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Inception Workshop and 1st Regional Steering Committee Meeting for the GEF/SPC/UNDP Project Entitled: *“Ridge to Reef – Testing the Integration of Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries”*

Nadi, Fiji Islands, 10th– 14th October, 2016

PURPOSE, GOALS AND OBJECTIVES OF THE GEF R2R INTERNATIONAL WATERS PROJECT

This paper is tabled for information purposes, specifically to direct the attention of the committee to the purpose, goals and objectives of the GEF R2R International Waters Project entitled *“Ridge to Reef - Testing the Integration of Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries”*. The paper: (1) states the purpose of the project; (2) lists the guiding principles of the Ridge to Reef approach in Pacific Small Island Developing States identified during the project preparation phase; (3) outlines the project objective, outcomes and outputs/activities; and (4) presents the project’s results framework or logical framework matrix. The committee’s attention is directed to the role of the project as a primary coordination vehicle for the programme, by building on nascent national processes from the previous GEF Pacific IWRM project to foster sustainability and resilience for each island through: reforms in policy, institutions, and coordination; building capacity of local institutions to integrate land, water and coastal management through on-site demonstrations; establishing evidence-based approaches to ICM planning; improved consolidation of results monitoring and information and data required to inform cross-sector R2R planning approaches. The committee’s attention is further directed to the role of the project in harnessing support of traditional community leadership and governance structures to improve the relevance of investment in ICM, including MPAs, from ‘community to cabinet’.

1. Purpose

The purpose of the GEF Pacific R2R International Waters financed project entitled “*Ridge to Reef - Testing the Integration of Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries*” is to test the mainstreaming of ‘ridge-to-reef’ (R2R), climate resilient approaches to integrated land, water, forest and coastal management in the PICs through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services. This regional project provides the primary coordination vehicle for the national GEF R2R STAR Projects that are part of the broader GEF Pacific Ridge to Reef Programme, by building on nascent national processes from the previous GEF Pacific IWRM project to foster sustainability and resilience for each island through: reforms in policy, institutions, and coordination; building capacity of local institutions to integrate land, water and coastal management through on-site demonstrations; establishing evidence-based approaches to ICM planning; improved consolidation of results monitoring and information and data required to inform cross-sector R2R planning approaches. This project will also focus attention on harnessing support of traditional community leadership and governance structures to improve the relevance of investment in ICM, including MPAs, from ‘community to cabinet’.

2. Guiding Principles of the Ridge to Reef Approach in Pacific Small Island Developing States

(i) Acknowledging Inter-Connections of Land, Water and Coastal Systems: Effective water resource and wastewater management remains a key element of efforts to fashion sustainable futures for Pacific PICS. Generally, limited surface and groundwater resources and a reliance on rain fed agriculture results in island livelihoods and economies being highly dependent on rainfall. There are, however, vast differences in the water issues faced across the region, ranging from the devastating floods impacting on the Pacific’s tourism hub of Nadi Town in Fiji, to the lengthy droughts driven by the El Niño/La Niña Southern Oscillation patterns which regularly result in atoll island countries such as Tuvalu facing extreme water shortages and related human health consequences. In addition to the reliance of Pacific PICs on the effective use and management of rain water, coastal and marine habitats¹ and resources are also critically important to island communities. Coastal lagoons and island ‘blue forests’ support coastal fisheries production, are economically important tourism attractions, provide protection against storms and tsunami waves, and are often of national and global significance from the perspective of biodiversity conservation. Pacific PICS, however, face considerable challenges in guiding the sustainable use of these resources due to the close linkages between and among land, water and coastal systems on small islands. The reclamation of mangroves for resort or urban development, for example, often not only has consequences in terms of reduced coastal fisheries production, but also often reduces the resilience of island communities to the effects of disasters such as floods and tsunami waves.

(ii) Promotion of Ridge to Reef and Community to Cabinet Approaches: Given the close inter-connections between land, water and coastal systems in PICS, the integration of freshwater watershed management with coastal area management is considered essential to foster effective cross-sectoral coordination in the planning and management of land, water and coastal uses². In Pacific PICS, such integrated approaches to freshwater and coastal area management have been termed ‘ridge to reef’ to emphasise the inter-connections between the natural and social systems from the mountain ‘ridges’ of volcanic islands, through coastal watersheds and habitats, and across coastal lagoons to the fringing ‘reef’ environments associated with most Pacific PICS. Inherent in the approach is the philosophy of cross-sectoral coordination in the planning and management of freshwater use, sanitation, wastewater treatment and pollution control, sustainable land use and forestry practices, balancing coastal livelihoods and biodiversity conservation, hazard risk reduction, and climate variability and change³. Similarly, the abovementioned need for the integration of communities, stakeholders,

¹ Coastal coral reefs, seagrass and mangrove forests are hereafter referred to collectively as ‘blue forests’

² GEF, 1997. Operational Programs, page 9-6 para 9.19.

³ Such a philosophy is equivalent to the ‘horizontal integration’ of separate economic sectors and associated units of government used in the coastal area management literature (e.g. Pernetta and Elder, 1993; Sorenson, 1997). Such ‘Ridge to

and national governments within such a cross-sectoral planning framework is described by Pacific PICS as a 'community to cabinet'⁴ approach. The emphasis of which has been on the effective engagement and participation of stakeholders in the planning, implementation, and monitoring and evaluation of initiatives aimed at fostering integrated approaches to natural resource and environmental management in Pacific PICS.

(iii) Catalysing Community Action via Locally Driven Solutions: Each of the abovementioned policies contains explicit recognition of the need for partnerships, alignment of donor support with national priorities, and country ownership in the development of results-oriented programmes and projects. The Pacific Islands Forum Secretariat recently emphasised these needs noting the well-known challenges Pacific Island communities face in fashioning sustainable futures (PIFS, 2012). These include geographical isolation, high levels of dependence on natural resources for nutritional security and livelihoods, and a highly variable environment characterised by numerous coastal hazards (Duda, 2005; SOPAC, 2009). The above combined with considerable variation in island geomorphology, socio-economics and politics make locally-driven solutions to key issues influencing island sustainability and resilience a necessity. Of particular note are the complex land and marine tenure systems and institutional relationships between national and community-based governance structures. While the Pacific Small Island Developing States (PICS) have largely adopted western-style constitutions and legal systems, such community-based governance and leadership arrangements remain highly influential at all levels. Accordingly, the participation of civil society organisations and community leaders in development planning is essential to increase the local relevance of management actions and their results in PICS.

(iv) Doing is Seeing the Need: The GEF Pacific IWRM project acted as a valuable entry point for strengthening integrated approaches to natural resource management in Pacific PICS. Existing national coordination mechanisms involving operation of inter-linked national APEX bodies for IWRM and local coordinating committees for IWRM demonstration projects have been effective in guiding stress reduction in the water and sanitation sector and driving reform of national IWRM policy and planning. That project also acted as a valuable entry point for capacity development, helping to foster application of inter-disciplinary skills and local knowledge and integrating this into monitoring and evaluation to ensure that causes of environmental stresses and the results of interventions are understood by stakeholders. A need exists, however, to scale up the GEF Pacific IWRM approach to strengthen the integration of land, water and coastal management to better accommodate issues associated with biodiversity conservation, to build on synergies between investments in IWRM and sustainable forestry practices, and to strengthen the sustainable management of coastal 'blue forests' from the perspectives of hazard risk reduction, ICM application, and livelihoods. The Pacific Ridge to Reef programme embraces the 'doing is seeing the need' philosophy adopted by the IWRM project via the promotion of pilot activities aimed at generating local and national support for integrated Ridge to Reef and Community to Cabinet approaches and to establish linkages, synergies and mechanisms for learning exchange, particularly between and among community leaders and project stakeholders. Pilot activities will also develop local experience in linking IWRM to coastal area management and will stimulate cross-sectoral participation in the planning of coordinated investments in land, forest, water and coastal management in the participating countries. The related and linked national STAR projects will deliver the targets of the overall programme relating to strategic objectives of the GEF biodiversity, climate change mitigation and adaptation, land degradation, and sustainable forestry management focal areas.

(v) Investing in Island-based Human Capital: Support for country capacity development is an integral part of the GEF, with a focus on strengthening the capacities of countries to manage their priority environmental issues and contribute to global environmental benefits. It has also been identified by Pacific leaders as a priority concern and was reflected in the 1997 Strategic Action Programme. Over recent years the GEF has provided nine of the Ridge to Reef participating countries with support to conduct a National Capacity Self-Assessment (NCSA) of national capacity needs and to develop capacity action plans. These assessments and plans identified

Reef' approaches are also used by small atoll nations to promote the links between land uses, groundwater hydrogeology, and the quality of coastal lagoons and blue forests (e.g. the Republic of the Marshall Islands (RMIEPA, 2011)).

⁴ The term 'Cabinet' is used here to mean a group of national government Ministers responsible for deciding a government's policy and strategic direction.

the need for capacity development to: improve the harmonization sectoral legislation and governance frameworks to support integrated management approaches; make timely and cost effective use of financial resources available to the environment and natural resource sectors; enhance research and monitoring capabilities, including strengthened national data and information systems; strengthen human resource capabilities and retain skilled practitioners; improve institutional coordination; and to enhance awareness of priority threats to national significantly coastal areas, particularly from the perspective of island vulnerabilities associated with disasters and climate extremes. The Ridge to Reef approach in Pacific PICS will address these needs via a regionally coordinated programme of island-based investments in human capital.

(vi) Gender Mainstreaming in R2R: Assessing the different implications for women, men and vulnerable social groups of planned policy and project objectives and action is central to mainstreaming gender. Valuing the diversity among these groups involves the process of integrating their different needs into any development planning and decision-making processes. It is an attempt to take gender equality and social inclusion issues into the ‘mainstream’ of the project objectives and activities. The integration of Water, Land, Coast and Fisheries management impacting as it does on livelihoods, food and water security must ensure that the measures taken, ideas and decision-making reached are arrived at through the participation of men and women, and to the equitable distribution of improved infrastructures and management structures.

Increasing gender and diversity mainstreaming means increasing attention to gender perspectives and the goal of gender equality and strives to enhance the inclusion of women at all levels. In this regard lessons learned from the GEF Pacific IWRM project will ensure best practice in gender mainstreaming:

- Advance gender equality and social inclusion (gender awareness)
- Balance women and men’s participation in decision making
- Respect the different roles and responsibilities of men and women and the different values they may hold
- Strive for inclusiveness and cooperation/partnerships
- Document how gender and diversity concerns were made central
- Provide for appropriate implementing of arrangements at all levels (planning, management, monitoring and evaluation)

(vii) Supporting National and Regional Planning: A small number of regional strategies agreed to under the Pacific Plan; the Wastewater Policy and Wastewater Framework for Action, The Pacific Regional Action Plan on Sustainable Water Management; the Pacific Framework for Action on Drinking Water and Health; the Pacific Disaster Risk Reduction and Disaster Management Framework for Action and the Pacific Islands Framework for Action on Climate Change. With increasing focus on the need for integration all these strategies are under review. This revision is ongoing and timely coinciding with other significant changes in regional strategies. The recent decision by Pacific Forum Leaders to graduate the Pacific Plan to a Framework for Pacific Regionalism with the primary objective of “sustainable development that combines economic, social, and cultural development in ways that improve livelihoods and well-being and the use of the environment sustainably” will drive sectoral integration strategies. The regional agreement to integrate Disaster Risk Management and Climate Change Adaptation and Mitigation into a Strategy for Disaster and Climate Resilient Development in the Pacific exemplifies this. The integration water, land and coastal management through the proposed Ridge to Reef framework at National and regional levels is therefore in alignment with emerging National and Regional Integration Strategies.

