	<ul style="list-style-type: none"> • Currently, 56 legislations exist that need to be improved to incorporate MEAs and emerging issues 	<ul style="list-style-type: none"> • Legal framework / instructions developed for the three MEAs and emerging issues 	<ul style="list-style-type: none"> • National reports for the three conventions, policy priorities of the government under national strategic planning and each ministry annual corporate plans 	<p>Risk:</p> <ul style="list-style-type: none"> • Changes in the legal system, lack of support from legislators, lack of national capacity to review and draft legal framework/instructions. <p>Assumption:</p> <ul style="list-style-type: none"> • Clear processes and mechanisms to support deliverables
	11. Number of institutions that are actively involved in the formulation of environmental legal framework.	<ul style="list-style-type: none"> • 3 (Department of Environment, the Fiji Environment Law Association, and the Solicitor-General's Office) 	<ul style="list-style-type: none"> • 5 institutions (2 additional - Climate Change Division of the Ministry of Foreign Affairs; and the Land Use 	<ul style="list-style-type: none"> • Legal documents from the Solicitor-General's Office, NEC discussion papers and decisions. 	<p>Risk:</p> <ul style="list-style-type: none"> • Lack of national capacity to support the process <p>Assumption:</p> <ul style="list-style-type: none"> • Political will

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
monitor implementation of MEAs.			Division of the Ministry of Agriculture)		
Output 2.3 Guidelines for Sustainable financing mechanisms developed	12. Number of individual MEA monitoring systems upgraded and operational (with strong guidelines, data collection methods, data norms and standards, database structures, and data sharing), and a centralized data bank.	<ul style="list-style-type: none"> Each institution has its own database/data sets, which need to be upgraded and fed into a centralized data bank. 	<ul style="list-style-type: none"> Indicator-based monitoring systems in all institutions, and a central data bank established. 	<ul style="list-style-type: none"> Reports from MLGUDHE/MPI/MOFA/MoPUWT and relevant non-Govt actors 	<p>Risk:</p> <ul style="list-style-type: none"> Unwillingness to participate, lack of capacity <p>Assumption:</p> <p>Effective monitoring systems</p>
	13. Comparative analysis of research on Payment for Ecosystem Services (PES) based on national and international practices	<ul style="list-style-type: none"> Environmental Financing Mechanisms currently in place/practice and other relevant research materials 	<ul style="list-style-type: none"> Formalized MEAs sustainable financing mechanisms 	<ul style="list-style-type: none"> Guideline for sustainable financing mechanism, Cabinet and NEC endorsements 	<p>Risk:</p> <ul style="list-style-type: none"> Lack of sustainability and ownership, and ineffective accountability and management systems. <p>Assumption:</p> <p>Commitment to sustain sustainable financing mechanisms</p>

Annex 3: Outcome Budget (GEF Contribution and Co-financing)

