

OPERATIONAL PHASE 8 (OP8)

SGP COUNTRY PROGRAMME STRATEGY (CPS)

REPUBLIC OF PALAU



Photo credit: Palau International Coral Reef Center and Bungalkesol

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OP8 Financial Resources - SGP Country Programme (estimated US\$)¹

Total SGP Grants to date since Country Programme start date 2013:	USD \$2,980,988
OP8 GEF Core Funds	USD \$523,818
OP8 GEF STAR Funds	USD \$100,000
Other funds (secured) OP7 Community Based Adaptation (CBA Phase 3)	USD \$100,000
Other funds (expected/to be mobilized) OP7 CORE and STAR remaining funds	USD \$45,000

1. INTRODUCTION

BACKGROUND

As a corporate programme of the Global Environment Facility (GEF), the GEF Small Grants Programme (SGP), implemented by United Nations Development Programme (UNDP) aligns its Operational Phase strategies with those of the GEF and cofinancing partners, and provides a global portfolio of innovative, inclusive, and impactful projects that address global environmental and sustainable development issues. Action at the local level by civil society and community-based organizations, including women groups, indigenous peoples, youth, and persons with disabilities is a recognized essential to form multi-stakeholder alliances to deliver global environmental benefits and contribute to the GEF-8 Programming Directions, UNDP's Regional Programme document for Asia and the Pacific (2022-2025), and national priorities to achieve the United Nations (UN) Sustainable Development Goals (SDGs) and other international commitments.

The Eighth Operational Phase of the Small Grants Programme (SGP OP8) builds on 30 years of successful experience in empowering local civil society organizations (CSOs) and community-based organizations (CBOs) in designing and leading community driven initiatives that have enhanced household wellbeing, increased awareness and resilience regarding environmental threats, and generated global environmental benefits. With economic development pressures intensifying in many parts of the developing world and the associated rising inequalities, local communities, particularly vulnerable and disadvantaged groups are becoming more and more marginalized, unable to cope with threats associated with ecosystem degradation, biodiversity loss and climate change. Lessons learned and experience gained in previous SGP Operational Phases have demonstrated that integrated, landscape-seascape approaches are effective in mobilizing multiple stakeholder collaboration, linking local CSOs/CBOs with enabling partners and achieving mutually supportive livelihood and environmental outcomes at scale.

The objectives of the SGP OP8 is to engage local CSOs/CBOs in landscape-seascape approaches across the world, providing them access to knowledge and information, capacitating them through learning-by-doing, skills development,

¹ The level of SGP OP8 resources is an estimated total of: (a) the GEF8 core grant allocation; (b) approved STAR resources; as well as (c) other sources of cost sharing & co-financing (country, regional and/or global levels). SGP countries with remaining OP7 balances that have not been pipelined will be expected to use these balances in line with the OP8 strategic approach in order to be coherent in terms of SGP programming and results expected.



and delivering technical and grant assistance for interventions that enhance wellbeing and socioeconomic conditions and generate global environmental benefits.

The OP8 objectives reflect the key features of GEF Small Grants Programme 2.0, including new approaches to support youth, women and Indigenous Peoples, linking up with complementary mechanisms, such as the Microfinance Initiative and CSO Challenge Programme, cooperating with other GEF Agencies, and leveraging opportunities with GEF strategies, including the delivery of the GEF-8 Integrated Programmes. In addition, OP8 will facilitate opportunities for innovation and scaling up, catalyze multi-stakeholder alliances to test new approaches through CSOs, and leverage its dialogue platforms towards greater impact.

2. COUNTRY PROGRAMME SUMMARY: Key results and achievements

The Palau SGP first began operating in 2005 as part of the Micronesia Sub-regional Programme. SGP Palau became its own stand-alone Small Grants Programme (SGP) in 2013, under OP5. An OP5 Country Programme Strategy (CPS) was implemented from 2013-2016. The OP6 CPS was implemented from 2016 through the end of 2019. Through June 2019, the Palau SGP used OP5 CORE Funds to fund 23 projects (out of 41 OP5-funded projects) but followed the OP6 strategy. Between June and December 2019, the Palau SGP used OP6 funds to fund 9 projects, following the OP6 strategy. Since the Palau SGP Country Programme was launched, a total of \$2,980,988 and 63 projects have been delivered based on OP5 and OP6 funds with 11 OP7 projects currently under execution. At the time of this OP8 CPS simple update, all current OP7 projects are still ongoing with an expected completion date of June 2026.

Demographic Changes in Grantees and Projects

The OP7 CPS set desired accomplishments, including increasing the reach and diversity of grantees. Table 1 compares funding under the OP5 CPS to the OP6 CPS and the OP7 CPS. Under OP7 CPS, the Palau SGP made progress in several demographic areas:

- Increasing strategic projects (a total of 3 OP7 strategic projects were approved and are currently under execution)
- Improving applicant capacity so as to decrease the number and proportion of projects declined, an OP7 strategic capacity building project was approved and geared toward prioritizing SGP grantees and prospective grantees in capacitating grantee's capacity for entire project management cycle. In addition, a main deliverable of this capacity building project is to hold a national dialogue for Civil Society Organizations in Palau in alignment with Palau's National Environmental policies and Goals.

Under the OP7 CPS, the Palau SGP did not achieve its goals of:

1. Involving and impacting Persons with Disabilities
2. Involving and impacting communities representing individuals in Palau on a Work Permit
3. Increasing participation of communities from Hatohebei and Sonsorol (Southwest Islands)

Table 1. Demographics of Projects funded under the OP5 CPS, OP6 CPS, and OP7 CPS grantees, and beneficiaries (Color-coding is in relation to OP6 CPS targets: Green is on or exceeding target; Red is below target). The majority of the timeframe analysed here accessed OP5 funds (through June 2019) but operated under different Country Programme Strategies.

Project and Recipient Demographics	OP5 CPS (2013-2015)	OP6 CPS (2016-2019) OP5 funds: 2016 to June 2019 OP6 funds: July to Dec. 2019	OP7 CPS (December 2022 to June 2026)
Approved	25	32: (23 with OP5 funds, 9 with OP6 funds)	11
Pipelined	3	0 ¹	10
Declined	23	9: (3 with OP5 funds, 6 with OP6 funds)	5 declined at project concept stage
% of grants received that were declined	45%	22%	0
Total grantees (approved and pipelined)	21	Total: 24 (15 new to SGP) OP6 funds: 7 grantees (3 new)	19
Number of NGOs compared to CBOs (NGO:CBO)	12 : 13 (50% CBO)	11 : 20 (64%)	5:6 (55%)
Women-led (#)	12	20	6
Women-led (% of approved)	48%	63%	
Youth projects (#)	1	11	0
Females impacted	290	225 women ² /621 Youth	n/a
Males impacted	278	199 Men ² /409 Youth	n/a
Total beneficiaries (including youth and children)	1,725	3,992 ²	n/a
State governments funded	N/A	1 ³	n/a
Projects involving or impacting Persons with Disabilities	0	1 ^{2,4}	n/a
Projects involving or impacting Individuals with work permits	0	0	n/a
Southwest Island Projects	1	4	0
Strategic Projects (\$75,000 and above)	1	2 ⁵	3

² Many grantees did not report on these figures.

³ Ngaremlengui State received funding through temporary OP6 CPS eligibility of State/municipal governments. State Governments are not eligible for funding under SGP. Sonsorol and Kayangel State Governments were partners on projects.

⁴ 0 organizations specifically serving disabled populations. 1 project included an objective targeting disabled populations.

Global and National Results and Benefits (2014-2019, under the OP5 and OP6 strategies)

With OP7 funded projects currently still under execution with an expected date of completion of June 2026, the Palau SGP complemented national efforts to *measurably* achieve at least 7 national goals in the following GEF Focal Areas under OP5 and OP6 strategies.