(viii) Application of Marine Spatial Planning in Ridge to Reef Planning and Management: In the outcome document of Rio+20, entitled “The Future We Want”, world leaders reaffirmed the importance of area-based conservation measures, including marine protected areas, as a tool for the conservation of biological diversity and the sustainable use of its components. They noted Aichi Biodiversity Target 11, which states that by 2020, 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are to be conserved through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures. It has been identified that much of the success in this effort from a biodiversity perspective will depend on the degree to

which these protected areas are situated within a broader, multi-sectoral planning context. The GEF Council has identified that marine spatial planning represents an important step in improving collaboration amongst multiple users of the marine environment as a means to conserve marine and coastal biodiversity while at the same time addressing human needs, including livelihood considerations across coasts around estuaries and coral reefs, in near shore lagoon environments and blue forests, and on open oceans. In addressing such issues in PICs, the Ridge to Reef approach will apply a marine spatial planning approach for reconciling sectoral interests while balancing biodiversity considerations. Specifically the approach will draw on recommendations and guidance on marine spatial planning promoted by the Secretariat of the Convention on Biological Diversity and the GEF's Scientific and Technical Advisory Panel.

(ix) Integrating Climate Variability and Change⁵ Considerations in National Planning: For thousands of years, Pacific Island communities have been living in and adapting to dynamic and often difficult climatic environments. Island environments are inherently vulnerable to the extremes of climate variability, and this vulnerability compelled Pacific Island communities over time to build a level of resilience to extreme weather events. However today, population growth and social changes have created a situation where many communities are far less prepared for the floods, extended droughts and storms that remain an ongoing feature of the region. In this regard, the uncertainty and extremes of climate variability compound and exacerbate the social and economic challenges faced by Pacific Island communities. Three large-scale features have a particular influence on the climate variability of Pacific Islands Countries: the South Pacific Convergence Zone, the Inter-tropical Convergence Zone and the West Pacific Monsoon. These features are caused by winds converging over warm water, and drive the seasonal variations in rainfall experienced by Pacific Island Countries, including wet and dry seasons. Together, they influence rainfall, winds, tropical cyclones, ocean currents and other aspects of the weather and climate. While these features drive the wet and dry seasons experienced annually in most Pacific Island Countries, the single greatest factor affecting climate variability from year to year is the El Niño/La Niña Southern Oscillation, or ENSO. This cycle of warming and cooling of sea surface temperatures has a profound effect on the hydrological cycle of Pacific Island Countries, driving periods of drought and elevated rainfall across the Pacific region. The effects of the ENSO cycle are not restricted to drought. It is also a driver of periods of elevated rainfall and rainfall intensity, and plays a role in both suppressing and stimulating the propagation and severity of tropical cyclones, all of which have significant impacts on the people and economies of the Pacific. However, while our understanding of ENSO and its impact on Pacific Island Countries has improved considerably over the past years, this improvement has not translated into a corresponding increase in community resilience. Recognising this, the Ridge to Reef approach in Pacific Island Countries has identified the need to essential need to embed consideration of climate variability and change issues in efforts to integrate land, water, forest and coastal management.

(x) Supporting Results Oriented Planning and Action: The need for results-based approaches to the management of development assistance programmes and projects has received recent high-level recognition. In adopting the Paris Declaration on Aid Effectiveness in 2005, national government Ministers responsible for development from both developed and developing countries joined with Heads of multilateral and bilateral development institutions in committing to “*work together in a participatory approach to strengthen country capacities and demand for results-based management*”⁶. This commitment was reaffirmed in the 2008 Accra Agenda for Action which called for accelerated progress on aid effectiveness by better demonstrating the results of development efforts and openly accounting for them⁷. The Pacific Islands region and its development partners have responded accordingly. For example, in 2012 the Pacific Leaders considered a review of the effectiveness of development efforts in the Pacific (see PIFS, 2012) and called for strengthened emphasis on results in planning and financing development⁸. Similarly, the Pacific's multilateral and bilateral development partners and donors, including *inter alia* the Global Environment Facility (GEF, 2007), the European Commission (EuropeAID, 2012),

⁵ In recognition of the urgent need to address climate change adaptation into this regional project, a separate submission to SCCF is currently being formulated. If approved the SCCF activities will be 'blended' with the activities in this R2R regional project.

⁶ OECD, 2005. Paris Declaration on Aid Effectiveness, page 8, para 46

⁷ OECD, 2008. Accra Agenda for Action, page 16, para 10

⁸ PIFS, 2012b. Forum Communiqué, page 2, para 10

and the development aid agencies of Australia (AusAID, 2012), New Zealand (NZAID, 2012) and the United States of America (USAID, 2012) are guided by their own results-based management policies.

(xi) Effectively Communicating the Benefits of Integration and Lessons Learned: Global experience in integrated natural resource and environmental management has shown that efforts to integrate water, land and coastal management are initially vulnerable fledglings when introduced at national and sub-national units of government, and as such, at the mercy of the bureaucratic pecking order. In order for efforts to survive and grow, national-level leaders of such processes need to be able to effectively communicate the benefits of such integrated approaches across a broad range of government agencies and local institutions in order to convince government and community leaders that it is in their self-interest to voluntarily coordinate across areas such as: (1) policy and development planning; (2) investment in efforts to reduce stress on natural resources and improve environmental state; and (3) strengthening community engagement in management. Effective communications and use of the media were identified by the terminal evaluation of the GEF Pacific IWRM project as having been critical in the success of that project, specifically through awareness raising, stimulating support for necessary policy and legal reforms, and for global outreach with donors and sister initiatives in the Caribbean and the Indian and Atlantic Ocean PICs. It was also essential in ensuring that best practices generated through national IWRM demonstration and pilot projects and national policy development process are captured, shared and effectively communicated to guide the longer-term sustainability and scaling-up of investments.

(xii) Guiding Coordinated Investment in the Sustainable Development of Island Communities: The practical application of Ridge to Reef principles not only presents PICs with a unique opportunity to test, refine, replicate and upscale an emerging and highly appropriate environmental and economic sustainability paradigm, but also, through longer term mainstreaming of ICM/IWRM/SLM/SFM concepts, practices and policies, move towards a level of sustainability that could prove to be a model for up-scaling at the level of large continental river basins and linked coastal and marine areas. The Ridge to Reef approach provides a unique opportunity to build capacity of local professionals (including new graduates and through continuing education), new stakeholder groups, and community leaders (mayors/chiefs) to build sufficient human capital on the islands for leading adoption of these integrated and participatory mechanisms to complement traditional measures and taboos. At regional and global levels, the Ridge to Reef approach provides opportunity for: (a) the Pacific Island Countries to operationalize a regional model for multi-country cooperation in addressing shared or common environmental problems towards biodiversity conservation, sustainable integrated management of land, forest, water and coastal resources and climate resilience to protect livelihoods; (b) demonstrating island-based approaches that are most appropriate to local settings and community needs; (c) influencing and leveraging scarce national resources and donor support which are normally sector in approach towards integrated approaches for natural resource and environmental management; and (d) facilitating the harvest and dissemination of best practices among the PICs and in other SIDS globally.

3. Project Objective, Outcomes and Outputs/Activities

Objective

“To test the mainstreaming of ‘ridge-to-reef’ (R2R), climate resilient approaches to integrated land, water, forest and coastal management in the PICs through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services”

The Project is squarely aimed at building an enabling environment at National level for linking IWRM with ICM into a new integrated R2R approach. Indeed the basis of the GEF Programmatic Approach is to gain synergies across GEF Focal Areas and Implementing Agencies. In an area as diverse and vast as the PICs coordination and integration are key success factors. Leveraging National STAR project outcomes, building multi institutional coordination across multifocal areas and adoption of national ICM frameworks needs the resources of the proposed project.

Component 1. National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability

This component will implement 14 national pilot projects to catalyze local community action, provide best practice examples, and build institutional linkages for integrated land, water, forest and coastal management. Planning methodologies for the selection of priority sites for the scaling-up integrated land, water and coastal management within Pacific PICS will also be developed and demonstrated as a national planning tool. It will also contribute to strengthened institutional relationships between national and community governance structures, and community leaders and local government officials will be networked via operation of a community-leader forum. Component outcomes and associated outputs and activities are detailed below.

OUTCOME 1.1 Successful pilot projects testing innovative solutions involving linking ICM, IWRM and climate change adaptation [linked to national STAR projects via larger Pacific R2R network]

The regional network of national IWRM demonstration projects established and operated as part of the GEF Pacific IWRM Project from 2010-2013: strengthened local and national coordination for IWRM in the water and sanitation sector; enabled the achievement of significant environmental and water resource stress reduction benefits, particularly in vulnerable atoll environments; enhanced catchment management practices for strengthened island resilience to climate variability and disasters; and was effective in engaging and securing participation of local and national stakeholders in the planning, implementation, and monitoring and evaluation of on-the-ground demonstration activities via the application a ‘Community to Cabinet’ approach to project coordination and management. The latter generated the support required within the strong community/traditional governance structures of Pacific Island communities to ensure buy-in from landowners and to effectively influence middle-level management and policy and planning decisions at the level of national government.

Combined, the abovementioned outcomes provided the impetus for national reform to mainstream IWRM approaches, resulting in transformational change of national-level enabling environments for water resource and wastewater management via the broad-scale adoption of national water and sanitation policies and IWRM Plans based on the best practices generated through demonstration activities. The operation of the national IWRM demonstration projects also resulted in the development of considerable local experience in the management of GEF projects, which has played a catalytic role in the establishment of a cadre of island-based project managers skilled in areas including *inter alia*: financial management; project planning, monitoring and reporting; results-based project management and reporting; identifying lessons learned and communicating best practices; the planning of replication and scaling-up strategies; and communications, including effective use of the media.

The experience and local capacity generated as a result of the GEF Pacific IWRM demonstration projects is recognized both nationally and regionally as an appropriate entry point for the testing of innovative approaches and measures to integrate land, forest, water and coastal management, including climate change adaptation (CCA) via the establishment and operation of national pilot projects at priority locations in the 14 countries. In addition to the role of the pilot projects in generating local and national support for integrated R2R approaches, they will also be used to establish linkages, synergies and mechanisms for learning exchange, particularly between and among community leaders and project stakeholders of the national GEF System for Transparent Allocation of Resources (STAR) projects planned under the broader Ridge to Reef programme. It is also aimed that the pilot activities will develop local experience in linking IWRM to coastal area management and will stimulate cross-sectoral participation in the planning of coordinated investments in land, forest, water and coastal management in the participating countries.

Accordingly, the following three design principles were applied in conceptualizing the national pilot activities: (1) establish and strengthen linkages between IWRM and national STAR projects under the R2R framework; (2) incentivize and foster cross-sectoral and community participation in broader national strategic action planning and institutional strengthening activities planned under project component 3; and (3) demonstrate best practice measures and approaches to guide the planning of replication and scaling-up.

Supporting activities will foster cooperation and knowledge sharing among PICS on ICM, IWRM and CCA via sub-regional fora and application of online technologies. Specific outputs and activities associated with the achievement of **Outcome 1.1** are detailed below.