Activity	Description	Year 1	Year 2	Year 3	GEF	Co-financing	Total
Component 1: Integrate inter-ministerial decision-making process for the global environment		86,667	55,666	64,067	206,400	540,000	746,400
Output 1.1							
1.1.1	Update of government institutions involved in implementing MEAs	20,000		3,000	23,000	30,000	53,000
1.1.2	Develop and implement strategies to address prioritized institutional gaps	10,667	6,000	6,000	22,667	60,000	82,667
1.1.3	Develop capacity of staff in relevant government institutions	1,500	6,000	9,000	16,500	60,000	76,500
1.1.4	Training of Environmental Management Units in each approving authorities	10,000	7,000	8,000	25,000	80,000	105,000
1.1.5	Identify role of iTaukei Conservation Officers for implementing MEAs	1,000	5,666	4,000	10,666	40,000	50,667
Output 1.2							
1.2.1	Review of existing coordination mechanisms	20,000	2,500	2,500	25,000	30,000	55,000
1.2.2	Design a mechanism to address inter-sectorial coordination issues	10,000	5,000	2,500	17,500	40,000	57,500
1.2.3	Formalize this inter-sectorial coordination mechanism through Cabinet approval	10,000	6,000	6,000	22,000	50,000	72,000
1.2.4	Raise awareness of Decision-Makers on MEAs obligations	2,000	6,000	10,000	18,000	70,000	88,000
Output 1.3							
1.3.1	Map out profiles of the non-government actors	1,500	6,000	3,067	10,567	40,000	50,566
1.3.2	Identify opportunities for improved engagement		5,500	10,000	15,500	40,000	55,500
Component 2: Strengthen Fiji's environmental legislative framework		140,934	110,533	101,133	352,600	540,000	892,600
Output 2.1							
2.1.1	Identify legal review processes	19,000	5,000	5,400	29,400	40,000	69,400
2.1.2	Review/analyze tools and identify policy alignment to 3 conventions	20,000	7,000	6,000	33,000	50,000	83,000
2.1.3	Identify legal and/or policy instruments to fulfill MEA obligations	15,000	15,000	15,000	45,000	50,000	95,000
2.1.4	Formalize legal and/or policy instruments	15,000	6,500	15,000	36,500	80,000	116,500
2.1.5	Raise awareness on legislation and policies	10,934	5,500	10,000	26,434	70,000	96,434
Output 2.2							
2.2.1	Map out the existing monitoring systems	20,000	15,000		35,000	40,000	75,000
2.2.2	Assess existing environmental indicators	15,000	15,000	13,733	43,733	50,000	93,733
2.2.3	Develop one set of indicators and monitoring guidelines	5,000	11,000	11,000	27,000	60,000	87,000
Output 2.3							
2.3.1	Review existing efforts and legal systems that support financing mechanisms	11,000	21,000	15,000	47,000	50,000	97,000
2.3.2	Research international Payment for Ecosystem Services (PES)	10,000	9,533	10,000	29,533	50,000	79,533
Project Management		17,800	17,800	16,764	52,364	95,000	147,364
A	Locally recruited personnel: Project Coordinator					-	

Activity	Description	Year 1	Year 2	Year 3	GEF	Co-financing	Total
B	Locally recruited personnel: Project Assistant	12,000	12,000	12,000	36,000	-	36,000
C	International Evaluation Consultant Fee						
D	Office facilities, supplies and communications	1,500	1,500	500	3,500	50,000	53,500
E	Travel	1,000	1,000	1,000	3,000	5,000	8,000
	Direct Project Services	800	800	764	2,364		2,364
	Management Support					40,000	40,000
	Audit fee	2,500	2,500	2,500	7,500	-	7,500
	Total	245,401	184,000	181,963	611,364	1,175,000	1,786,364

Annex 4: Provisional Work Plan

Activity	Description	Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
	Inception: Organize project team, review project strategy, work plan, etc.	■											
	Project Board Meetings	■	■	■	■	■	■	■	■	■	■	■	■
Component 1: Integrate inter-ministerial decision-making process for the global environment													
Output 1.1													
1.1.1	Update of government institutions involved in implementing MEAs	■	■	■									
1.1.2	Develop and implement strategies to address institutional gaps		■	■	■	■	■	■					
1.1.3	Develop capacity of staff in relevant government institutions				■	■	■	■	■	■	■	■	■
1.1.4	Training of Environmental Management Units				■	■	■	■	■	■	■	■	■
1.1.5	Identify role of iTaukei Conservation Officers for implementing MEAs					■	■	■	■	■	■	■	■
Output 1.2													
1.2.1	Review of existing coordination mechanisms	■	■	■									
1.2.2	Design a mechanism to address inter-sectorial coordination issues		■	■	■	■	■						
1.2.3	Formalize this inter-sectorial coordination mechanism			■	■	■	■	■	■	■	■	■	■
1.2.4	Raise awareness of Decision-Makers on MEAs obligations					■	■	■	■	■	■	■	■
Output 1.3													
1.3.1	Map out profiles of the non-government actors					■	■	■	■	■	■	■	■
1.3.2	Identify opportunities for improved engagement					■	■	■	■	■	■	■	■
Component 2: Strengthen Fiji's environmental legislative framework													
Output 2.1													
2.1.1	Identify legal review processes			■	■	■	■						
2.1.2	Review/analyze tools and identify policy alignment to 3 conventions					■	■	■	■	■	■	■	■
2.1.3	Identify legal and/or policy instruments to fulfill MEA obligations					■	■	■	■	■	■	■	■
2.1.4	Formalize legal and/or policy instruments							■	■	■	■	■	■
2.1.5	Raise awareness on legislation and policies							■	■	■	■	■	■
Output 2.2													
2.2.1	Map out the existing monitoring systems					■	■	■	■	■	■	■	■
2.2.2	Assess existing environmental indicators					■	■	■	■	■	■	■	■
2.2.3	Develop one set of indicators and monitoring guidelines							■	■	■	■	■	■
Output 2.3													
2.3.1	Review existing efforts and legal systems that support financing mechanisms					■	■	■	■	■	■	■	■
2.3.2	Research international Payment for Ecosystem Services (PES)					■	■	■	■	■	■	■	■
Project Management													