Biodiversity

1. Effectively conserving 30% of nearshore marine and 20% of terrestrial habitats (Micronesia Challenge; NBSAP)
 - 100% of protected areas were positively influenced via the SGP-funded PAN Assessment Report, which analysed 34 PAs covering 120,793 hectares.
 - 1,942 hectares across 6 marine PAs (2% of total MPA area) had improved use due to SGP-funded PICRC socioeconomic surveys and guidance.
 - 1,700 hectares across 3 terrestrial PAs (42% of total terrestrial PAs) were positively influenced through a Strategic Project offered by the Belau National Museum (BNM) to better manage biodiversity information. An additional 100,000 hectares of significant land ecosystems achieved improved conservation status (24% of total terrestrial land).
 - 393,000 hectares of seascape (both nearshore and offshore) had improved community conservation and sustainable use via a Northern Reefs Fisheries Cooperative (NRFC) project.
2. Develop appropriate and specific management strategies for [at least 50% of] high priority species² (NBSAP)
 - 1 bird species on the Red List (out of 7 total, 14%) with improved conservation status via the Strategic BNM Project and an associated Kayangel Youth Association project. An additional 220 species of plants had maintained conservation status via the BNM project.
 - 3 clam species, 12 reef fish species, and 6 grouper species, 7 of which are significant (e.g. on the Red List) with improved sustainable use through the NRFC project.

Climate Mitigation

3. Reduce CO₂ emissions from 53,000 to 39,200 tons/year (Palau Energy Policy; a reduction of 13,800 tons or 12.8 million kg)
 - 16,433 kg of CO₂/year avoided via a Mindzsenty High School Project to install solar panels.
 - An approximate 1,000 kg of CO₂/year avoided via an Emmaus Elementary School solar project.
 - The total estimated impact of these existing and upcoming projects reduces Palau's total CO₂ emissions by 0.5%.

Climate Adaptation

4. Build climate change/disaster resilience in the tourism industry while reducing the carbon footprint from tourism operations (Palau Climate Policy)
 - The SGP-funded L.I.F.E. project influenced 2 people (1 woman) to start their own tourism entrepreneurship (making soap) without using conventional fuels.
 - The NgaraEkil Women's Traditional Group project influenced the development of 1 woman-led tour business.

Land Degradation

5. Increase agricultural production by 25% [using sustainable means] (Achieving Resilient Agriculture and Aquaculture Policy).
 - SGP funded projects improved or restored 15 hectares of sustainably-managed agricultural land (5.03-PRI and SIUL; 2.43-SIUL, 6.07-Ebiil Society, 1.5-NgaraEkil Women's Traditional Group). This influenced 1.5% of Palau's total arable land (1,000 hectares), and increased total agricultural land by approximately 2.7% (using a 2014-2015 baseline of ~550 hectares of existing agricultural land).

Chemicals and Waste

6. Remove barriers to implementation of the Stockholm Convention and the Minamata Convention, particularly 1) lack of policy; 2) low knowledge and capacity; 3) and lack of alternatives (GEF-7).

² A National list of priority species has not yet been adopted. Efforts are underway to develop a National Endangered Species list, which would set the baseline.



- Projects by PAIR and PEACE improved the capacity of 8 women and 5 men to identify Persistent Organic Pollutants (POPs) and catalysed the government's update of its National Implementation Plan for the Stockholm Convention on POPs (a national-level policy).

Capacity Development

7. Capacity development, in its many forms, is found in all of Palau's National Policies (e.g. adaptive capacity – Climate Change Policy; tourism training – Sustainable Tourism Framework Policy; Increase Capacity for Land Use Planning and SLM – SLM Policy; ensuring mechanisms to voice concerns at state and national levels and promoting the rightful sharing of benefits – Palau Youth Policy). The SGP has filled a key niche in terms of capacity building for CBOs and NGOs to plan for and implement structured activities that achieve set goals. This complements many of the government's training programs that focus on specific skill-building (e.g. monitoring protocols, enforcement and surveillance, agricultural practices, use of technologies, tour guide training, etc.). By raising capacity in project management, the SGP has also contributed to a growing ability for civil society to participate in development of National Policies.

- Between 2014-2019, grantees reported directly training 303 individuals (approximately 60% female and 5% youth) in a variety of fields (SGP, grant-writing, advocacy, policy-influence).
- In 2018, the SGP supported a CSO-Government Dialogue where 42 civil society participants shared information that could influence national policies.
- Evidence for strengthening of civil society can be seen in the steady increase in the number of SGP grantees and inclusion of new NGOs/CBOs as applicants and grantees (Table 1), and in the formation of umbrella advocacy organizations such as the Belau Association of NGOs (BANGO), chartered in 2018.
- BANGO appointed CSO representatives to all SDG Working Groups as the country localized SDG Targets and produced its first Voluntary National Review (VNR) in 2018. An OP7 SGP project led by Ngeremlengui Bungalkesol Community Based Organization was also supported and featured in Palau's second Voluntary National Review in 2024.
- Priorities arising out of the National Environmental Symposium (held every two years as a forum for sharing community-based action) is now included as a key source of input into the annual work plan for the National Environmental Protection Council (NEPC) and its associated agencies. This organized source of community input is to be considered along with National Policies and Laws, scientific reports, and funding mandates.
- The SGP also supported a Palau Conservation Society project that developed a directory of NGOs/CBOs that are active and able to access the SGP; it also assessed partnership abilities of larger NGOs with smaller CSOs.

Replication and Scaling Up

Many projects are maintained after the project ends, but few projects are replicated or scaled up elsewhere. The most success in replication and scaling up has been seen in taro restoration and solar energy projects. However, many survey respondents also said their projects "stopped" when the grant ended. Larger NGOs and organizations working in the Southwest Islands also reported that their projects were repeated or scaled up to new/other locations. Most organizations do their own education and outreach, and several recommended a central SGP-supported platform for sharing Knowledge Products (some suggested an online platform, others suggested forum-type events).

Awards

In 2019 the Palau SGP nominated Ngara Ekil Women's Group of Ngardmau for the Equator Initiative. The group received favorable scores in 2018 so they requested that SGP re-nominate them.



Lesson Learned: Environmental versus Sustainable Development Issues

Although the GEF SGP is designed to support *environmental and sustainable development* issues (See Section 1), the Palau SGP is perceived almost exclusively as an “environmental” program. Very few people realize that the SGP can fund and catalyze “sustainable development” issues. On the online survey, 38 of 39 people (97%) listed farming/food, biodiversity, environment, or climate change as topics funded by the SGP. Only 7 (18%) people listed “non-environmental” topics that could be funded by the SGP: culture, health, poverty/livelihoods, and education. This was similar during in-person focal group meetings with underrepresented groups (working with youth, at-risk populations, poverty, outer islands), when 75% of people thought the program “only supported environment/conservation work”.

This becomes a problem because it limits the scope and impact of the Palau SGP and leaves out a significant section of the NGO/CBO community in Palau that doesn’t fall directly under “environmental organization.” In focal group meetings, it became clear that NGOs/CBOs that don’t call themselves “environmental organizations” see that as a significant barrier to entry to the SGP. The vast majority of NGOs/CBOs in Palau (of which there are over 200) are not explicitly “environmental”, and thus, much of civil society is being left out of the opportunities offered by the SGP, and is not contributing directly to its targeted global environmental benefits. However, the topics and groups these groups work with are critical to sustainable development in Palau, such as at-risk youth, families with children, families in poverty, Persons with Disabilities, family farms, and Village organizations. This also leads to some repetition (such as repeated taro restoration, repeated solar installation, repeated research and monitoring), which limits innovation, especially in sustainable development.

The Palau SGP needs to do more work to raise its profile as a catalyst for environmental and sustainable development activities. Online and in-person feedback asked for better information on funding opportunities and assistance in developing projects and applicants. There are still individuals who find the process difficult and cumbersome. There is still confusion over co-finance and the role of State Governments, with many asking if they are required to be partners. There was strong support for making the SGP “for all,” but few thought it did a good job of reaching marginalized people. In-person focal groups also felt that urban issues were not being addressed well in SGP projects.

Several survey respondents noted that there were delays in communications or funding from the SGP. Quarterly reports from the SGP National Coordinator (NC) discuss these challenges, including delays arising from competing demands on time (such as workshops and audits) and delays in getting Agreements (MOAs) from grantees. Programming of funds remains a challenge. Many applicants propose similar projects, and the SGP NC is looking for ways to streamline and combine these types of projects to increase impact.