Outputs	Activities
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Output 1.1.1 - 14 national pilot project area diagnostics based on R2R approach including: baseline environmental state and social data incorporating CC vulnerabilities; and local governance of water, land, forests and coasts reviewed	1.1.1.1 Identify the physical, biological and social variables for use in characterizing 14 pilot project areas from the perspective of integrated land, water, forest and coastal management
	1.1.1.2 Compile nationally and regionally comparable information and data for the 14 pilot project areas
	1.1.1.3 Conduct, on the basis of 1.2.1.1, site surveys to ground-truth compiled information and data and conduct rapid assessments of identified coastal areas
	1.1.1.4 Prepare final site characterizations and diagnostic reports for pilot project areas of 14 PICS for compilation into national and regional data sets
Output 1.1.2 - 14 national pilot projects test methods for catalyzing local community action, utilizing and providing best practice examples, and building institutional linkages for integrated land, forest, water and coastal management	1.1.2.1 Conduct stakeholder and gender analyses and develop and implement stakeholder engagement plans at 14 pilot project sites
	1.1.2.2 Review governance arrangements at the 14 pilot project sites to identify required Terms of Reference and membership of community-based pilot project coordinating committees, including links to other local and national planning bodies
	1.1.2.3 Establish and convene quarterly meetings of community-based pilot project coordinating committees at 14 sites for the planning, monitoring and evaluation of pilot project activities. Collect sex-disaggregated data of meetings.
	1.1.2.4 Procure technical and managerial services to ensure the timely and efficient delivery of pilot activities at 14 sites

OUTCOME 1.2 National diagnostic analyses for ICM conducted for prioritizing and scaling-up key ICM/IWRM reforms and investments

Past practice in environment and natural resource programmes in the Pacific has generally been based on equity considerations such that the available resources to programmes and projects for the operation of demonstration and pilot activities tend to be divided equally, or nearly equally, between all participating countries. Similarly, decisions relating to the planning of specific site-related activities in the framework of the GEF's Resource Allocation Framework and System for the Transparent Allocation of Resources (STAR) and other development assistance mechanisms have typically been based on meetings where national priorities are loosely defined with each party participating on they will get something or a share of the pie. Accordingly, the selection of locations for project activities is frequently based upon widespread perceptions of what are good sites, and rarely does it represent the range of biological, environmental and socio-economic conditions at the national level, nor does it reflect island vulnerabilities from the perspectives of disaster risk and climate variability and weather extremes.

The design phase of the GEF Pacific IWRM Project introduced a more objective approach which focused on the analysis of water and sanitation management issues, including threats, root causes and barriers analysis in the PICs. Each of the 14 Pacific Island Countries, with the support of SOPAC, produced a national IWRM diagnostic report. These reports assessed the status of water resources and environment in each country. The barriers to implementing an IWRM approach were identified, as were needs in areas of institutional policy and legislation, financing, and human capacity to implement IWRM. Each country also conducted a Hotspot Analysis (HSA). Guidance was provided on the HSA process following the standard Global International Water Assessment (GIWA), and the selection of hot spots and sensitive areas was conducted in consultation with national stakeholders. These hot spot analyses identified the key technical and geographical areas for the national IWRM demonstration projects, and also provided a starting point for the selection of priority sites for replication and scaling-up of best practices.

The process of identifying priority locations for integrated land, water, forest and coastal management in the Pacific PICS, and reaching cross-sectoral and community stakeholder agreement on the selection of sites and priority R2R reforms and investments, has the potential to be divisive and acrimonious. This is due to the wide range of sectoral and political interests which will be needed to be reconciled through broader national coordination and planning activities to be conducted under Component 3 of the project. Recognising this

problem, this component will build on the objective approach to site selection initiated by the GEF Pacific IWRM Project by constructing an objective and scientifically sound procedure for the identification of priority R2R sites within the 14 participating countries that will: be fully transparent and comprehensible to all parties, both technical and political; be based as far as possible on objective quantifiable criteria and indicators; and that will reflect the importance of the sites from the perspectives of the range of biological, environmental and socio-economic conditions at the national level, and from the perspective of vulnerabilities associated with disaster risk, climate variability, and extremes in weather. The procedure will recognize the different roles, knowledge and priorities of women and men and through gender analysis set the baseline for gender-responsive management.

In addition to the process of developing regional agreement on the methods and procedures for characterizing and prioritizing island coastal areas for R2R investment, Component 1 will also develop a diagnostic approach to guide the identification of required R2R reforms and actions at the priority sites. The developed diagnostic approach will be applied at priority locations to produce diagnostic reports for approval by national Inter-Ministry Committees in 14 PICS. Key elements of the diagnostic process will include: development of procedures for identification of environmental issues/problems; the conduct of social and economic evaluations of the environmental issues and problems (e.g., economic costs of environmental impacts, gender analysis of the issues and impacts, social costs of the issues such as adverse effects on human health and welfare); an initial prioritization of the problems, hazards and limitations to legitimate uses and activities; identification and characterization of immediate, secondary, and higher level causes up to the penultimate causes of identified issues/problems (causal chain analyses); identification and characterization of ultimate (root) causes of issues/problems; identification and characterization of options for reform and action; determination of comparative net benefit of options for reform and action; and the identification of priority options for intervention. Information and data generated via the characterization of coastal areas and the conduct of diagnostic analyses will be compiled and managed in 1 regional and 14 national GIS and meta-databases of coastal area information for longer-term R2R planning. Specific outputs and activities associated with the achievement of **Outcome 1.2** are detailed below.

Outputs	Activities
Output 1.2.1 - Priority areas for replication in each of 14 participating PICS characterized in diagnostics for ICM/IWRM reforms, investments and CC adaptation in 14 PICS	1.2.1.1 Identify essential elements of a diagnostic approach to the identification of required R2R reforms and interventions at priority locations for 14 PICS
	1.2.1.2 Conduct analyses for the identified priority locations in 14 PICS
	1.2.1.3 Prepare diagnostic reports for priority coastal areas and facilitate approval by national Inter-Ministry Committees in 14 PICS
Output 1.2.2 - Methodology and procedures for characterizing island coastal areas for ICM investment developed	1.2.2.1 Compile nationally and regionally comparable information and data for coastal areas of 14 PICS in agreed format, including sex-disaggregated data for socio-cultural characterizations
	1.2.2.2 Prepare final site characterizations for identified coastal areas of 14 PICS for compilation into national and regional data sets
	1.2.2.3 Using agreed procedures, conduct analyses of available information and data to identify priority locations, including implications for coastal and marine spatial planning. for R2R investment in 14 PICS

OUTCOME 1.3 Multi-stakeholder leader roundtable networks established for strengthened ‘community to cabinet’ ICM/IWRM

The GEF Pacific IWRM Project worked to engage and facilitate active participation of community stakeholders in the planning, implementation, and monitoring and evaluation of on-the-ground demonstration activities. This was largely facilitated through representation of community leaders in local coordinating committees of these projects and their participation in national APEX water bodies and task forces. Land, water, forest and coastal governance and management are highly complex issues due to the specific socio-political and cultural structures relating to traditional community, tribal and inter-island practices, rights and interests. These are all interwoven with past colonial and 'modern' practices and instruments. Thus, efforts to test broader 'Ridge to Reef' and 'Community Cabinet' approaches requires long-term commitment from all stakeholders and high levels of community participation through iterative planning and management processes. Experience of the GEF Pacific IWRM Project, and more broadly development programmes in the Pacific generally, shows that involving local people in actions that are designed, implemented, and owned by them, and with benefits that directly accrue to them, is critical for successful management. Initiatives can build on local ecological and cultural knowledge and practice, facilitating innovation and introduction of new techniques as appropriate, and embrace community leadership in solving problems.

The importance of effective community leader engagement in efforts to strengthen the integration of management and the coordination of efforts across sectors is elevated by the complex land and marine tenure systems and institutional relationships between national and community-based governance structures. While the Pacific PICS have largely adopted western-style constitutions and legal systems, such community-based governance and leadership arrangements remain highly influential at all levels. Accordingly, the participation of civil society organisations and community and women leaders in development planning is essential to increase the local relevance of management actions and their results. From the perspective of the beneficiary communities themselves, this has the potential to increase participation and understanding of the project and the establishment of realistic views and expectations of anticipated project outcomes. Additional benefits include the localization of technical solutions, the planning of actions that align with local needs and traditions including the often differing needs and priorities of women and men, and increased local pride and networking. From the perspective of the project itself, with an increased sense of ownership there is a greater likelihood of the project being sustainable over the long term and for stakeholders to be willing to commit time to planning, implementing project activities, and participate in monitoring and evaluation. Additionally, local implementation barriers can be more easily understood and addressed, and planning can build on a rich community knowledgebase.

Component 1 of this project is designed to ensure that complex land and marine tenure and local governance systems are adequately reflected in the management of PIC coastal systems. Specifically, this will be facilitated via the networking of community leaders and local government officials from R2R pilot activities and STAR projects sites via annual national round-table meetings. Additionally, best practice community level inputs to R2R ICM will be identified, showcased, and shared nationally, regionally and globally among PICS, and with related GEF IW:LEARN initiatives. The sharing of best practices is primarily aimed at ensuring that the effectiveness of influential community-based governance arrangements are adequately acknowledged and reflected in national policy and planning. Specific outputs and activities associated with the achievement of **Outcome 1.3** are detailed below.

Outputs	Activities
<p>Output 1.3.1 - Institutional relationships between national and community-based governance structures strengthened and formalized through national "Ridge to Reef" Inter-Ministry</p>	<p>1.3.1.1 Document land and marine tenure and local governance systems at pilot activity and STAR project sites, including identification of implications (and related recommendations) for integrated land, water, forest and coastal management in 14 PICs</p> <p>1.3.1.2 Benchmark, track, and report on community leader engagement and participation in environment and natural resource management at pilot activity and STAR project sites in 14 PICs. Collect and report sex-disaggregated data</p> <p>1.3.1.3 Establish national networks of community leaders and local government officials in 14 PICs. Collect and report sex-disaggregated data</p>

Committees in 14 Pacific SIDS	1.3.1.4 Program of sub-regional meetings (Micronesia, Polynesia, Melanesia) of R2R project managers and community leaders to foster cooperation and knowledge sharing among PICS on ICM, IWRM and CCA
Output 1.3.2 - 14 national private-sector and donor partnership forums for investment planning in priority community-based ICM/IWRM actions	1.3.2.1 Conduct a review of, and report on, past and ongoing public-private partnerships for environmental and natural resource management in PICs
	1.3.2.2 Identify and document opportunities for private sector investment at the community level for implementation of national IWRM plans and national Strategic Action Frameworks for R2R ICM
	1.3.2.3 Convene 2 regional partnership forums to facilitate cooperation with the private sector and donors on investment in R2R implementation

Component 2. ISLAND-BASED INVESTMENTS IN HUMAN CAPITAL AND KNOWLEDGE TO STRENGTHEN NATIONAL AND LOCAL CAPACITIES FOR RIDGE TO REEF ICM/IWRM APPROACHES, INCORPORATING CLIMATE CHANGE ADAPTATION

This component will build national and local capacity for ICM and IWRM implementation to enable best practice in integrated land, water, forest and coastal management, which incorporates climate change adaptation considerations. It will also consolidate and share PIC knowledge on issues including, inter alia, climate variability and extreme weather events, coastal area planning in disaster risk management, and integrating blue forest and livelihood considerations to support evidence-based coastal and marine spatial planning. Additionally, incentive structures for retention of local ‘Ridge to Reef’ expertise will be identified, and supporting inter-governmental dialogue on human resource needs for ICM/IWRM will be initiated. Component outcomes and associated outputs and activities are detailed below.