Activity	Description	Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
	Project administration and management												
	International Evaluation Consultant: Terminal Evaluation												

Annex 5: Terms of References

The following Terms of Reference outlines the general responsibilities to be carried out by consultants contracted under the project.

Background

This project takes an incremental approach from a GEF construct towards strengthening Fiji's decision-making related to environmental matters and mainstreaming global environmental objectives into the enabling environment. In the absence of this project, the necessary capacities to address the issues identified during the NCSA will remain an outstanding need at the national level in Fiji. The baseline (status quo) would prevent Fiji to achieve global environmental benefits through better decisions and enabling environment related to environmental management and no other projects will address these issues. Other current funded activities funded by the GEF and other donors are more focused on the implementation of a particular convention such as the national communication for UNFCCC or the support to prepare the biodiversity strategy and action plan for the CBD. Most of these projects are not really addressing cross-sectoral issues (also called horizontal issues) such as environmental governance, stakeholder engagement and monitoring the implementation of the Rio Conventions.

Project Goal and Objectives

The goal of this project is to contribute to the national development strategies by being an operational catalyst towards improving institutional and legislative frameworks that will further assist the integration and collaboration of government and non-government organizations, in order to be more aligned with the global environment commitments made by Fiji. Overall, the expected results from this project will ensure that Fiji develops its capacity to meet its global environmental commitments. It will alleviate bottlenecks of delayed decision-making and ensure proper governance and transparency; which will create more vibrancy into rural economies for further economic development and ease of newer integrated project identification potentials that drives more socio-economic benefits for the rural people.

The objective of the project is to integrate and institutionalize inter-ministerial decision-making for MEA implementation. This objective will be achieved through two components. The first one will focus on developing the capacity of key institutions involved in environmental management in Fiji and improving the coordination of all government and non-government actors involved in this area. The second component will focus on developing the enabling environment to strengthen the environmental governance framework in Fiji; ensuring that it will be aligned with the global environment obligations that Fiji committed through the various MEAs it is a party to.

Project Strategy

The expected achievements of this project are a set of improved capacities to meet and sustain Rio Convention objectives in Fiji through improving national coordination and the enabling environment. This project makes the assumption that by addressing coordination issues and by providing a better enabling environment, the environmental governance framework in Fiji will be equipped with a more holistic understanding of global environmental objectives and solutions to implement Rio Convention obligations. At the same time, this project will not address management information system needs, as the project will build upon its existing baseline. The project will contribute directly to enhancing the institutional, individual and systematic capacities around key national institutions mandated to manage the rich Fijian natural resources. It will ensure that decision-makers have access to accurate and updated information on the natural resources/environment of the country in order to make informed decisions on the protection and conservation of the environment in Fiji; hence contributing to global environmental benefits. The Strategic Results Framework on which the intervention logic is based is outlined in Annex 2 of this project document. This Framework also outlines the indicators, sources of verification and risks and assumptions pertaining to the project objective and outcomes.