3. COUNTRY PRIORITIES AND STRATEGIC ALIGNMENT

3.1 Alignment with national priorities

Many policies and projects in Palau rely on “community participation,” for their success. This is true for national- level policies and programs as well as State ones. While the National Government and State Governments set plans and policies (often in consultation with CSOs) and commit to meeting global, regional, and national goals, it is community action on the ground that actually achieves those goals. Meeting global and national goals and SDG targets thus requires the participation of Civil Society. The Palau SGP is a critical vehicle for enabling the community action needed to achieve national and state commitments. The Palau SGP is a key source of funding for the community action needed to achieve these goals, and for many smaller NGOs and CBOs, it is one of the only sources of funding available to them directly.

Table 2. List of relevant conventions and national/regional plans or programmes

Conventions + national planning frameworks	Date of ratification / completion
Palau GEF-8 Blue Green Islands (BGI) Project	2024
Convention on Biological Diversity (CBD) Global Biodiversity Framework (GBF)	1999
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2015
CBD 6 th National Report	2019
Palau Climate Change Policy	2015
Palau National Marine Sanctuary (PNMS)	2015
Palau Protected Areas Network (PAN) Management Plan	2003
Sustainable Land Management (SLM) Policy	2012
Achieving Resilient Agriculture and Aquaculture: A national policy for strengthening food security in Palau as a priority climate change adaptation measure	2015
Palau National Water Policy	2012
Water use and conservation policies (Executive Order 401)	2017
Strategic Action Programmes (SAPs) for shared international waterbodies (IW) (GEF7 IW Priorities are Marine Plastics & Debris, scaling up of past successes, and implementing the Water Policy)	IW Project: R2R: Advancing Sustainable Resources Management to Improve Livelihoods and Protect Biodiversity in Palau (2018)
National Environmental Health Action Plan	2004
Overarching Policies:	
Palau National Cultural Policy	2012
Palau Gender Mainstreaming Policy	Draft, 2019
Palau National Youth Policy	2005
National Disability Policy	2017
Other Relevant Policies with objectives that have CSO roles:	
Responsible Tourism Policy Framework	2017
Statewide Assessment of Forest Resources and Resource Strategy	2010
National Energy Policy	2010
Palau National Environment Symposium	2016

Palau State of the Environment	2019
Nagoya Protocol on Access and Benefit-Sharing (ABS)	1999
UN Framework Convention on Climate Change (UNFCCC)	1999
UNFCCC National Communications (1 st , 2 nd , 3 rd)	1 st . 2002 2 nd 2019 3 rd 2025
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	2015
UNFCCC National Adaptation Plans of Action (NAPA)	In development
Nationally Determined Contributions (NDCs) for the Paris Accord	2016
UN Convention to Combat Desertification (UNCCD)	2004
UNCCD National Action Programmes (NAP)	2011
Stockholm Convention (SC) on Persistent Organic Pollutants (POPs)	2017
SC National Implementation Plan (NIP)	2017
Minamata Convention (MC) on Mercury	Ratified: 2017
UN 2030 Sustainable Development Goals (SDGs)	Targets: 2017
Voluntary National Reviews (VNRs) for the UN SDGs (1 st , 2 nd)	1 st : 2019 2 nd : 2024
Others (list) as relevant	

3.2 Gaps and opportunities

Gaps and Needs

Palau held a National Environmental Symposium (NES) in 2018, which built on an earlier one in 2016. The NES was held specifically as a forum to gain community input into national gaps and opportunities. Based on these gaps and opportunities, the NES identified the top community priorities for action:

1. Fisheries: Increased use of pelagic resources or aquaculture
2. Food & Water Security: Ensuring agriculture is done sustainably
3. Human / Urban Environment: Solid waste reduction
4. IAS: Reduce impacts from IAS, Stop introductions and spread of IAS

State gaps and needs from Babeldaob to Peleliu—in relation to the implementation of Best Practices in the key sectors of agriculture, aquaculture, forestry, fisheries, and sustainable tourism—were identified as part of the drafting of the Palau GEF6 National Project Document in 2018. Appendix 3 includes findings from this assessment, which also includes a list of desired projects/activities. Top State needs for implementation of Best Practices were:

1. Sustainable Tourism (all states)
2. Sustainable Agriculture and Fisheries

A 2019 assessment compared policies and projects against needs and ongoing activities as part of an effort to identify gaps and priorities. The assessment was conducted as part of Strategic Planning for the National Environmental Protection Council (NEPC). Sources of input included 16 National Policies (e.g. NBSAP, Climate Change, PNMS), community findings from the 2016 and 2018 National Environmental Symposiums, scientific recommendations compiled in the 2017 and 2019 State of the Environment Reports, data on SDGs, and Results Frameworks in National Projects (such as GEF5 and GEF6). The assessment identified the following gaps (e.g. inadequate implementation, governance, and oversight), which already have community input and are in line with community-identified needs:

1. Climate Change: Increasing adaptation and adaptation capacity
2. Fisheries: Sustainable harvest of reef fish
3. Food & Water Security: Protecting and improving water sources
4. Governance: Mainstreaming Sustainable Development into education
5. Human/Urban Environment: Reducing consumption (e.g. to reduce solid waste and carbon)
6. Land/Coastal Zone Use: Ensuring “No net loss” of mangroves

7. Land/Coastal Zone Use: Sustainable land management

Opportunities

The full implementation of the Palau National Marine Sanctuary in 2020 is an opportunity to further engage communities in fisheries, with potential co-financing. Ongoing implementation of the Sustainable Tourism Policy Framework also offers synergistic opportunities to improve livelihoods while addressing multiple gaps. The Global Climate Fund (GCF) remains an untapped opportunity at all levels.

Palau's GEF8 National Project entitled "Transforming productivity in Palau's food systems through nature positive innovations" is focused on transforming Palau's food systems by facilitating nature-positive development, reducing ecosystem degradation by valuing nature and applying Nature based solutions to the agriculture and aquaculture sectors. This project offers an excellent opportunity as it provides a multi-sectoral approach to enhance synergies with island-wide, ecosystem-based, and National government efforts.

Palau's Nationally Determined Contributions (NDCs) for the UNFCCC include both increasing energy efficiency and increasing sustainable energy production (solar). There is room for communities to engage in these global priorities especially through innovative means, which so far have been driven by government and financing institutions. While SGP has supported Renewable Energy (RE; solar) development on a location-by-location basis, the scale of these benefits is not enough to meet the NDCs alone (e.g. as described in the section on benefits, existing RE SGP projects have only reduced GHGs by 0.5% of needed³). However, the existence of programs to support installation of solar panels (e.g. NDBP's subsidy program and PPUC payment strategies) offers an excellent opportunity to synergize and upscale RE programs. Palau is moving slowly towards meeting its Energy Efficiency (EE) Nationally-Determined Contribution (35% reduction in energy use through efficiency), having met only approximately 4% of its target through two small projects and PPUC improvements. EE offers an opportunity where innovative community projects could catalyse national effort.

Civil society, especially larger NGOs, helped localize SDGs and contribute to Palau's 2nd Voluntary National Report (VNR). In 2024, an OP7 SGP project led by Bungalkesol Community-based organization was featured in Palau's 2nd VNR in contributing to Palau's national efforts in achieving the SDGs through community empowerment, culturally led approaches with women's groups and building national partnerships with the Palau National Government. Priorities in the VNR are similar to those above all need community engagement:

1. Improving/modernizing education
2. Improving water safety and drought resilience
3. Filling gaps in marine site protection, especially mangroves
4. Conserving near-shore fish/Sustainable use
5. Sustainable use of terrestrial ecosystems

³ Country-wide, Palau is at 8% of its RE target.