OUTCOME 2.1 National and local capacity for ICM and IWRM implementation built to enable best practice in integrated land, water, forest and coastal management and Climate Change adaptation

The achievement of best practices in integrated management in PICs relies on adequate availability of local capacity for ICM and IWRM implementation. This is constrained by the scarcity and limited sharing of specialist expertise and technical resources for integrated environment and natural resource management in the Pacific Island region. As noted above, the GEF Pacific IWRM Project resulted in the development of considerable local experience in the management of GEF projects, which has played a catalytic role in the establishment of a cadre of island-based project managers and technicians experienced in integrated approaches to water resource management. Component 2 will build on this via the development and delivery of an innovative post-graduate training program in Integrated Water and Coastal Management for project managers of the pilot activities and national STAR projects through a partnership of internationally recognized educational institutes.

The design of this postgraduate training programme enables eligible project managers and R2R stakeholders to progress towards a Master’s degree qualification. The programme will feature articulated entry and exit points, and training course assessment tasks aligned with the delivery of outputs from national projects. The latter is designed not only to increase the relevance of the training programme to local needs, but to draw on the academic expertise of the involved educational institutes as a quality assurance mechanism to assist in ensuring that the outputs of national activities are technically and scientifically sound. This will be complemented with a community-based certification programme in R2R planning and CC adaptation for stakeholders at project sites, which will be led and coordinated nationally by participants of the regional training programme. The design of the community-based certification program will include a Rapid Social Assessment of each project site to ensure maximum participation of women and men.

A technical support and mentoring program will be established to facilitate placements of young professionals within pilot and STAR project management units and offices of national planning and finance ministries. Women and men often have differing expectations and needs in professional development, requiring differing approaches to mentoring and support. To ensure a high level of women placements, a regional gender-responsive analysis will be conducted to identify appropriate programs to support effective professional development. This will be further strengthened through regional coordination with programme’s such as

Australian Volunteers for International Development, the New Zealand Aid programme’s Volunteer Service Abroad, the VSO programme, the United Nations Volunteer Program and the United States Agency for International Development’s Volunteers for Prosperity program to align volunteer placements with work of the R2R programme at the national level. Specific outputs and activities associated with the achievement of **Outcome 2.1** are detailed below.

Outputs	Activities
Output 2.1.1 - Innovative post-graduate training program in ICM/IWRM and related CC adaptation delivered for project managers and participating stakeholders through partnership of internationally recognized educational institutes and technical support and mentoring program with results documented	2.1.1.1 Engage consortium of internationally recognized educational institutes to deliver a cost-effective post-graduate training course which is both accredited and regionally appropriate
	2.1.1.2 Develop an agreed curricula and regionally appropriate training materials and strategies, including alignment with focus of national projects
	2.1.1.3 Benchmark and track project management, coordination, technical and scientific capacity of training programme participants. Collect and report sex-disaggregated data
Output 2.1.2 - Capacity for civil society and community organization participation in ICM/IWRM and CC adaptation strengthened through direct involvement in implementation of demo activities with results documented	2.1.2.1 Produce locally appropriate public awareness and outreach materials to promote local social, economic and environmental benefits of the R2R approach
	2.1.2.2 In connection with output 2.1.1, conduct gender analysis and implement targeted capacity building programmes at priority communities in the 14 PICs
	2.1.2.3 Benchmark and annually track community stakeholder understanding of R2R guiding principles and capacity to participate in integrated management. Collect and report sex-disaggregated data

OUTCOME 2.2 Incentive structures for retention of local ‘Ridge to Reef’ expertise and inter-governmental dialogue on human resource needs for ICM/IWRM initiated

Retention of skilled and experienced practitioners in environment and natural resource management in PICs is low. This is particularly the case in project-based investments whereby project management units are typically staffed by often young and enthusiast graduates whom rapidly develop competencies and experience in engaging with community stakeholders, national and local government agencies, and regional development partners, as well as the financial management and reporting requirements of donors. As a result of capacity developed through involvement in project delivery, young environment and natural resource professionals often find themselves rapidly promoted to senior managerial roles, transferred across Ministries, or securing lucrative scholarships to study overseas in Masters and PhD degree programmes. Accordingly, project-based employment is broadly seen as a stepping stone from returning ‘back on island’ upon completion of under-graduate studies, which are typically undertaken in Fiji, Australia, New Zealand and Hawaii, to a permanent senior role in government or a return overseas for further scholarship-supported education or employment. The latter is often associated with permanent migration.

This outcome of Component 2 provides a supporting function to the R2R programme and future investments in environment and natural resource management in PICs. Specifically, it will; identify the required functional

competencies of national and local personnel for environment and natural resource management, particularly as they relate to ICM/IWRM; assess Public Service Commission employment conditions; identify and recommend through gender analysis the differing needs and priorities of women and men and in particular identify what are the obstacles and opportunities to retaining women in technical and managerial roles; and identify and recommend incentive structures for staff retention for ICM/IWRM initiatives. The latter will include recommendations on: (a) competency-based career progression to ensure recognition and retention; and (b) ongoing recruitment and human capacity retention needs for ICM/IWRM. Additionally it will benchmark and track competencies of national and local government units for ICM/IWRM implementation to assist in the identification of ongoing capacity development needs and to enable reporting on results capacity building initiatives associated with Outcome 2.1. It will also initiate inter-governmental dialogue on human capacity needs for cross-sectoral coordination of PIC sustainable development in national/sub-regional/regional inter-governmental fora, and produce inter-governmentally agreed guidelines on competency-based career progression, incentive structures, and retention of R2R and climate change adaptation practitioners. Specific outputs and activities associated with the achievement of **Outcome 2.3** are detailed below.

Outputs	Activities
Output 2.2.1 - National human capacity needs for ICM/IWRM implementation identified and competencies of national and local government units for ICM/IWRM implementation benchmarked, tracked, and capacity building support secured with results documented	2.2.1.1 Formulate and publish regional guidelines for benchmarking and tracking functional competencies of R2R personnel
	2.2.1.2 Conduct and report on an assessment, including gender assessment, of national and local government competencies and capacity development needs for IWRM/ICM, including the development of supporting communications tools for use in various national, sub-regional and regional dialogues on capacity retention and needs
	2.2.1.3 Track competencies of national and local government units for ICM/IWRM implementation and report on results of capacity building and knowledge sharing initiatives. Collect and report sex-disaggregated data
Output 2.2.2 - Existing Public Service Commission salary scales and required functional competencies of key ICM/IWRM personnel analyzed; appropriate guidelines and incentive structures explored to encourage retention skilled and experienced staff	2.2.2.1 Compile information and report on Public Service Commission employment conditions in 14 PICs, including existing incentive structures for staff retention and advancement, and sex-disaggregated data
	2.2.2.2 Identify and report on the required functional competencies of national and local personnel for environment and natural resource management, particularly as they relate to ICM/IWRM, in 14 PICs
	2.2.2.3 Formulate recommendations on competency-based career progression to ensure recognition and retention, and recruitment and human capacity retention needs for ICM/IWRM

Component 3. Mainstreaming of Ridge to Reef ICM/IWRM Approaches into National Development Planning

This component will build on the national coordination and policy and planning achievements of the GEF Pacific IWRM Project via the development and endorsement of national and regional strategic action frameworks for ICM/IWRM. These strategic action frameworks aim to meet the regional need for the mainstreaming of R2R approaches in national development planning. It will also support strengthened national coordination for R2R integrated land, water, forest and coastal management, including climate change adaptation, in the participating countries. Physical, natural, human and social capital will also be built via activities of the component to strengthen island resilience to current and emerging anthropogenic threats and climate extremes. Component outcomes and associated outputs and activities are detailed below.

OUTCOME 3.1 National and regional strategic action frameworks for ICM/IWRM endorsed nationally and regionally

The effectiveness of sectoral planning and investment is constrained as a result of inadequate consideration of the close inter-connections of natural and social systems in PICs. Accordingly, the extent of harmonization of sectoral governance frameworks achieved through national development planning process is typically low. Additionally, there is limited application of evidence-based approaches in national development planning of the participating countries, particularly in the areas of: balancing coastal livelihoods and biodiversity conservation; hazard risk reduction; and planning for climate variability and change. While the capabilities of sectors responsible for the management of freshwater use and sanitation, wastewater treatment and pollution control, land use and forestry practices, and coastal fisheries for science-based planning have advanced considerably over the past decade, there remains a need for improvement.

Accordingly, this component of the project will support the participating countries in the identification of nationally relevant coastal policy, legal and budgetary reforms for R2R integrated approaches in the 14 countries. This will include the formulation of recommendations for the harmonization of governance systems, i.e., (a) across sectors engaged in land, water, forest and coastal management, including climate change adaptation, and (b) between national government and local governance frameworks. This will involve review and analysis of existing relevant policies, laws, Executive Orders, Presidential Decrees, and departmental strategic plans, and local/municipal by-laws and regulations in 14 PICs including analysis of objectives for their attention to gender considerations. This will be supported via a parallel activity to strengthen evidence-based planning via the development of national State of the Coasts (SoC) reports, which build on the National Water, Sanitation and Climate Outlook reports generated through the Pacific IWRM initiative. The State of the Coast reporting will draw on information and data consolidated through the characterization and diagnostic analyses of priority coastal areas undertaken as part of project Outcome 1.2, and that generated as a result of R2R pilot activities and STAR projects.

The abovementioned parallel activities relating to the harmonization of governance frameworks and the strengthening of evidence-based planning will be used to inform the development of national inter-ministerially agreed Strategic Action Frameworks for ICM. These frameworks will complement the SoC reports, and will include the following key elements: statements of vision, goals, guiding principles, and priority areas of action for ICM; costed ~5 year action plan for ICM implementation, including actions to strengthen enabling environments, institutional frameworks, and management instruments; descriptions of the features and membership of national coordination mechanisms for ICM; and will be approved at the inter-ministerial level. The SoC and Strategic Action Frameworks will be developed through national consultations with attention to gender mainstreaming and launched during National Coastal Summits in Year 3 of the project. The national frameworks will be reflected in a regional Strategic Action Plan for ICM investment in the Pacific PICS which will be developed in parallel to national activities. Specific outputs and activities associated with the achievement of **Outcome 3.1** are detailed below.