This project will be implemented in two (2) linked components:

- III. Integrate inter-ministerial decision-making process for the global environment

IV. Strengthen Fiji's environmental legislative framework

Every effort will be made to incorporate gender issues in the implementation of this project. Roles of men and women to participate in activities of the project will be equally assigned without any discrimination. The project will take steps to ensure that women account for at least 40% of all training and capacity building in the project. Moreover, the project will strengthen data collection and monitoring programmes – gender segregation of data collection and monitoring will be introduced as a basis for ensuring long-term gender benefits.

Project Outcomes and Components

Under outcome 1, the project will focus on assessing and structuring an improved consultative and decision-making process that effectively integrates global environmental objectives into existing national environmental legislation. The project will support the development of capacities of decision-makers to interpret and agree on how best to govern the environment in Fiji that not only meets national priorities, but also global environmental obligations. This component will focus on the processes to facilitate these decisions, whereas component 2 will focus on strengthening the instruments available to decision-makers and policy-makers, providing an adequate enabling environment for improving environmental governance in Fiji. This component will also include strengthening the process to engage, coordinate and collaborate with non-governmental stakeholders, such as NGOs, civil society, private sector and academia.

Under outcome 2, the project will review existing institutional structures, networks, and coordination mechanisms, including a look at collaboration and coordination across government agencies and other relevant non-state actors (i.e., adaptive collaborative management). It will feed into the ongoing governance reform process. This will strengthen the contribution of development programmes and plans to meet global environmental priorities, as well as to sustain their related outcomes. An operational inter-sectorial coordination mechanism will be identified, developed and formalized through Cabinet approval. Awareness of decision-makers will be raised through awareness and training activities; particularly focusing on monitoring and assessing implementation performance of programme and plans to deliver global environmental benefits.

Responsibilities

1. Project Coordinator

The individual contracted as the Project Coordinator will be recruited to coordinate the implementation of the project. 30% of his/her time will be spent on overseeing the implementation of the project and 70% on managing capacity development activities undertaken under the two expected outcomes. The Project Coordinator will also be responsible to monitor and evaluate the progress made by the project. The main tasks for this position include:

- Oversee the day-to-day monitoring of project implementation
- In consultation with stakeholders, recommend modifications to project management to maintain project's cost-effectiveness, timeliness, and quality project deliverables (adaptive collaborative management) to be approved by the Project Board
- Prepare all required progress and management reports, e.g., APR/PIR and project initiation report
- Support all meetings of the Project Board
- Maintain effective communication with project partners and stakeholders to dissemination project results, as well as to facilitate input from stakeholder representatives as project partners
- Support the independent terminal evaluation
- Ensure full compliance with the UNDP and GEF branding policy

2. Project Assistant

The Project Assistant will support the Project Coordinator in the carrying out of his/her duties, which will include:

- a. Organizational and logistical issues related to project execution and as per UNDP guidelines and procedures
- b. Record keeping of project documents, including financial in accordance with audit requirements
- c. Ensure all logistical arrangements are carried out smoothly
- d. Assist Project Coordinator in preparing and updating project work plans in collaboration with the UNDP-MCO
- e. Facilitate timely preparation and submission of financial reports and settlement of advances, including progress reports and other substantial reports
- f. Report to the Project Coordinator and UNDP Programme Officer on a regular basis
- g. Identification and resolution of logistical and organizational problems, under the guidance of the Project Coordinator

The Project Assistant will have at least five (5) years' experience in supporting the implementation of UNDP implemented projects, with preference in environment and natural resource management project.

Annex 6: Environmental and Social Review Criteria

Annex A.1: Environmental and Social Screening Checklist

Do all outputs and activities described in the Project Document fall within the following categories?

- Procurement (in which case UNDP's Procurement Ethics and Environmental Procurement Guide need to be complied with)
- Report preparation
- Training
- Event/workshop/meeting/conference (refer to Green Meeting Guide)
- Communication and dissemination of results

Select answer below and follow instructions:

- NO → Continue to Question 3
- YES → No further environmental and social review required. Complete Annex A.2, selecting Category 1, and submit the completed template (Annex A) to the PAC.