3.3 OP8 strategic priorities of the SGP Country Programme

Table 3. OP8 Strategic priorities of the SGP Country Programme

General Priority	Initiatives within the Priority	Approx. investment
Food Security: Sustainable Agriculture	- Upland, climate-resilient farming, also husbandry/agroforestry - One Strategic Project to align and scale up Taro Restoration (\$150K) - Efficient use of water in agriculture, particularly initiatives that build climate resiliency and water conservation under drought/floods - Demonstrating ties to Livelihoods, Health, and Nutrition - Demonstrating ties to Cultural Preservation and Traditional Knowledge - Offering skill building/learning/or demonstration potential	\$325,000
Food Security: Sustainable Fishing	- Increasing use of pelagic fish - Decreasing consumption of reef fish - One Strategic Project to demonstrate an aligned reef fishing system (incorporating a marine conservation site⁴ combined with sustainable reef fishing and community-based monitoring) - Improving estuarine habitats (decreasing negative impacts on freshwater inputs)	\$300,000
Capacity Building/Grantmaker+	<i>Across all, to include mentorship and skill transfer from Large NGOs/National Government to Small NGOs/CBOs/State Governments</i> - Grant Writing and Reporting - Project Development - Organizational Effectiveness (incl. financial and community engagement) - Communications, Education, Outreach (with Outreach/Knowledge Product production and delivery, but ideally focused on mentorship, training, and integration; to include monitoring of reach and impact) - Assessing and Showcasing Results of SGP investments, including making better use of online forums to combine, summarize, and share results. - Mandatory: OP8 Strategy	\$300,000
Climate Resiliency	- Disaster Preparedness (Planning and Training) - Demonstration/Teaching Sustainable Housing or Climate Adaptation - Innovative Solar access or Energy Efficiency - Mangrove conservation (ideally into PAN) - Demonstration/Teaching Innovative IAS removal/prevention - Water audits and water conservation plans plus associated education and outreach, identification of water risks, research into sustainable water withdrawals, and redundancy of water sources	\$225,000
Sustainable Development	- Reducing consumption to reduce solid waste, Cleanups (involving youth or targeted populations), Increasing recycling - Small Business mentoring/setup or training - Environmentally-friendly Livelihood/Workforce Skills Training /Mentoring - Projects combining Culture, Tradition, or Health with environment - Expand Terrestrial conservation, including protection of freshwater sources	\$275,000

⁴ Ideally a PAN site

General Priority	Initiatives within the Priority	Approx. investment
	Rainwater harvesting/storage, long-term water source redundancy (e.g. multiple sources), and improved safety of water storage and distribution systems, including of wastewater.	

Table 4. SGP Country Programme's alignment with SGP OP8 Strategic Initiatives and country priorities/projects/programmes

SGP OP8 Strategic Initiatives - Global	SGP Country Programme's OP8 Priorities	SGP Country Programme's complementarity with GEF, UNDP, and other projects and programmes
Community-based conservation of threatened ecosystems and species 1) Improve the effectiveness of biodiversity and ecosystem conservation and management through equitable governance systems by recognizing and respecting the rights of Indigenous Peoples and local communities. 2) Improve community-led biodiversity friendly practices and approaches, including promoting blue economy approaches (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.). 3) Enhance community led actions for protection of threatened species.	Improve management effectiveness of protected areas through ICCAs and shared governance with private sector and government: - Decreasing consumption of reef fish - Mangrove conservation (ideally into PAN) - Expand Terrestrial conservation, including protection of freshwater sources Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.): - One Strategic Project to demonstrate an aligned reef fishing system (incorporating a marine conservation site combined with sustainable reef fishing and community-based monitoring) - Demonstration/Teaching Innovative IAS removal/prevention Improving estuarine habitats (decreasing negative impacts on freshwater inputs)	<u>GEF 8:</u> - Output 2.1.2 - Total surface of Marine Protected Areas benefitting of transitioning of fisheries to deeper waters - Area of degraded marine ecosystems restored/rehabilitated - Ecological rehabilitation/restoration of degraded marine ecosystems (seagrass meadows and reefs) including protected areas - Output 2.1.3 - Total surface of marine protected areas benefitting of actions planned in management plans - Total surface of terrestrial protected areas benefitting of actions planned in management plan <u>CBD/NBSAP:</u> - Scaling up existing successful efforts (especially in PAN, Micronesia Challenge/PAs and endangered species) - Capacity building/empowering of communities <u>Palau Water Policy (2025):</u> - The protection and conservation of Palau's water resources

Sustainable agriculture and fisheries, and food security 1) Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, island ecosystems, etc.). 2) Increase diversification and livelihood improvement. 3) Remove deforestation from supply chain and expand restoration of degraded lands.	Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, SIDS, etc). • One Strategic Project to align and scale up Taro Restoration (\$150K) • Increasing use of pelagic fish • Efficient use of water in agriculture, particularly initiatives that build climate resiliency and water conservation under drought/floods Increase diversification and livelihood improvement: • Agriculture demonstrating ties to Livelihoods, Health, and Nutrition • Agriculture demonstrating ties to Cultural Preservation and Traditional Knowledge Remove deforestation from supply chain and expanded restoration of degraded lands: Environmentally and Culturally appropriate Upland, climate-resilient farming, also husbandry/agroforestry	<u>GEF 8:</u> • Output 2.1.2 Sustainable landscape and seascape management practices applied to agriculture, aquaculture and fishery sectors in landscapes and seascapes to improve ecological connectivity, protect ecosystems, biodiversity and ecological functions <u>Palau Water Policy (2025):</u> Access to safe, affordable, sustainable water supply and wastewater services for all of Palau's population
Low-carbon energy access co-benefits Support implementation of Paris Agreement and the NDCs 1) Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods. 2) Promote off-grid energy service needs in rural and urban areas.	Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods: • Innovative Solar access or Energy Efficiency	<u>NDCs:</u> • Improve solar energy production Increase energy efficiency (decrease overall energy use and loss) <u>UNDP Regional programme 2022-2025:</u> • Output 1.4 Sustainable, scalable and innovative solutions and strategies for nature, climate and energy transformation-strengthened through enhanced 'climate promise', nature-based solutions, and transitioning to clean energy and zero-carbon development
Local to global coalitions for chemicals and waste management 1) Reduce and promote alternative to mercury use in artisanal and small-scale gold mining.	Promote plastics/solid waste management and circular economy: • Reducing consumption to reduce solid waste, Cleanups (involving youth or targeted populations), Increasing recycling	<u>Palau National Solid Waste Management Strategy (2017-2026):</u> • Reduce, Reuse, Recycle, Return (3R +Return)- reduce the generation of waste and pollutants, reuse and recycle domestically and disposal of

2) Promote plastics/solid waste management and circular economy. 3) Reduce/remove use of chemicals in agriculture. 4) Enhance local to global coalitions on chemicals, waste and mercury management.	Reduce/remove use of chemicals in agriculture: Environmentally and Culturally appropriate Upland, climate-resilient farming, also husbandry/agroforestry	residual waste in an environmentally sound manner
Catalyzing sustainable urban solutions 1) Improve capacities to promote community-driven, socially inclusive and integrated solutions to address low-emission and resilient urban development. 2) Demonstrate innovative socially inclusive urban solutions/ approaches (including waste and chemical management, energy, transport, watershed protection, ecosystem services and biodiversity). 3) Implement public-private partnership approach for low carbon energy access for marginalized urban communities.	Demonstrated innovative socially-inclusive urban solutions/ approaches (including waste and chemical management, energy, transport, watershed protection, ecosystem services and biodiversity): • Projects combining Culture, Tradition, or Health with environment Rainwater harvesting/storage, long-term water source redundancy (e.g. multiple sources), and improved safety of water storage and distribution systems, including of wastewater.	<u>GEF 8:</u> • Outcome 2.2: Increased private sector financial flows and public-private partnerships that allow Palau to invest in, scale and sustainably transform its food systems with conservation and climate co-benefits <u>UNDP Regional Programme 2022-2025:</u> • Output 1.2: Macro-economic transformation that supports technological and digital transformation, trade and integration, development of micro, small and medium-sized enterprises, and employment sector reform, accelerated towards inclusive low-carbon and nature based solution pathways within blue, green and people-centred recoveries <u>Palau Water Policy (2025):</u> • Effective and sustainable planning, managing, and operation of water supply and wastewater services
Community-Based Adaptation (CBA Phase 3) (only applicable to CBA Phase 3 participating countries) (with DFAT funding) 1) Reduce vulnerability and improve the adaptive capacity of communities. 2) Provide countries with concrete ground-level	Reduce vulnerability and improve the adaptive capacity of communities: • Disaster Preparedness • Demonstration/Teaching Sustainable Housing or Climate Adaptation • Demonstration/Teaching Innovative IAS removal/prevention • Integrating cross-sector climate resiliency via Strategic Projects	Palau Climate Change Policy/NAPA: • Significantly improve implementation, especially in the identified sectors of Agriculture/Fisheries, Health, Biodiversity Conservation/Natural Resources, and Education <u>Palau Water Policy 2025:</u>