Outputs	Activities
<p>Output 3.1.1 - National recommendations for 14 PICs for coastal policy, legal and budgetary reforms for ICM/IWRM for integration of land, water, forest, coastal management and CC adaptation compiled and documented with options for harmonization of governance frameworks</p>	<p>3.1.1.1 Compile, and develop national online catalogues of, existing policies, laws, Executive Orders, Presidential Decrees, and departmental strategic plans and other legal instruments relating to land, water, forests and coastal management for 14 PICs</p>
	<p>3.1.1.2 Document national budgetary planning processes to inform initiatives to mainstream R2R ICM into national development planning and government service delivery in the 14 PICs</p>
	<p>3.1.1.3 Formulate national recommendations for coastal policy, legal and institutional reforms for ICM, including options for harmonization of (a) sectoral policies and legislation and (b) national and local level governance frameworks, in 14 PICs</p>
	<p>3.1.1.4 Regionally appropriate knowledge tools developed to support evidence-based coastal and marine spatial planning in PICs</p>

Output 3.1.2 - Inter-ministerial agreements and strategic action frameworks for 14 PICs on integration of land, water, forest and coastal management and capacity building in development of national ICM/IWRM reforms and investment plans endorsed by leaders	3.1.3.1 Develop and operate a program of national leader and stakeholder consultations on efforts to harmonize governance frameworks and strengthen evidence-based planning to initiate dialogue on Strategic Action Framework development in 14 PICs Collect and report sex-disaggregated data
	3.1.3.2 Draft key elements of Strategic Action Frameworks, including quarterly review by national Inter-Ministry Committees, and launch approved versions during National Coastal Summit [Yr 3] in 14 PICs
	3.1.3.3 Draft regional Strategic Action Plan for ICM [in parallel to activity 3.1.3.2] for leader endorsement
Output 3.1.3 - National 'State of the Coasts' reports for 14 PICs completed and launched to Pacific Leaders during National Coastal Summits (Yr 3) in coordination with national R2R projects and demonstrated as national development planning tool, including guidelines for diagnostic analyses of coastal areas	3.1.2.1 Establish linkages between State of the Coast reporting and efforts to identify and evaluate environmental issues and problems, and options for reform and intervention, for priority national coastal areas of 14 PICs
	3.1.2.2 Develop an agreed structure and content for national State of the Coast reports, and draft reports with step-wise review by national Inter-Ministry Committees
	3.1.2.3 Incorporate information and data consolidated through the characterization and diagnostic analyses of priority coastal areas and as a result of R2R pilot activities and STAR projects in draft State of the Coast reports for 14 PICs
	3.1.2.4 Publish final State of the Coast Reports for 14 PICs

OUTCOME 3.2 Coordinated approaches for R2R integrated land, water, forest and coastal management and Climate Change adaptation achieved in 14 PICs

Efforts to integrate land, water, forest, and coastal management, including climate change adaptation, will in large rely on the effectiveness of the coordination mechanisms established to facilitate cross-sectoral engagement and inter-linkages between national governments, provincial/local governments and communities. Given the demands on time of many middle to senior-level managers in the government agencies of the PICs, both from the perspective of undertaking administrative and technical work and that required for regional and International travel for inter-governmental meetings convened by Convention secretariats and those of other development partners and donors, effective national coordination across sectors is often challenged by issues relating to continuity of participation of representatives of agencies. Similarly, the burgeoning number of donor imposed committees established to meet good governance requirements of sectoral projects, creates significant demand on time on civil servants in all PICs. The time spent in various committee meetings has resulted in a 'meeting malaise' among many officials in the environment and natural resource sectors of PICs.

While several countries, for example Palau and Tonga, have attempted to streamline the approach to coordination of various national development initiatives and projects via the establishment of national environmental planning and coordination committees or sustainable development councils, these initiatives have typically been at the mercy of political processes, awakening with one administration or government, and lacking support from the next. Several other countries, including the Marshall Islands and Fiji for example have loosely established coastal management committees, but meet largely on an *ad hoc* basis, are comprised of like-minded individuals rather than adequate cross-sectoral representation, have no clear mandate, and are rarely engaged in decision making on matters relating to harmonization of policy and legal frameworks, cross-sectoral planning, or the identification of priorities for investment. None include mechanisms for effective engagement of local governments and community leaders in coordination and planning.

The GEF Pacific IWRM Project was successful in establishing national cross-sectoral coordination bodies for the water and sanitation in the PICs, many endorsed at the level of Cabinet or President, tasked with specific activities of developing National Water, Sanitation and Climate Outlooks, developing and facilitating the formal

adoption of National Water and Sanitation Policies, and development of National IWRM Plans. The urgency of water and sanitation issues in all PICs provided a high profile entry point to the initiation of efforts to develop integrated management approaches, which was effective in engaging sectors such as public works and infrastructure, environment, meteorology, and health. Component 3 of this project will build on these existing mechanisms by supporting the expansion of existing national APEX bodies for IWRM to Inter-Ministry Committees (IMCs) comprised of representatives of agencies responsible for land, water, forests and coastal management.

The IMCs will oversee, *inter alia*, national level coordination of the Ridge to Reef programme, the planning of national pilot activities planned under Component 1 and the associated national STAR projects, the coordination of inputs to the preparation of State of the Coasts reports and associated national Strategic Action Frameworks, and monitoring and evaluation of R2R programme results at the national level. Secretariat support will be provided by national lead agencies to facilitate quarterly meetings of these groups. The role and effectiveness of IMCs as central national bodies for the planning and coordination of environmental and natural resource management will be tested via IMCs being tasked with the national-level planning of the use of GEF STAR funding available to the Pacific PICS through the GEF's sixth replenishment.

The GEF Pacific IWRM Project was also successful in establishing community-based coordinating committees for each of its national IWRM demonstration projects. These community-based committees were effective in engaging community stakeholders and local leaders, and this model will be replicated for the local coordination of pilot activities and STAR projects as part of the R2R programme to establish a network of community-based committees for ICM/IWRM. Secretariat support will similarly be provided by the national lead agencies to facilitate quarterly meetings of these bodies. The 'Community to Cabinet' approach will be strengthened via community leader participation in meetings of the national IMC. This component also has a supporting learning activity to determine the effectiveness of national and local coordination and integration fostered through project activities. Specific outputs and activities associated with the achievement of **Outcome 3.2** are detailed below.

Outputs	Activities
Output 3.2.1 - 14 national networks of national ICM/IWRM pilot project inter-ministry committees formed by building on existing IWRM committees and contributing to a common results framework at the project and program levels	3.2.1.1 In connection with activities of component 2, formalize sub-regional networks of local committees for pilot projects and STAR projects. Collect and report sex-disaggregated data
	3.2.1.2 Support community leader and local committee representative participation in IMC meetings in 14 PICs, including creation of reporting feedback loops between national and local governments. Collect and report sex-disaggregated data
	3.2.1.3 Develop and conduct training for local committees on results-oriented project planning, execution and reporting. Collect and report sex-disaggregated data
Output 3.2.2 - Periodic inter-ministry committee meetings in 14 PICS conducted and results documented, participation data assembled and reported to national decision-makers and regional forums	3.2.2.1 Review governance arrangements in 14 PICs to identify required Terms of Reference and membership of national Inter-Ministry Committees, including links to other local and national planning bodies
	3.2.2.2 Develop Terms of Reference and determine membership for national Inter-Ministry Committees in 14 PICs
	3.2.2.3 Develop work plan and timetable of activities for Inter-Ministry Committees in 14 PICs
	3.2.2.4 Convene quarterly meetings of Inter-Ministry Committees in 14 PICs. Collect and report sex-disaggregated data
Output 3.2.3 - Community leaders and local government from	3.2.3.1 Identify and document past best practice community-level inputs to environmental and natural resource management in 14 PICs

pilot projects networked via periodic national and regional round-table meetings complemented by community tech exchange visits	3.3.3.2 Develop and implement system for identification and annual reporting, including sex-disaggregated data, on best practice community-level inputs to execution of pilot activities and national STAR projects in 14 PICs
Output 3.2.4 - Participatory techniques used to gauge learning and change in perception among inter-ministry committee members in 4 pilot PICs (sub-regional, mix of high island, atoll settings)	3.2.4.1 Information and data on the level of joint planning and uptake of management decisions for IMCs in 4 PICs assembled, analyzed and reported
	3.2.4.2 Continuity of participation of members of national IMCs in 4 PICs tracked, including sex-disaggregated data, and reported on
	3.2.4.3 Participatory most significant change techniques used to gauge learning and change in perception among IMC members in 4 PICs (sub-regional, mix of high island, atoll settings). Builds on Pacific IWRM structured video interview approach.

Component 4. Regional and National ‘Ridge to Reef’ Indicators for Reporting, Monitoring, Adaptive Management and Knowledge Management

This component will build on the results-based approach to project planning and management applied and showcased through the GEF Pacific IWRM Project via the national and regional formulation and adoption of integrated and simplified results frameworks for the GEF multi-focal area Ridge to Reef programme. This represents the first time such a harmonized reporting approach will be developed for a GEF programme aligned with strategic objectives across multiple focal areas, including biodiversity, climate change mitigation, climate change adaptation, International waters, land degradation, and sustainable forestry management. The component will also establish national and regional platforms for managing information and sharing of best practices and lessons learned in integrated land, water, forest and coastal management, including climate change adaptation. Component outcomes and associated outputs and activities are detailed below.

OUTCOME 4.1 National and regional formulation and adoption of integrated and simplified results frameworks for integrated multi-focal projects

The GEF multi-focal Ridge to Reef programme is designed to result in the achievement of a large and diverse range of outcomes and outputs relating to GEF strategic objectives for biodiversity, climate change mitigation, climate change adaptation, International waters, land degradation, and sustainable forestry management. The tracking of the results of this programme across 14 participating countries represents a significant challenge to the GEF, the three agencies involved, namely UNDP, UNDP and FAO, and the countries themselves. This is made more complex by the increasingly large myriad of national level reporting requirements for natural resource and environment agencies which constrains the timely and accurate reporting of results of development assistance in PICs.

The GEF Pacific IWRM project tested a results tracking and reporting approach, which included the training of a cadre of national water and sanitation sector staff in results-based management of GEF supported initiatives, and which was showcased by the GEF Secretariat as a best practice in regional and national project management. This component will build on these achievements by developing a harmonized multi-focal area results framework and analytical tool for use in tracking the progress and results of individual projects and the overarching Ridge to Reef programme. This will involve the development of sets of process, stress reduction and environmental/social indicators with related reporting templates, for quarterly and annual monitoring and evaluation. Sex-disaggregated data will be collected throughout various activities of the project for inclusion in monitoring and evaluation allowing gender considerations to be reflected in reporting. National planning exercises will also be conducted in selected PICs to explore the alignment of national indicator sets with convention reporting and to investigate the inclusion of gender-responsive indicators.

Additionally, an online ‘results’ portal will be developed for Results-Based Management training, the online submission of routine reports, and the routine sharing of Ridge to Reef programme results, including the geospatial presentation of results linked to related initiatives of the GEF International Waters Learning Exchange

and Resource Network (IW:LEARN) project. Specific outputs and activities associated with the achievement of **Outcome 4.1** are detailed below.

Outputs	Activities
Output 4.1.1 - National and regional reporting templates developed based on national indicator sets and regional framework to facilitate annual results reporting and monitoring from 14 PICs	4.1.1.1 Develop a harmonized regional framework of process, stress reduction and environment/social state indicators to monitor effectiveness of integrated land, water, forest and coastal management, including climate change adaptation, in PICs
	4.1.1.2 Develop harmonized national sets of process, stress reduction and environmental/social state indicators to monitor results Ridge to Reef programme investments in 14 PICs, including endorsement by IMCs
	4.1.1.3 Develop harmonized regional and national results reporting templates based on respective indicator sets to facilitate annual reporting by 14 PICs and at the regional level
Output 4.1.2 - Unified/harmonized multi-focal area results tracking approach and analytical tool developed and proposed to the GEF, its agencies and participating countries	4.1.2.1 Develop multi-focal area results tracking framework and associated programme indicator sets
	4.1.2.2 Develop a web-based analytical tool for the assembly and analysis of information and data on project and programme status, including capability for generation of harmonized regional and national results reports
	4.1.2.3 Demonstrate application of the framework and analytical tool for mainstreaming at the national level
Output 4.1.3 - National planning exercises in 14 Pac SIDS conducted with relevant ministries on embedding R2R results frameworks into national systems for reporting, monitoring and budgeting	4.1.3.1 Organise and conduct national planning exercises with Ministries responsible for planning and finance on embedding indicator sets in national accounts for four selected PICs. Collect and report sex-disaggregated data
	4.1.3.2 Document outcomes of national planning exercises (4.1.3.1) and presented to national leaders and sessions of sub-regional and regional inter-governmental fora

OUTCOME 4.2 National and regional platforms for managing information and sharing of best practices and lessons learned in R2R established

Global experience in integrated natural resource and environmental management has shown that efforts to integrate water, land and coastal management are initially vulnerable fledglings when introduced at national and sub-national units of government, and as such, at the mercy of the bureaucratic pecking order. In order for efforts to survive and grow, national-level leaders of such processes need to be able to effectively communicate the benefits of such integrated approaches across a broad range of government agencies and local institutions in order to convince government and community leaders that it is in their self-interest to voluntarily coordinate across areas such as: policy and development planning; investment in efforts to reduce stress on natural resources and improve environmental state; and in strengthening community engagement in management.