Annex A.2: Environmental And Social Screening Summary

Name of Proposed Project: Capacity Building for Mainstreaming MEA Objectives into Inter-Ministerial Structures and Mechanisms

A. Environmental and Social Screening Outcome


Select from the following:

- Category 1. No further action is needed
- Category 2. Further review and management is needed. There are possible environmental and social benefits, impacts, and/or risks associated with the project (or specific project component), but these are predominantly indirect or very long-term and so extremely difficult or impossible to directly identify and assess.
- Category 3. Further review and management is needed, and it is possible to identify these with a reasonable degree of certainty. If Category 3, select one or more of the following sub-categories:
- Category 3a: Impacts and risks are limited in scale and can be identified with a reasonable degree of certainty and can often be handled through application of standard best practice, but require some minimal or targeted further review and assessment to identify and evaluate whether there is a need for a full environmental and social assessment (in which case the project would move to Category 3b).
- Category 3b: Impacts and risks may well be significant, and so full environmental and social assessment is required. In these cases, a scoping exercise will need to be conducted to identify the level and approach of assessment that is most appropriate.

B. Environmental and Social Issues: Not applicable.

C. Next Steps: Not applicable.

D. Sign Off

Project Manager		WINI NAINOLA T/L - ENV	Date	1 st July 2014
PAC			Date	
Programme Manager			Date	

Annex 7: PPG Status Report

The Fiji CCCD proposal development was led by an International Consultant and a National Consultant with the support of UNDP Fiji. The formulation mission was undertaken during the week of 24th to 28th March and 5th and 6th April 2014. The 1-week formulation mission was able to complete the majority of activities of the Initiation Plan of the PPG. Specifically, the mission: (i) introduced the Fiji CCCD PPG; (ii) collected and reviewed baseline information; (iii) met with key stakeholders; and (iv) developed the Fiji CCCD project results framework through a consultation workshop. Key stakeholders, including the proposed implementing partner, were widely consulted during the formulation of this proposal.

To date, the PPG has expended the total amount of US\$25,000.

PPG Grant Approved at PIF: 25,000			
<i>Project Preparation Activities Implemented</i>	<i>GEF/LDCF/SCCF/NPIF Amount (\$)</i>		
	<i>Budgeted Amount</i>	<i>Amount Spent To date</i>	<i>Amount Committed</i>
Local Consultants	12,000	8,000	
International Consultants	7,500	15,350	
Travel	2,000	650	
Workshops	3,500	1,000	
Total	25,000	25,000	

Annex 8: Letter of agreement between UNDP and Government of Fiji for the provision of support services

Project Title: “*Capacity Building for Mainstreaming MEA Objectives into Inter-Ministerial Structures and Mechanisms*”

Project Award ID: 00083221/Project ID: 00091812/PIMS Number 4727

Excellency,

1. Reference is made to consultations between officials of the Government of *Fiji* (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:
 - (a) Identification and/or recruitment of project and programme personnel;
 - (b) Identification and facilitation of training activities;
 - (a) Procurement of goods and services;
4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.
5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Authorities of the Government of *Fiji* and the United Nations Development Programme (UNDP), signed by the Parties on October 30, 1970 (the "SBAA") including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.
6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.
7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

Signed on behalf of UNDP

Ms. Osnat Lubrani

UNDP Resident Representative

Date:

For the Government of *Fiji*

Permanent Secretary

Ministry of Local Government, Urban Development, Housing & Environment

Date:

Attachment: Description of UNDP Country Office Support Services

1. Reference is made to consultations between the Ministry of Primary Industries (MPI) the institution designated by the Government of *Fiji* and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme or project “*Capacity Building for Mainstreaming MEA Objectives into Inter-Ministerial Structures and Mechanisms*” project (Award ID: 00083221/Project ID: 00091812/PIMS Number 4727).