experience on Climate Change Adaptation and CBA. 3) Provide clear policy lessons and mainstream CBA within national processes.	Water audits and water conservation plans plus associated education and outreach, identification of water risks, research into sustainable water withdrawals, and redundancy of water sources	- Provide equal access to safe, affordable, sustainable water resources to all users, at all locations, and at all times - Efficient and effective use of water, water audits, water conservation plans, and collaboration
CSO-government-private sector policy and planning dialogue platforms 1) Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues.	Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues: scale up existing national dialogues and civic education strategies bringing together officials and communities, especially women and youth	<u>GEF 8:</u> - Output 1.1.1: Multi-stakeholder intersectoral dialogue established and operationalized; Multi-stakeholder inter-sectoral dialogues under the Food systems pathways established, and informed by ecosystem valuations, cost-benefit analyses, and natural capital accounting models at state and national level <u>UNDP Regional Programme 2022-2025:</u> - Output 2.2: Institutions, networks and non-state actors strengthened to promote expanded civic space and access to justice through gender-responsive policy and systemic changes address racism, gender inequality, and exclusion and discrimination, and strengthen the rule of law, human rights and equity of opportunities, including in digitization and the business sector
Enhancing social inclusion (mandatory) 1) Promote inclusive targeted initiatives. 2) Mainstream social inclusion in all projects. (e.g. women/girls, Indigenous Peoples, youth, and persons with disabilities).	Promote targeted initiatives Mainstream social inclusion in all projects: - Specific targeting of Youth, Persons with Disabilities, Women, Outer Island communities, and Individuals with a Work Permit - Cross-referencing of Project Applications with the Palau Gender and Social Inclusion Policy - Training in Grant Writing and Reporting - Training in Project Development	<u>GEF 8:</u> Outcome 2.1: Improved landscape and seascape ecosystems and ecological functions through nature-based solutions in the agriculture, aquaculture and fishery sectors, including gender-responsive, social inclusion and youth-oriented considerations <u>UNDP Regional programme 2022-2025:</u>

	Focus on livelihoods, skill building, and workforce development	Output 3.1. National and local institutions enabled to put in place evidence-based, risk-informed and gender-sensitive policies, guiding participatory planning and budgeting processes and aligned with SDGs. Palau Gender Mainstreaming, Disability, Youth, and Cultural Policies: Alignment with principles
Knowledge Management (KM) (mandatory) 1) Capture knowledge and lessons from projects and activities. 2) Improve capacities of CSOs/CBOs. 3) Conduct South-South Exchanges to promote technology transfer and replication of good practices.	Improved capacities to promote community-driven, socially inclusive and integrated solutions to address low-emission and resilient urban development: - Environmentally-friendly Livelihood/Workforce Skills/small business Training /Mentoring - At least 5 communities with improved capacities to promote community-driven integrated solutions for low-emission and resilient urban development - Increasing the “People” aspect of SGP to include culture, health, and traditions as linked to environment - Capture knowledge and lessons from projects and activities. - Conduct South-South Exchanges to promote technology transfer and replication of good practices. 1) Capacity Building in Communications, Education, Outreach (with Outreach/ Knowledge Product production and delivery, but ideally focused on mentorship, training, and integration; to include monitoring of reach and impact) 2) Prioritizing Demonstration/Teaching potential of projects 3) Better utilizing online forums Sustainable Upland Agricultural Projects and/or Taro Strategic Project offering skill	<u>GEF 8:</u> - Component 3: Knowledge management, collective action and upscaling - Outcome 3.1 : Improved availability and access to knowledge, technical expertise, and capacity development - End user assessment of the relevance, accessibility and impacts of the knowledge products, tools and guidelines

	building/learning/or demonstration potential - Capacity Building for Organizational Effectiveness (incl. financial and community engagement) - Working with applicants to ensure alignment with National Policies and Priorities (including gender and social inclusion) Mentorships and Partnerships between Large NGOs and smaller organizations	
Results Management, Monitoring & Evaluation (M&E) (mandatory) 1) Administer new M&E strategy in Country Programme and project design, implementation and overall decision making using participatory mechanisms.	1) Administer new M&E strategy in Country Programme and project design, implementation and overall decision making using participatory mechanisms. Assessing and Showcasing Results of SGP investments	GEF 8: Quarterly progress reports, Annual project report (APR)/Project implementation review (PIR);

4. OP8 PRIORITY LANDSCAPES/SEASCAPES & STRATEGIC INITIATIVES

4.1 Grantmaking within the priority landscape/seascapes

As a Small Island Developing State (SIDS), Palau is not required to select a priority landscape or seascape. As in the past, OP8 funding will be available for activities throughout the country, on land and on sea. The Scoping Survey for OP7 CPS, 40 out of 47 people (85%) said that SGP should apply Palau-wide. The remaining people equally suggested limiting SGP to Babeldaob, outer islands, and Koror. Several people suggested prioritizing SGP funds by vulnerability (such as areas more prone to flooding or fire) and several also asked that urban areas be considered.

a) Process for selecting priority landscapes and seascapes

Given the close ecological and socioeconomic relationships between locations in Palau, it is not possible to select any priority landscapes or seascapes.

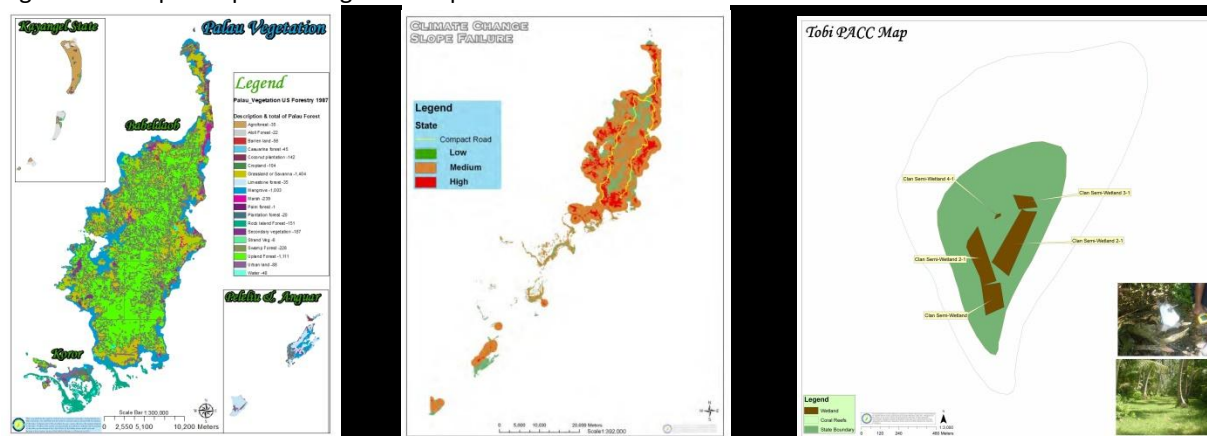
b) Selected landscapes/seascapes for OP8

The two Strategic Agricultural Projects to be funded in OP8 should have the following features:

- The Taro Strategic Project must coordinate and align efforts across multiple states (at least 3-4) and should attempt to find commonalities in application across multiple habitats as well (e.g. low areas in Babeldaob, taro farms on outer islands, etc.).
- The Sustainable Fishing Strategic Project must include at least one marine conservation site (preferably in the PAN), as well as associated nearby or connected fishing grounds in at least one state. The State must have a fully engaged and committed community who are willing to participate fully in demonstrating a sustainable reef fishing system. The sites chosen must be similar enough to those in other states that the project can serve as a demonstration (e.g. reef that can be found elsewhere).