Communications and the effective use of the media was identified by the terminal evaluation of the GEF Pacific IWRM Project as a critical element of efforts to raise awareness, to stimulate support for necessary policy and legal reforms, and for global outreach with donors and sister initiatives in the Caribbean and the Indian and Atlantic Ocean PICs. That review also identified the communications and media initiatives of the Pacific IWRM initiative as being essential in ensuring that best practices generated through national IWRM demonstration projects and national policy development processes were captured, shared and effectively communicated to guide the longer-term sustainability and scaling-up of investments. This component builds on these achievements through development of national and regional platforms for managing information and sharing best practices and lessons learned from efforts of this project to test the integration of water, land, forest and coastal management.

Specifically, a regional Ridge to Reef communications strategy will be developed and implemented via the public-private partnership established through the GEF Pacific IWRM Project for strengthening the role of communications and the media in integrating water and coastal management in Pacific Island Countries. This agreement includes an emphasis on capacity development for natural resource managers and media professionals and sets out activities to be executed through the partnership to include *inter alia*:

- Training of young media professionals in integrated water and coastal management
- Mentoring of natural resource managers on communications and media issues
- Targeted television broadcasting of water resource and coastal management media products
- Preparation of short film, documentary and other awareness materials for outreach purposes
- Design of awareness materials (translated into local language) and use of web-based technologies for communications
- Liaison with national and regional media outlets for broad syndication of media products
- Development of multi-media products in support of regional and national coordination initiatives
- Capture and regional sharing of national experiences in project execution
- Planning of communications strategies in support of region-wide scaling-up of integrated approaches

The abovementioned partnership will act as a hub for a network of PIC based media outlets which will be established under this component for the national and regional level syndication Ridge to Reef programme news and media products. This will be complemented via the establishment and operation of web-based ‘Pacific R2R Network’ to strengthen cross-sectoral and multi-lateral communication and knowledge management. Significantly, this component will result in the publication of a special issue of a peer reviewed international journal on best practices and lessons learned in PIC sustainable development, based on the outcomes and achievements of the GEF Pacific IWRM Project, the Ridge to Reef Programme, and other GEF supported initiatives in the Pacific region, including the Oceanic Fisheries Management project. This component will also support stakeholder participation in IW:LEARN activities, including participation in regular International conferences and sub-regional workshops, preparation of at least 10 experience notes, and the establishment of inter-linked websites.

Coastal and marine spatial planning in PICs, including climate change adaptation, is currently constrained as a result of inadequate engagement of sectoral experience in: water security and wastewater management; coastal ‘blue forests’ and livelihoods; coastal hazards management; and disaster risk reduction. Supporting activities will facilitate the consolidation and sharing of sectoral knowledge and expertise for the development of regionally appropriate knowledge tools to support evidence-based coastal and marine spatial planning in PICS. Key knowledge tools will address *inter alia*: (i) climate variability in coastal systems; (ii) hazards and coastal area planning; (iii) ‘blue forests’ and livelihoods; (iv) spatial planning in coastal fisheries; (v) water security and wastewater management; and (vi) land and marine tenure and use designation, including implications for coastal and marine spatial planning. Specific outputs and activities associated with the achievement of **Outcome 4.2** are detailed below.

Outputs	Activities
Output 4.2.1 - Regional ‘ridge to reef’ communications strategy developed and implemented and assistance provided to national R2R project including partnerships with national and regional media and educational organizations	4.2.1.1 Formalise public-private partnership with regional media outlet for strengthening the role of communications and the media in integrating land, water, forest and coastal management in PICs
	4.2.1.2 Prepare and secure IMC and Programme Steering Committee meeting endorsement of a regional communications strategy for the Ridge to Reef programme
	4.2.1.3 Develop and implement annual costed communication plans in support off Ridge to Reef programme delivery
	4.2.2.1 Participate in biennial International Water Conferences

Output 4.2.2 - Participation in IW:LEARN activities: conferences; preparation of at least 10 experience notes and inter-linked websites with combined allocation of 1% of GEF grant	4.2.2.2 Prepare and publish 10 International Waters Experience Notes
	4.2.2.3 Ensure web-site (Output 4.2.3) is linked to www.iwlearn.net
Output 4.2.3 - Established Pacific R2R Network, online regional and national portals containing among others, databases, rosters of national and regional experts and practitioners on R2R, register of national and regional projects, repository for best practice R2R technologies, lessons learned etc.	4.2.3.1 Establish and maintain an overarching website for the Ridge to Reef programme, including the various web-portals and broadcast of project information
	4.2.4.2 Plan and operate an annual web-based competition to facilitate broad national and regional level awareness and support of the Ridge to Reef programme
	4.2.4.3 Utilize social media, particularly Facebook, to support syndication of programme news and information
	4.2.4.4 Engage with Google Earth and other online initiatives for global outreach

Component 5. Ridge-to-Reef Regional and National Coordination

Component 5 is designed to facilitate effective overall coordination of the Ridge to Reef programme at both national and regional levels. Accordingly, the anticipated outcome of the component is as follows:

OUTCOME 5.1 Effective program coordination of national and regional R2R projects

Despite the successes of the GEF Pacific IWRM Project in guiding the timely and cost-effective execution and management of national level activities of that project, there exists limited national level experience and capacity in delivery of large integrated natural resource and environment projects and programme, such as the Ridge to Reef initiative. Similarly, there exists low-level familiarity with GEF and Implementing Agency minimum standards for results-based management, monitoring and evaluation, and financial and progress reporting requirements. In this connection, this component will establish and operate an overarching Ridge to Reef program coordination unit tasked with facilitating the timely delivery of Ridge to Reef program targets and outcomes via the provision of technical, operational, reporting and monitoring support as requested by participating PICs. The programme coordinating unit will, *inter alia*, also organise and facilitate a program of periodic planning and coordination workshops for national R2R project teams, act as the Secretariat to the Program Steering Committee and the Regional Scientific and Technical Committee, lead regional scientific and technical activities of this project, and be responsible for meeting regional reporting requirements of UNDP, UNEP, and FAO. Full Terms of Reference and composition of the Program Coordination Unit is provided in Annex # of this document. Specific outputs and activities associated with the achievement of **Outcome 5.1** are detailed below.

Outputs	Activities
Output 5.1.1 - Functioning overall R2R program coordination unit with alignment of development worker	5.1.1.1 Draft Terms of Reference for Program Coordinating Unit members, advertise positions, and recruit staff
	5.1.1.2 Develop annual work plans and performance development system documentation for Program Coordinating Unit members

positions contributing to coordinated effort among national R2R projects (Year 1)	5.1.1.3 Undertake annual project management training and retreat for Program Coordinating Unit
Output 5.1.2 - Technical, operational, reporting and monitoring support provided to national R2R projects, as may be requested by PICs, to facilitate timely delivery of overall program goals	5.1.2.1 In consultation with national project managers, prepare and monitor annual and quarterly national project work plans and budgets
	5.1.2.2 In consultation with IMCs and the Program Steering Committee, determine annual delivery and expenditure targets
	5.1.2.3 In consultation with the IMC's, develop and implement annual technical support programmes for 14 PICs
Output 5.1.3 - Assistance provided to participating countries in the Pacific R2R network, harmonized reporting and monitoring and other regional and national and capacity building modules, among others	5.1.3.1 Building on activities of Outcome 4.1, provide targeted support to 14 PICs for STAR project planning, monitoring and evaluation, results reporting and gender mainstreaming
	5.1.3.2 Building on activities of Outcome 4.1, provide targeted support to 14 PICs for STAR project engagement in national and regional knowledge exchange and learning activities
Output 5.1.4 - Periodic planning and coordination workshops conducted for national project teams in the Pacific R2R network	5.1.4.1 Organise and convene annual Programme Steering Committee meetings
	5.1.4.2 Organise and convene bi-annual Regional Scientific and Technical Committee meetings one of which coincides with the annual RSC Meeting
	5.1.4.3 Organise national and subregional planning workshops in support of outcomes of Components 1-4

4. Project Results Framework

Project Title: Testing the Integration of Water, Land, Forest and Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries
UNDP Strategic Plan Environment and Sustainable Development Primary Outcome: Outcome 2; Output 2.5 – Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use and access and benefit sharing of natural resources, biodiversity and ecosystems in line with international conventions and national legislation; Output 2.5.2 and 2.5.3
UNDP Strategic Plan Secondary Outcome: Outcome 1: Output 1.4 – Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented: Ouput 1.4.2.
Applicable GEF Strategic Objective and Program: International Waters Strategic Objective 1; and Strategic Objective 3
Project Objective: To test the mainstreaming of ‘ridge-to-reef’ (R2R), climate resilient approaches to integrated land, water, forest and coastal management in the PICs through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystem services
Objective Indicator: Extent of harmonization of sectoral governance frameworks for integrated ‘ridge to reef’ approaches achieved through national sustainable development planning
Applicable GEF Expected Outcomes: Component 1. National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability <i>Outcomes:</i> 1.1 Successful pilot projects testing innovative solutions involving linking ICM, IWRM and climate change adaptation [linked to national STAR projects via larger Pacific R2R network] 1.2 National diagnostic analyses for ICM conducted for prioritizing and scaling-up key ICM/IWRM reforms and investments 1.3 Community leader roundtable networks established for strengthened ‘community to cabinet’ ICM/IWRM Component 2. Island-based Investments in Human Capital and Knowledge to Strengthen National and Local Capacities for Ridge to Reef ICM/IWRM approaches, incorporating CC adaptation <i>Outcomes:</i> 2.1 National and local capacity for ICM and IWRM implementation built to enable best practice in integrated land, water, forest and coastal management and CC adaptation

2.2 PIC knowledge on climate variability, coastal area planning in DRM, integrating 'blue forest' and coastal livelihoods consolidated and shared to support evidence-based coastal and marine spatial planning

2.3 Incentive structures for retention of local 'Ridge to Reef' expertise and inter-governmental dialogue on human resource needs for ICM/IWRM initiated

Component 3. Mainstreaming of Ridge to Reef ICM/IWRM Approaches into National Development Planning

Outcomes:

3.1 National and regional strategic action frameworks for ICM/IWRM endorsed nationally and regionally

3.2 Coordinated approaches for R2R integrated land, water, forest and coastal management and CC adaptation achieved in 14 PICs

3.3 Physical, natural, human and social capital built to strengthen island resilience to current and emerging anthropogenic threats and climate extremes

Component 4. Regional and National 'Ridge to Reef' Indicators for Reporting, Monitoring, Adaptive Management and Knowledge Management

Outcomes:

4.1 National and regional formulation and adoption of integrated and simplified results frameworks for integrated multi-focal projects

4.2 National and regional platforms for managing information and sharing of best practices and lessons learned in R2R established

Component 5. Ridge-to-Reef Regional and National Coordination

Outcomes:

5.1 Effective program coordination of national and regional R2R projects

**Gender specific indicators.*

Component 1 National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability

Outcome 1.1 Successful pilot projects testing innovative solutions involving linking ICM, IWRM and climate change adaptation [linked to national STAR projects via larger Pacific R2R network]