2. In accordance with the provisions of the letter of agreement signed and the programme support document (*project document*), the UNDP country office shall provide support services for the Programme as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Identification and/or recruitment of project personnel * Project Manager * Project Assistant	August 2014 – July 2017 August 2014 – July 2017	As per the UPL: US\$ 876.82	UNDP will directly charge the project upon receipt of request of services from the Implementing Partner
2. Procurement of goods: * Data show * PCs * Printers	Nov. 2014 – April 2017	As per the UPL: US\$ 500 for each purchasing process	As above
3. Procurement of Services Contractual services for companies	Ongoing throughout implementation when applicable	As per the UPL: US\$ 486.12 each hiring process	As above
4. Payment Process	Ongoing throughout implementation when applicable	As per the UPL: US\$ 31.62 for each	As above
5. Staff HR & Benefits Administration & Management	Ongoing throughout implementation when applicable	N/A	N/A
6. Recurrent personnel management services: Staff Payroll & Banking Administration & Management	Ongoing throughout implementation when applicable	N/A	N/A
8. Ticket request (booking, purchase)	Ongoing throughout implementation when applicable	As per the UPL: US\$ 164.04for each	As above
10. F10 settlement	Ongoing throughout implementation when applicable	As per the UPL: US\$ 31.62 for each	As above
	Total:	\$2,364	

4. Description of functions and responsibilities of the parties involved:

UNDP will conduct the full process while the role of the Implementing Partner (IP) will be as follows:

- The Implementing Partner will send a timetable for services requested annually/ updated quarterly
- The Implementing Partner will send the request to UNDP for the services enclosing the specifications or Terms of Reference required
- For the hiring staff process: the IP representatives will be on the interview panel,
- For Hiring CV: the IP representatives will be on the interview panel, or participate in CV review in case an interview is not scheduled

PART III: CO-FINANCING LETTERS

Annex A Co-Financing Letters



Ministry of Local Government, Urban Development, Housing and Environment

Level 3, FFA House
4 Gladstone Road
Box 2131, Government Buildings, Suva, Fiji

Telephone : (679) 3309-917
: 3304-364/3309-918
Facsimile : (679) 3303-515



19th June 2014

Ms. Osnat Lubrani
Resident Representative
UNDP Fiji Multi-Country Office (MCO)
Level 8, Kadavu House, Victoria Parade, Suva
FIJI

Dear Mrs Lubrani

Co-financing for GEF funded CCD/CB2 Medium Size Project

This is to confirm our commitment to provide co-financing for the medium size project entitled *“Capacity building for mainstreaming MEA objective into inter-ministerial structures and mechanisms”*

The total grant and in-kind co-financing committed by the Ministry for Local Government Urban Development Housing and Environment (MLGUDHE) is equivalent to \$1,065,000. The breakdown of this co-financing from the existing programmes and projects at MLGUDHE and its identified stakeholders are as follows:

Source of Co-financing	Name of Co-financing	Type of Co-financing	Amount
National Government	MLGUDHE	In-kind	100,000
National Government	MLGUDHE/MPI/MFAIC	Grant	515,000
Bilateral/Regional Agencies	MLGUDHE/SPREP/USP	Grant	450,000

Sincerely Yours,

Mr. Samuela N. Namosimalua
Permanent Secretary

Ministry of Local Government, Urban Development, Housing & Environment
Fiji's National GEF Operational Focal Point
Republic of the Fiji Island



United Nations Development Programme



Multi Country
Office Fiji

Letter: 075
File Reference: Letter of Co-financing/2014

17 June 2014

Dear Ms. Dinu,

Subject: UNDP Co-financing for Fiji CB2/CCCD

This is to indicate our commitment to collaborating with the implementation of the medium size project **Award 00074859/Project 00087055** Capacity Building for Mainstreaming MEA Objectives into Inter-Ministerial Structures and Mechanisms - **PIMS No: 4727**.

We are pleased to confirm our commitment to provide co-financing in the amount of US\$110,000 towards the realization of objectives of the project over the three-year timeframe. This amount will be in the form of in-kind support from the UNDP Fiji Multi-Country Office through the Fiji Livelihoods project: Enhancing livelihood recovery through food security in the aftermath of natural disasters in Fiji

We look forward to working with the GEF and UNDP colleagues in addressing this important portfolio.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Akiko Fujii'.

Akiko Fujii
Resident Representative a.i.

Ms. Adriana Dinu
Officer-in-Charge, UNDP-GEF
United Nations Development Programme (UNDP)
New York, USA