Other than the Strategic Taro project, the majority of Sustainable Agriculture projects should focus on upland farming, agroforestry, or animal husbandry unless true innovative potential can be shown.

Figure 1. Example maps showing areas important to the SGP OP8 Priorities.



Demonstrative maps of Palau are included in Figure 1. Palau's mapping agency (PALARIS) has GIS layers that show locations of farms and taro patches, PAN sites and other protected areas, marine habitat, climate vulnerability, and development.

Palau is at 7°N and 134°E, with a tropical climate and significant rainfall. Within the agriculture sector, Palau's 2019 State of the Environment report summarizes that there are 543 hectares of farmland (upland, agro-forest, and both dry and wetland taro) spread across a total of 481 farms. Approximately 69% of all farms in Palau are located on Palau's main island of Babeldaob, while 24% of farms are located in Koror, with the remaining 7% of farms located in the outlying islands. In addition, 41% of farms are located in urban areas while 59% of farms are in rural areas. The average size of a farm is approximately 1,200 square meters. There were at least 64 aquaculture farms (Giant Clam and milkfish). Farms range in typology from dry, well-drained upland to lowland wetland; and occur in tropical forest, coconut plantation, savanna, and wetland/coastal habitats.

The majority of marine sites that have been protected for fishing resource conservation are located in seagrass, coral reef, pelagic, and mudflat habitats, with several in protected bays.

The Baseline Assessment (Appendix 2) uses existing literature (particularly the 2019 State of the Environment and the 2018 National Environment Symposium Proceedings) and feedback from the Scoping Study to determine needs and opportunities within the five general priorities in Table 5 (Sustainable Agriculture, Sustainable Fishing, Capacity, Climate Resiliency, and Sustainable Development).

Food security remains a priority area from OP6, although here, the focus becomes clearer towards non-taro farming and towards demonstration/teaching potential projects. Food Security was continued in OP7 and OP8 because it remains a pressing need country-wide and is in line with National Policies to increase sustainable agriculture. The Palau SGP has been investing in agriculture since it became a stand-alone program (in 2013) and has seen good progress in taro restoration since then.

c) OP8 Strategic Initiatives in the landscapes/seascapes

Table 5 lists both the priorities and the initiatives to be implemented in OP8. As listed in the core principles of OP7 funding, an emphasis on partnerships between large and small NGOs/CBOs, mentoring, and Strategic

Projects designed to coordinate efforts help achieve greater impact from multi-focal/integrated approaches. The continuation of Capacity Building and specific targeting of skill building/workforce development will also help achieve greater impact and sustainability of SGP projects.

d) Grantmaking outside the priority landscapes/seascapes

Because the OP8 CPS is country-wide and because the 5 Priority areas are wide-ranging, no funds are specifically allocated for projects outside the Priorities. Most projects that could be implemented under CPS will fall under Capacity Building, Climate Resiliency, or Sustainable Development. In particular, projects that improve health and safety, or preserve culture and tradition, fall under Sustainable Development. The SGP NSC may also choose to fund any project that is in line with Global Initiatives (Column 1, Table 5). Grantmaker+ activities are incorporated into the Priorities and are to be implemented in partnership with civil society.

In OP8, the Grantmaker's Plus initiatives are expected to be supported under regular grant-making with GEF or other co-financing sources in partnership with relevant CSOs/CBOs.

4.2 CSO-government-private sector dialogue platforms

Improving the capacity of smaller NGOs and CBOs is fully integrated into the Capacity Building priority. Through partnerships with a variety of Large and experienced NGOs, the SGP will fund training and mentorship projects in:

- Project development (including design, stakeholder engagement, and results-based management)
- Organizational effectiveness (including planning, evaluation, financial management, and community engagement)
- Communications, education, outreach, and Knowledge Management. While the SGP would fund some production and delivery of Knowledge Management Products, the purpose of this funding is not for one-way information delivery but rather for learning and growth. Smaller NGOs, CBOs, communities, and States are not meant to be on the receiving end of outreach but should be integrated into the process of communications so that they grow in their ability to engage others and participate in dialogue.

As in previous phases, the SGP will participate directly and provide fund and/or encourage the participation of Civil Society (especially CBOs and smaller NGOs) in National discussions and dialogues (such as the next National Environment Symposium or GEF dialogues).

Through projects to improve grant writing capacity and in feedback to applicants, applicants will also learn about National Policies and how their projects align and contribute to national goals. Many community members are unaware of National Policies, and this is a barrier to participation in dialogues.

Finally, given that so much of Palau's population is online and using the Internet via websites and social media, the SGP will continue to grow its web presence, using online posts as an opportunity to improve understanding of links between community/CSO actions and global and national goals. In the Scoping Survey, many people wrote that they "don't know what SGP and communities are doing." Thus, a Grantmaker+ activity included in OP8 is an assessment (to be carried out in partnership with large and small NGOs) of the SGP portfolio, showcasing of results, and sharing of those results widely. SGP project results are not well shared, and sharing and communications are the responsibility of the grantee (only some of whom have the capacity to do so).



The process of creating partnerships will occur both passively (included in application forms and Calls for Proposals) and actively, with the SGP NC working with applicants to align and coordinate similar projects and to set up partnerships. Continued training for the SGP team will also be pursued and encouraged.

4.3 Promoting social inclusion, including gender equality and women's empowerment

A lesson learned through drafting of the OP8 CPS is that in OP6 and currently with OP7, grantees and the SGP Office did not adequately track the impact on genders and social groups. Although application and reporting templates ask for demographic information, the requirements are not enforced. In OP8, the SGP team will require this information – and work with grantees to determine it.⁵ The NSC will serve as an additional mandatory observer, especially on applications, to ensure that gender and social inclusion are being achieved.

Another lesson learned is that the country's Annual Monitoring Reports (AMRs) are not being used to inform adaptive learning. Because the reports are submitted online, it is as if they are “sent away.” However, they provide an annual basis for the SGP NC and NSC to assess impact and audiences. AMRs should be retained and shared with the NSC, and summaries should be made available to NGOs and CBOs via the website and email.⁶

Feedback during the Scoping Study clearly indicated that a majority of people see the SGP as having great value to Youth, and the continued participation of youth as applicants and partners was encouraged. The growing impact on communities in outer islands (especially Hatohobei and Sonsorol) will also continue to be supported. It is also clear that the SGP is having little to no impact on certain minorities: Persons with Disabilities (PWD), Individuals in Palau on a work permit (e.g. foreigners), and Vulnerable populations (e.g. at-risk and unemployed young men). Social inclusion of these groups will be encouraged in these ways:

- The NC and NSC shall actively pursue a Food Security project implemented by an organization that represents individuals in Palau on a work permit. There is a high percentage of non-Palauans working in the upland agricultural sector and pelagic fishing, and for Food Security to improve in Palau, these populations must be involved in national plans and initiatives.
- The NC and NSC shall actively pursue a Capacity Building project implemented by an organization that represents Persons with Disabilities and/or at-risk individuals.
- Calls for Proposals will include social inclusion, and applicants that include diverse populations and partnerships with targeted minorities (foreigners, PWD, and outer islands) are to be considered favorably. Feedback to applicants should include a discussion of social inclusion.

Palau has a Gender Mainstreaming Policy that applies nationwide. The NC should reach out to the Palau Gender Division at regular intervals to obtain training on the Palau Gender Mainstreaming Policy and for

⁵ Through simple mentoring, such as over the telephone or by email.

⁶ The AMRs are already being prepared by the NC. These are simple steps to ensure that this work has great impact and sustainability.

advice on Calls for Proposals, etc. The NC and NSC should take advantage of any social inclusion training opportunities that are available as well as including a gender focal person in the NSC.

The Palau SGP is fortunate to already have strong participation by women and growing participation by youth. The goal of 50/50 female/male participation is maintained here. As the SGP begins to fund more upland agriculture and pelagic fishing projects (traditionally male endeavours), it will need to carefully track impact and beneficiaries to ensure that women continue to participate and benefit.

- Although commercial farming is dominated by men, women are fully contributing to home gardens, small agro-forestry, and home piggeries.
- Women play an important role in reef fishing, and thus efforts to decrease consumption of reef fish must also consider the role of women.
- Men are as much invested in culture, health, sustainable housing, and climate adaptation as women, and as such, must be included in these efforts.