Components	Outcomes	Indicator(s)	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
1. National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability	1.1 Successful pilot projects testing innovative solutions involving linking ICM, IWRM and climate change adaptation [linked to national STAR projects via larger Pacific R2R network]	1.1.1 Number and quality of baseline environmental state and socio-cultural information incorporated in project area diagnostics	1.1.1 Baseline environmental and social data is unconsolidated	1.1.1 14 national pilot project area diagnostics based on R2R approach including: baseline environmental state and social data incorporating CC vulnerabilities; and local governance of water, land, forests and coasts reviewed	1.1.1 Pilot area diagnostic reports published online	1.1.1 Data and information required to conduct diagnostic analyses may not be shared by local government agencies
		1.1.2 Stress reduction and water, environmental and socioeconomic status indicators <ul style="list-style-type: none"> • Municipal waste pollution reduction (N kg/yr) • Pollution reduction to aquifers (kg/ha/yr) • Area of restored habitat (ha) 	1.1.2 Limited community and cross-sectoral participation in the planning of coordinated investments and stress reduction efforts in land, forest, water and coastal management in PICs. <i>(Baseline for water, environmental and social economic</i>	1.1.2 14 national pilot projects test methods for catalyzing local community action, utilizing and providing best practice examples, and building institutional linkages for integrated land, forest, water and coastal management, and resulting in: <ul style="list-style-type: none"> • Municipal waste pollution reduction of 5,775 kg N/yr (6 sites) 	1.1.2 Reports of community and sectoral participation in the planning, execution, and monitoring and evaluation of pilot activities, including annual reports on effectiveness of stress reduction measures	1.1.2(a) Development pressures may result in adoption or revision of land-use policies by national or local governments which are incompatible with activities at pilot sites 1.1.2 (b) Challenges and

Components	Outcomes	Indicator(s)	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
		<ul style="list-style-type: none"> Area of conserved/protected wetland Area of catchment under improved management (ha) Number of people engaged in alternative livelihoods Status of mechanisms for PM&E 	<i>status indicators for municipal waste pollution, pollution to aquifers, areas of restored habitat, area of conserved/protected wetland, area of catchment under improved management, and number of people engaged in alternative livelihoods, will be obtained at project start.)</i>	<ul style="list-style-type: none"> Pollution reduction to aquifer of 23 kg N/ha/yr (2 sites) 6,838 ha of restored habitat (4 sites) 290 ha of conserved/protected wetland (2 sites) 25,860 ha of catchment under improved management (7 sites) 30 charcoal producers (40 % of total) engaged in alternative charcoal production activities Participatory monitoring and evaluation of environmental and socioeconomic status of coastal areas (9 sites) 		<p>costs associated with demonstrating environmental stress reduction benefits of technologies and management measures may constrain replication and upscaling</p>

Outcome 1.2 National diagnostic analyses for ICM conducted for prioritizing and scaling-up key ICM/IWRM reforms and investments

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
1. National Demonstrations to Support R2R ICM/IWRM Approaches for Island Resilience and Sustainability (<i>cont.</i>)	1.2 National diagnostic analyses for ICM conducted for prioritizing and scaling-up key ICM/IWRM reforms and investments	1.2.1 By end of the project, number of diagnostic analyses conducted for priority coastal areas	1.2.1 Choice of sites for GEF and other donor investment in natural resource and environmental management does not adequately represent the range of biological, environmental and socio-economic conditions in PICs	1.2.1 14 diagnostic analysis for ICM/IWRM and CCA investments conducted to inform priority areas for scaling-up in each of 14 participating PICs	1.2.1 Diagnostic reports for priority coastal areas published	1.2.1 Data and information required to conduct site characterizations of coastal areas may not be shared by relevant sectoral agencies or other institutions
		1.2.2 Number and quality of ICM-IWRM investments incorporating baseline environmental state and socio-cultural information for the prioritization of investment sites	1.2.2 Lack of a scientifically sound and objective procedure for the selection of locations for investment in integrated natural resource and environmental management in PICs	1.2.2 Up to 14 ICM-IWRM investments utilizing methodology and procedures for characterizing island coastal areas for ICM investment developed by the project	1.2.2 Regional guidelines for characterizing and prioritizing coastal areas for ICM investment prepared	1.2.2 Engaging appropriate expertise to facilitate consensus on the selection of physical, biological and social variables to be used in characterization of PIC coastal areas

Outcome 1.3 Multi-stakeholder leader roundtable networks established for strengthened ‘community to cabinet’ ICM/IWRM

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
1. National Demonstrations to Support R2R ICM/IWRM	1.3 Multi-stakeholder leader roundtable networks established for strengthened	1.3.1 Number of local leaders and local governments engagement/	1.3.1 Limited engagement of community-based governance	1.3.1 Institutional relationships between national and community-based	1.3.1 Reports of multi-stakeholder	1.3.1 Existing tensions between land-owners and government agencies

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
Approaches for Island Resilience and Sustainability (<i>cont.</i>)	'community to cabinet' ICM/IWRM	participating in multi-stakeholder leader roundtable networks	mechanisms in national policy and planning	governance structures strengthened and formalized through national "Ridge to Reef" Inter-Ministry Committees in 14 Pacific SIDS	leader network activities	may limit community leader participation
		1.3.2 Number of forums held to discuss opportunities for agreements on private sector and donor participation in PIC sustainable development	1.3.2 Low level mobilization of the private sector in environmental investment and planning in PICs	1.3.2 Up to 14 new national private-sector and donor partnership forums for investment planning in priority community-based ICM/IWRM actions	1.3.2 Reports of private sector and donor partnership forums	1.3.2 Limited private sector presence, or alignment of donor investment strategies with proposed actions, at priority R2R locations

Component 2 Island-based Investments in Human Capital and Knowledge to Strengthen National and Local Capacities for Ridge to Reef ICM/IWRM approaches, incorporating CC adaptation

Outcome 2.1 National and local capacity for ICM and IWRM implementation built to enable best practice in integrated land, water, forest and coastal management and CC adaptation

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
2. Island-based Investments in Human Capital and Knowledge to Strengthen National and Local Capacities for Ridge to Reef ICM/IWRM	2.1 National and local capacity for ICM and IWRM implementation built to enable best practice in integrated land, water, forest and coastal	2.1.1 Number of PIC-based personnel with post-graduate training in R2R management. *Data will be gender disaggregated	2.1.1 Zero R2R post-graduate training courses available specific to the Pacific Region.	2.1.1 At least 10 people with post-graduate training in R2R management. *At least 5 people will be women	2.1.1 Agreed curricula and materials for post-graduate training program published	2.1.1 Internationally recognized institute (or consortium) able to deliver a cost-effective post-graduate training course which is both accredited and

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
approaches, incorporating CC adaptation	management and CC adaptation			At least 3 innovative post-graduate training programs for the Pacific Region in ICM/IWRM and related CC adaptation delivered for project managers and participating stakeholders through partnership of internationally recognized educational institutes and technical support and mentoring program with results documented		regionally appropriate
		2.1.2 Number of community stakeholders (i.e. catchment management committees, CSOs, etc) engaged in R2R planning and CC adaptation activities	2.1.2 Limited national and local capacity for ICM and IWRM implementation constrains achievement of best practice in integrated management in PICs	2.1.2 At least 14 community stakeholder groups (ie. Catchment management committees, CSOs, etc) engaged in R2R planning and CC adaptation activities. *Number of trainings (including training on integrating gender into community level	2.1.2 Community training materials compiled and published online	2.1.2 Adequate resourcing from national STAR projects available to support STAR project stakeholder participation in training and capacity building activities

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
				R2R and CC planning and implementation) conducted to build capacity for civil society and community organization participating in ICM/IWRM and CC adaptation strengthened through direct involvement in implementation of demo activities with results documented		

Outcome 2.2 Incentive structures for retention of local ‘Ridge to Reef’ expertise and inter-governmental dialogue on human resource needs for ICM/IWRM initiated

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
2. Island-based Investments in Human Capital and Knowledge to Strengthen National and Local Capacities for Ridge to Reef ICM/IWRM approaches, incorporating CC adaptation (<i>cont.</i>)	2.2 Incentive structures for retention of local ‘Ridge to Reef’ expertise and inter-governmental dialogue on human resource needs for ICM/IWRM initiated	2.2.1 Number of R2R personnel for which functional competencies are benchmarked, tracked and analyzed Number of studies completed identifying the national human capacity needs for R2R (ICM/IWRM)	2.2.1 Required functional competencies of national and local personnel for environment and natural resource management in PIC contexts undefined and untracked	2.2.1 Up to 14 R2R personnel identified, with functional competencies are benchmarked, tracked and analysed. At least one study completed identifying national human capacity needs for R2R (ICM/IWRM)	2.2.1 Assessment of national and local government competencies and capacity development needs published	2.2.1 Securing advice and support from human resource specialist familiar with systems of government and barriers to sustainable development in PIC contexts

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
		<p>implementation and benchmarking/tracking competencies of national and local government units for R2R implementation</p> <p>Number of capacity building support secured with results documented</p>		<p>implementation and benchmarking/tracking competencies of national and local government units for R2R implementation. Based on the study, at least 14 capacity building support provided with results documented.</p>		
		<p>2.2.2 Number of recommendations on practitioner retention internalized at national and local government levels</p>	<p>2.2.2 Retention of skilled and experienced practitioners in environment and natural resource management low, particularly in project-based investments, including limited dialogue on human capacity needs for cross-sectoral</p>	<p>2.2.2 At least 1 regional report with recommendations for R2R practitioner retention at national and local government levels completed. The report will analyse existing Public Service Commission salary scales and required functional competencies of key R2R (ICM/IWRM) personnel; appropriate guidelines and incentive structures for retention of local</p>	<p>2.2.2 Report of Public Service Commission employment conditions, ICM/IWRM human capacity needs, and recommended incentive structures published</p>	<p>2.2.2 Sufficient commitment from Pacific leaders to address human resourcing issues for natural resource and environmental management</p>

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
				R2R expertise proposed.		