4.4 Knowledge Management

The SGP and its partners generate a wealth of knowledge, but as the Scoping Study shows, this knowledge is not well shared. 64% of survey respondents could not recall having ever seen a “SGP Knowledge Product.”⁷ It is the responsibility of the grantee to share knowledge with others, and smaller NGOs and CBOs do not have the capacity to do so with much impact.

OP8 will invest in capacity building for small NGOs, CBOs, and States to improve organizational effectiveness and to increase capacity to conduct communications, education, and outreach. The focus shall not be just on the production of Knowledge Products, but on training and mentoring on how to conduct and evaluate communications activities. These will be in projects offered to large NGOs, but they must include partnerships and diverse beneficiaries. Calls for Proposals and Strategic Projects will prioritize demonstration sites, skill- building, and projects with teaching potential. This will remain a core principle of OP8 funding.

At least one OP8 project will be to assess the OP7 portfolio and showcase its results in printed or video form, with wide dissemination. This will be a contribution towards the expanded OP8 digital library.

Of those people who could name an SGP Knowledge Product, 63% listed videos as the item they recalled seeing. Some of these videos were simple – made with personal devices and posted directly to social media. Several others mentioned reading sample applications and reports from SGP. Although “simple”, these products had a lasting impact and successfully transferred knowledge to others. Indeed, the idea that Knowledge Products must be slick, “fancy” 4-color brochures should be avoided. As one survey respondent put it: “These took too long to develop and [were] so not publicized as much.” While the SGP NC and NSC must require Knowledge Management among grantees, they should also encourage simple, effective Knowledge Products.

⁷ “Physical (map or document), digital (online or emailed) or audiovisual (TV or radio) that communicates the knowledge a CBO gained from its SGP project”

As in OP8, the NC should increase the Internet presence of the Palau SGP using existing websites and social media. The current process of uploading project descriptions to the SGP Palau Country Page does not meet the needs of communities in Palau. The Overview Page contains only the Country Programme Strategies (e.g. no knowledge arising from projects); eventually, it is to include the Project assessment described above. The link to “View Projects in Palau” does not command much attention, and the subsequent information is largely from applications – with few results posted. The Grantmaker+ project to assess and showcase the results of SGP investments should also develop a simple system for posting useful, coordinated results online or in places where they are of utility to communities.

5. COMMUNICATION PLAN

This OP8 CPS seeks to focus on demonstration and teaching potential, capacity building of civil society, partnerships and mentoring, livelihood and workforce potential, and alignment across projects and policies. Through the application of these principles, the SGP hopes to position communities and civil society to improve food security, climate resilience, and sustainable development. To achieve this, the Palau SGP—namely the NC and NSC—must increase communications about the SGP itself and the benefits arising from SGP projects. In addition, the SGP must encourage (and, where feasible, require) grantees to communicate their projects and results to others increasingly. Some of these improvements to communications will come through small, daily actions and or changes to existing processes (e.g. application and reporting templates); others, especially targeted at grantees, shall be improved via participation in Capacity Building/Grantmaker+ activities. For instance, Table 7 shows that \$75,000 is recommended specifically for Communications, Education, and Outreach.

Objectives

Communications by the Palau SGP should focus on improving visibility and understanding of the SGP, what it offers, and how it benefits Palau and its communities. Communications in OP8 should be limited to 1) understanding the way the SGP operates, including the OP8 CPS and initiatives that the CPS prioritizes, and 2) improving dissemination of results. For instance, it is not the responsibility of the SGP to raise awareness of Food Security, but the SGP should share its results that contribute to Food Security widely. Objectives of the Communications Plan include:

1. In OP8, at least 10 new-to-SGP organizations will have applied to SGP for projects that are fully aligned with the CPS priorities in Table 4.
 - a. In OP8, knowledge of the SGP will have increased (as measured by a follow-up Scoping Survey), with fewer than 10% of respondents saying they know a “little” and at least 70% saying they know a “lot.”
2. In OP8, awareness of SGP-funded results and benefits (global and local) will have increased through the release of local Annual Reports and a Portfolio Review distributed to a wide range of CSOs, National and State Governments and bilateral/international funding partners.
 - a. In OP8, a follow-up Scoping Survey will find that at least 50% of respondents are able to recognize or name programmatic benefits/results arising from SGP projects—in the five priority areas of Tables 3 & 4 (sustainable agriculture, fishing, capacity building, climate resiliency, sustainable development).
3. In OP8, communications between SGP and other funding/project management organizations (MAFE, OPM, NEPC, BANGO, large NGOs) will have occurred at least once per year.
 - a. These will be recorded in the minutes of at least one NSC meeting per year.

- b. Communications are to focus on efforts to streamline funding efforts, avoid redundancy, and ensure effective screening of applicants.⁸

Target Audiences

1. CSOs, particularly smaller NGOs and CBOs, are the primary target for information about the SGP, its funding opportunities, and how it operates.
2. Specific government and NGO partners are the target audience for achieving Objective #3. Communicating with the Office of Project Management (OPM) is important, as is with MNRET (particularly as it implements GEF full-sized projects), the NEPC, and large NGOs.
3. A much wider audience must be approached to achieve Objective #2 and thus improve the visibility of the SGP's results and benefits. Local Annual Reports—ideally with relevant parts highlighted for the particular audience—must be shared specifically with CSOs, donor agencies (e.g. bilateral assistance countries), and with the National Government agencies that are responsible for specific policies (e.g. Climate Office for results contributing to the NDCs or Palau's Climate Change Policy). In addition, efforts should be made to reach the “public,” especially using methods such as press releases, radio shows, and social media.

Messages

Specific key messages will vary with the year of the CPS, the priorities and projects being implemented, and changes in capacity and external situation.

Key messages focused on SGP Processes and Priorities:

- SGP as a catalyst and funding vehicle for CSOs, including smaller NGOs and CBOs, for a diverse range of community-based actions in environment, capacity development, and sustainable development.
- Role of SGP as a partner in empowering Civil Society.
- Principles of SGP funding going forward, namely alignment with National Policies and Programs, focus on livelihoods and skills, Climate Resiliency and long-term sustainability, growth in mentorships, partnerships, and long-term educational/skill-building potential of projects.
 - Need for aligned, demonstrative Food Security Projects.
 - Desire to implement projects that meet joint goals (e.g. culture/health/environment).
- Priorities of the OP8 CPS: Sustainable agriculture, Sustainable Fishing, Capacity Building, Climate Resiliency, and Sustainable Development (focused on the targeted initiatives in Table 5).
- Availability of assistance, training programs, partnerships, and mentorships for both new and existing grantees to improve project performance and organizational capacity.
- Role of SGP in community-generated Knowledge Management (KM)—both as a catalyst for the creation of KM and as a source for KM.

Key messages about SGP-funded results and benefits:

- Advocacy on behalf of CSOs, stating that CSOs are essential to meeting the nation's commitments.

⁸ The NC/NSC will need to experiment to find the exact method of communication that is appropriate. A yearly meeting may work, but email to other organizations about upcoming projects and funding opportunities may suffice. This would be highly efficient if associated with release of the local Annual Report.

- Contributions of SGP projects to meeting global goals and national objectives (specific to Focal Areas and National Policies as necessary).
- Short- and long-term impacts of SGP activities in States and communities.
- Links between donor dollars and on-the-ground improvements.
- Application of and partnerships with National Policies and Programs.
- Importance of SGP and CSOs in promoting and creating actual social inclusion, gender equality, and women's empowerment.

Approaches

One-time approaches:

At the start of the OP8 CPS, the SGP (NC and NSC) should review SGP applications and reporting templates and existing methods of communication to make sure that the CPS is conveyed. For instance, grant applications can list the CPS priorities, include a section on links to policies, and encourage the development of strategic marketing and promotional plans. Reporting templates should be modified to collect data on national and local goals. The NC should also review the AMR and modify it to be of more utility and set up a system for collecting information so that it feeds more easily into the AMR and local Annual Reports (for example, a running tab of project benefits and applicable national policies could be maintained as those reports are turned in). Social media platforms and the online web presence should be reviewed to ensure that the OP8 CPS (and its findings and funding priorities) is accessible and conveyed accurately.