Component 3 Mainstreaming of Ridge to Reef ICM/IWRM Approaches into National Development Frameworks

Outcome 3.1 National and regional strategic action frameworks for ICM/IWRM endorsed nationally and regionally

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
3. Mainstreaming of Ridge to Reef ICM/IWRM Approaches into National Development Frameworks	3.1 National and regional strategic action framework for ICM/IWRM endorsed nationally and regionally	3.1.1 Number of sectoral governance framework harmonised and strengthened through national and regional development frameworks	3.1.1 Constrained and inadequate sectoral planning and investment of natural and social systems in PICs	3.1.1 National recommendations for 14 PICs for coastal policy, legal and budgetary reforms for ICM/IWRM for integration of land, water, forest, coastal management and CC adaptation compiled and documented with options for harmonization of governance frameworks	3.1.1 14 national reviews of existing policies, laws, Executive Orders, Presidential Decrees, and departmental strategic plans relating to land, forest, water, and coastal management, including recommendations for the harmonization of governance frameworks published	3.1.1 Government agencies may be unwilling to participate in processes for the harmonization of policy and legislation
		3.1.2 Inter-ministerial agreements and strategic action framework for 14 PICs developed and submitted for endorsement on integration of land,	3.1.2 Lack of national and regional policy and plans to support the mainstreaming of R2R approaches in	3.1.2 Agreements and strategic action frameworks for the 14 PICs endorsed by leaders	3.1.2 Endorsed National and Regional Strategic Action Frameworks published	3.1.2 Consultative processes will not elicit adequate stakeholder input and commitment of support from national networks to proposed

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
		water, forest and coastal management and capacity building in development of national ICM/IWRM reforms and investment plans	development planning			priority strategic actions
		3.1.3 Number of demonstrable use of national 'State of the Coasts' or 'State of the Islands' reports in national and regional action planning for R2R investment	3.1.3 Limited application of evidence-based approaches in PICs national development planning in the areas of: freshwater use and sanitation; wastewater treatment and pollution control; land use and forestry practices; balancing coastal livelihoods and biodiversity conservation; hazard risk reduction; and climate variability and change	3.1.3 National 'State of the Coasts' or 'State of the Islands' reports for 14 PICs completed and launched to Pacific Leaders during National Coastal Summits (Yr 3) in coordination with national R2R projects and demonstrated as national development planning tool, including guidelines for diagnostic analyses of coastal areas	3.1.3 Published 'State of the Coasts' reports	3.1.3 Strong and high-level government commitment is generated, sustained and willing to use 'State of Islands' reporting as an instrument for change

Outcome 3.2 Coordinated approaches for R2R integrated land, water, forest and coastal management and CC adaptation achieved in 14 PICs

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
3. Mainstreaming of Ridge to Reef ICM/IWRM Approaches into National Development Planning (<i>cont.</i>)	3.2 Coordinated approaches for R2R integrated land, water, forest and coastal management and CC adaptation achieved in 14 PICs	3.2.1 Number of networks of national R2R pilot project inter-ministerial committees formed and linked to existing national IWRM committees	3.2.1 National IWRM task forces and local coordinating committees in 12 countries and a need exists for strengthened coordination of IWRM plan implementation within broader R2R frameworks	3.2.1 Up to 14 national networks of R2R (ICM/IWRM) national pilot project inter-ministry committees formed by building on existing IWRM committees and contributing to a common results framework at the project and program levels	3.2.1 Meeting reports of pilot project committees (joint management/planning decisions and participant lists)	3.2.1 Provincial and local governments may perceive IMC approach as being driven by central government
		3.2.2 Number of people participating in inter-ministry committee (IMC) meetings conducted including scope and uptake of joint management and planning decisions *Participation data to be disaggregated by gender	3.2.2 Limited number and variety of stakeholders participating in national coordinating bodies to ensure community to Cabinet planning of investment in sustainable development of PICs	3.2.2 The number and variety of stakeholders participating in periodic IMC meetings in 14 PICs are doubled, with meeting results documented, participation data assembled and reported to national decision-makers and regional forums	3.2.2 Meeting reports of periodic national IMC meetings (joint management/planning decisions and participant lists), including annual IMC 'results' report to national leaders in 14 PICs and regional fora	3.2.2 Appropriately qualified national staff available to provide adequate Secretariat support to IMC work

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
				*50% of participants will be women, youth, and/or from vulnerable groups		
		3.2.3 Number of networks established between community leaders and local government from pilot projects	3.2.3 Limited exchange between communities on best practices in environment and natural resource management	3.2.3 Community leaders and local government create at least 14 networks via national and regional round-table meetings complemented by community tech exchange visits	3.2.3 Reports of national and regional round-table meetings	3.2.3 Adequate cooperation is fostered among IW pilot project and national STAR project staff to build stakeholder confidence in benefits of integration
		3.2.4 Number of inter-ministry committee members meeting within the 4 pilot PICs that is engaged in learning and change in perception through participatory techniques *Participation data to be disaggregated by gender	3.3.4 Limited learning on effectiveness of investments in country-driven approaches to development assistance in PICs	3.2.4 At least 20 ICM members total from the 4 pilot PICs (sub-regional, mix of high island, atoll settings) gauge in learning, leading to change in perception through participatory techniques. *50% of participants will be women,	3.2.4 Report of the application of participatory techniques to gauge learning and change in perception among IMC members in 4 pilot PICs	3.2.4 R2R is accepted at the national level as a legitimate framework for a multi focal area approach to GEF investment for PIC sustainable development

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
				youth, and/or from vulnerable groups		

Component 4 Regional and National ‘Ridge to Reef’ Indicators for Reporting, Monitoring, Adaptive Management and Knowledge Management

Outcome 4.1 National and regional formulation and adoption of integrated and simplified results frameworks for integrated multi-focal projects

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
4. Regional and National ‘Ridge to Reef’ Indicators for Reporting, Monitoring, Adaptive Management and Knowledge Management	4.1 National and regional formulation and adoption of integrated and simplified results frameworks for integrated multi-focal projects	4.1.1 Number and quality of national and regional indicator sets with the proposed targets and outcomes of the R2R program	4.1.1 Calls from Pacific leaders for strengthened emphasis on results in the planning and financing of development in PICs	4.1.1 1 simple and integrated national and regional reporting templates developed based on national indicator sets and regional framework to facilitate annual results reporting and monitoring from 14 PICs	4.1.1 Agreed national and regional reporting templates published online	4.1.1 (a) Design of national STAR projects include targets and related indicators aimed at achievement of R2R program goals and outcomes; (b) legal agreements between national lead agencies and GEF implementing agencies for STAR projects include explicit requirement for project management units to meet R2R program

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
						reporting requirements
		4.1.2 Level of acceptance of the harmonized results tracking approach by the GEF, its agencies and participating countries	4.1.2 Lack of results tracking and reporting approach tested via GEF Pac IWRM project, including training of a cadre of national WatSan sector staff	4.1.2 1 unified/harmonized multi-focal area results tracking approach and analytical tool developed, endorsed, and proposed to the GEF, its agencies and participating countries	4.1.2 Regional results framework and analytical tool developed and accessible online for review and testing	4.1.2 Sustained commitment of senior government officials with oversight of IW and STAR projects to develop and test a harmonized results approach for GEF investment in PICs
		4.1.3 Number of National planning exercises in 14 Pac SIDS conducted with participants from relevant ministries with a mandate to embedding R2R results frameworks into national systems for reporting,	4.1.3 An increasingly large myriad of national level reporting requirements for natural resource and environment agencies constrains the timely and accurate reporting of results	4.1.3 Up to 14 national planning exercises in 14 Pac SIDS conducted with participants from relevant ministries with a mandate to embed R2R results frameworks into national systems for reporting, monitoring and budgeting	4.1.3 Reports of national planning exercises in 4 PICs on embedding R2R results frameworks into national systems	4.1.3 National planning and finance ministry staff are sufficiently well engaged in national planning exercises

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
		monitoring and budgeting	development assistance in PICs			

Outcome 4.2 National and regional platforms for managing information and sharing of best practices and lessons learned in R2R established

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
4. Regional and National 'Ridge to Reef' Indicators for Reporting, Monitoring, Adaptive Management and Knowledge Management (<i>cont.</i>)	4.2 National and regional platforms for managing information and sharing of best practices and lessons learned in R2R established	4.2.1 Regional communications strategy developed and number of partnership with media and educational organizations	4.2.1 Absence of public-private partnership in support of communicating benefits of IWRM initiated via GEF Pac IWRM project	4.2.1 Regional 'ridge to reef' communications strategy developed and implemented and assistance provided to national R2R project including at least 10 partnerships with national and regional media and educational organizations	4.2.1 Approved communications strategy published	4.2.1 (a) Willingness of regional and national media outlets prepared to partner with R2R program implementation; and (b) adequate resourcing from national STAR projects to the development of media products required to effectively communicate the benefit of integrated R2R approaches

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
		4.2.2 Number of IW:LEARN experience notes published	4.2.2 Limited regional and global sharing of information on best practice and lessons learned from the GEF Pacific Alliance for Sustainability	4.2.2 Participation in IW:LEARN activities: conferences; preparation of at least 10 experience notes and inter-linked websites with combined allocation of 1% of GEF grant	4.2.2 Published experience notes	4.2.2 Retention of national and regional level staff required to resource the documentation of experiences and lessons learned as IW:LEARN experience notes
		4.2.3 Number of users, volume of content accessed, and online visibility of the 'Pacific R2R Network'	4.2.3 Need for media platforms and targeted communications in support of efforts to harness support for inter-ministerial coordination and policy and planning elements of the R2R program	4.2.3 Pacific R2R Network established with at least 100 users registered, online regional and national portals containing among others, databases, rosters of national and regional experts and practitioners on R2R, register of national and regional projects, repository for best practice R2R technologies, lessons learned etc.	4.2.3 Regional and national project portals, GIS and meta-databases, roster of national and regional experts and practitioners on R2R, register of national projects, repository for best practice R2R technologies, lessons learned, and results portal accessible online via 'Pacific R2R Network'	4.2.3 Inter-connectivity in national and regional project offices is adequate to support the efficient online compilation and sharing of information and data

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions

Component 5 Ridge-to-Reef Regional and National Coordination

Outcome 5.1 Effective program coordination of national and regional R2R projects

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
5. Ridge-to-Reef Regional and National Coordination	5.1 Effective program coordination of national and regional R2R projects	5.1.1 Program coordination unit recruited and staff retained	5.1.1 No coordination unit and full time personnel established	5.1.1 Functioning overall R2R program coordination unit with alignment of development worker positions contributing to coordinated effort among national R2R projects (Year 1)	5.1.1 Terms of Reference and contracts for program coordination unit staff	5.1.1 Regional executing agency ability to recruit and retain appropriately qualified staff for program coordination unit
		5.1.2 Number of requests for regional-level support to national project delivery and management met by program coordination unit	5.1.2 Limited national level experience and capacity in delivery of large integrated natural resource and environment projects and programs	5.1.2 Technical, operational, reporting and monitoring Unit is operational to provide support to national R2R projects, as may be requested by PICs, to facilitate timely delivery of overall program	5.1.2 Outputs of in-country technical support missions Annual client (country) survey on regional R2R support quality	5.1.2 Adequate resourcing available to program coordination unit to meet support requests of national STAR projects

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
				goals. At least 14 requests per year are met effectively.		
		5.1.3 Number of R2R staff trained resulting in effective results reporting and online information sharing	5.1.3 Low-level familiarity with GEF minimum standards for results-based management, monitoring and evaluation, and financial and progress reporting requirements of GEF and its implementing agencies	5.1.3 At least 14 R2R staff are trained (in harmonized reporting and monitoring and other regional and national and capacity building modules, among others) resulting in effective results reporting and online information sharing.	5.1.3 Training modules for results reporting and online information sharing published online R2R Staff annual performance evaluation	5.1.3 IW pilot and STAR project are retained to enable the longer-term development and local exchange of national project management and reporting capacity
		5.1.4 Volume and quality of information and data contributed by program stakeholders to online repositories	5.1.4 Existing GEF IWRM interactive website with a cadre of national project stakeholders trained in its operation	5.1.4 At least 4 quality information and/or data contributed/ updated per year (total of at last 16 throughout the project) to the online repository, as a result of support provided to PICs for the development and operation of the Pacific R2R Network and regional with national R2R web	5.1.4 Program stakeholder contributions of information and data published online	5.1.4 Internet connectivity in national and regional offices of program/project stakeholders adequate to support use of online training tools

Components	Outcomes	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
				pages as a repository of information, documentation and for sharing best practices		
		5.1.5 Number of planning and coordination workshops conducted for national projects teams to ensure timeliness and cost-effectiveness of IW pilot project and STAR project coordination, delivery and reporting	5.1.5 Limited sub-regional and regional coordination and planning workshops conducted in association with inter-governmental meetings for cost efficiency purposes	5.1.5 At least 4 (1 per year) planning and coordination workshops conducted for national project teams in the Pacific R2R network	5.1.5 Agenda, list of participants and minutes of planning and coordination workshops	5.1.5 National and regional organisations assign sufficient importance to engagement with planning and coordination initiatives of the project