The use of social media should be encouraged. At the start of the OP8 CPS, a variety of social media platforms should be established, and the NSC should select a series of hashtags to use. At a minimum, the SGP should have a Facebook page (appeals to older generations), Instagram (appeals to youth), Twitter, and a YouTube Channel. Young interns could be tasked with building the baseline profiles for these accounts. Each social media account should reference the others, and SGP materials should direct users to those profiles. The SGP should also select, promote, and begin using a series of hashtags to help categorize information and encourage cross-referencing and cross-promotion(#PalauSGP, #PalauCommunityAction, etc.). SGP should also participate in the use of global hashtags for relevant information (e.g. #GlobalGoals, #SDGs).

The Palau SGP website, which is on the global SGP website, does not meet the needs of the Palau SGP. It is hard to navigate, does not include access to many SGP documents (e.g. applications, reports), and is not a good resource. While the Palau SGP needs an improved website, this can be achieved through simpler methods such as free Google Sites. A small portion of the \$25,000 suggested budget for “showcasing SGP results” could be granted to set up a simple website that can be updated regularly.⁹ Linked with a website, the Palau SGP should also set up an online storage system, including an area where partners can upload and share information.

After ensuring alignment of templates and key messages, the launch of the OP8 should be done with a variety of successful media: small meetings, emails (short but repeated), social media posts, online updates via video, telephone calls, and in-person visits. Human connections should be encouraged when possible. The NC should meet with larger NGOs and National Government partners individually to determine ways to

⁹ See <https://sites.google.com/view/nepcpalau> for an example of a free and simple website that has access to documents. Palau SGP should have an active Google Drive account or similar account to use these resources.



implement capacity building, partnerships, and mentorships. This will lead to the development of a list of smaller NGOs and CBOs to target.

Ongoing approaches:

The SGP (NC and grantees) should regularly use social media to publicize information about the SGP and project results and benefits. Hashtags should be used to ensure sustainability and searchability. At all times, materials sent out by SGP should have standard messages (e.g. taglines based on key messages such as “Empowering Civil Society” or “Catalyzing and funding action by NGOs and CBOs”).

Videos are a clear and effective communication medium. More than 60% of Scoping Survey respondents listed a video as a KM product they recalled, and the number of “Likes” on the Palau SGP Facebook pages is far higher for posts with videos than for other posts. SGP and grantees should be encouraged to post simple videos, including those made with personal digital devices.¹⁰

Throughout the year, the NC should maintain regular (e.g. 2-3 times per year) communications by email and more frequent communications online and by social media. Awarded grants and Results from project reports should be shared widely using simple formats (e.g. short videos online, 1-paragraph emails and news releases). This should be centralized out of the SGP Office (posted by NC) with additional sharing by grantees. The Listserv of NGOs and CBOs should be updated and used more frequently. Agenda items on the NSC meetings should include a bullet for communications needs and a bullet to discuss results.

6. RESOURCE MOBILIZATION AND PARTNERSHIP PLAN

Two elements are needed to ensure additional resource mobilization for the SGP: 1) increased visibility and advocacy of the SGP and its results so that the National Government includes SGP in financing plans; and 2) annual assessment by the NSC and the NC for which donors to pursue and how much of the NSC, NC’s time should be spent on mobilizing resources. Implementing the Communications Plan and the M&E Plan (annual Local Reports) as they are recommended is important to achieving #1. Similar recommendations were made in the OP7 CPS, but not carried out, and awareness about the results and benefits of the SGP remains low. Improving organizational effectiveness, including financial management, is also important to maintaining funding.

The most efficient way to achieve #2 above (mobilizing resources) is to maintain strategic partnerships that are already in place, particularly with the Palau Government, but also with USAID, AusAID, Canada Fund, and India. Palau SGP should proactively seek out opportunities to engage with Palau’s applications to the Green Climate Fund (GCF), as these funds can serve as cash co-finance. Engaging with previous partners, such as NZAID, including to share long-term results and benefits, may also be an efficient way to mobilize resources.

The PAN Fund is a significant source of funding for community action; however, these funds flow through State Governments. Funding via the PAN Fund’s Special Projects allocation is available directly to NGOs, but

¹⁰ To ensure sustainability and searchability across platforms, videos should be uploaded to a SGP YouTube Channel and then shared from there, with appropriate hashtags.

these projects must benefit multiple PAN Sites/States, making it difficult to access by CBOs. Given the non-GEF source of PAN Funds (which are financed through taxes and fees), the SGP has worked with civil society to leverage funds as co-financing.

a) Secured and planned cash and in-kind co-financing

Palau's GEF8 Blue Green Islands (BGI) 5-year National Project "Transforming productivity in Palau's food systems through nature positive innovations" includes significant in-kind funding for community-based agriculture, aquaculture, fisheries, forestry, and sustainable tourism in line with Palau's Food systems pathway and essentially utilizes a multi-sectoral approach. These funds and projects will offer good opportunities for CBO and NGO partnerships within the larger BGI project Framework. Designed to be in partnership with the SGP (although GEF funds may not be cash co-finance). Below are the 3 overarching main components of Palau's GEF8 BGI National Project:

- Component 1: Integrating valuation and natural capital accounting into food systems policy and fiscal decision making
- Component 2: Planning for, implementing and financing agricultural, aquaculture and fishery sector expansion, while applying Nature based solutions and Protected Area management to protect important ecosystems and ecosystem functions
- Component 3: Knowledge management, collective action and upscaling

b) Co-financing opportunities

- Canada Fund, AusAID, and US AID are expected to continue partnerships in OP8.
- Palau Non-Communicable Disease grants through the Palau Ministry of Health and Social Services may be a potential co-financing opportunity.
- Asian Development Fund's ongoing investment in Climate Change activities in Palau may also provide a co-financing opportunity.
- The Pristine Paradise Environmental Fee ("Green Fee"), which is collected by the Government and is thus not a GEF source of income, is a significant source of co-finance. These funds are available via States and via the PAN Fund, with particular applicability to Food Security, Climate Resilience, and Sustainable Development projects.

7. PARTNERSHIP OPPORTUNITIES

The Capacity Building/Grantmaker+ activities recommended in the OP8 CPS focus on building the capacity of civil society to identify and run projects successfully, apply for and write grants, improve organizational effectiveness, and improve communications. These initiatives are in line with the activities of the Palau PAN. Funding to support Grantmaker+ activities could be accessed through the PAN Fund's Special Projects budget line if it impacts multiple PAN States/Sites. More important, though, is the opportunity to synergize efforts and minimize duplication of projects. SGP, PAN, and PAN Fund can be partners to assist communities and CBOs develop proposals as part of PAN Site management and can collaborate on programming that meets national goals.

8. RISK MANAGEMENT PLAN

Risks addressing (i) social and environmental risks (e.g. UNDP's Social and Environmental Safeguards); (ii) climate risks; (iii) other possible risks are described in Table 8. Risks are tracked during the annual CPS review (and feeding into local Annual Reports) and AMR preparation, and may be adjusted annually.

Table 5. Description of risks identified in OP8

Describe identified risk	Degree	Probability	Risk mitigation measure foreseen
SESP: Unintended impacts of upland farming (erosion, chemicals)	Low	Medium	Application of SESP checklists; Prioritization of traditional methods
SESP: Favoring of men in agricultural projects	Medium	Low	Consistent tracking of demographics in applications and grantee reports
Climate: Project investments occur in areas that are not climate-proof	High	Medium	Partnerships and cross-area projects to ensure multiple impacts are preserved; improved reporting to capture learning potential
Organizations unwilling to implement CPS	Medium	Medium	Improved feedback, sharing of results, and engagement
Failing to include targeted minority groups	Low	Medium	Better sharing of AMRs, results, and demographics
Continued CSO capacity gaps in knowledge (e.g. reporting/monitoring) as well as logistical ability (small membership, time conflicts) limit the implementation of CPS	Medium	Medium	Continued investment in Capacity Building/Grantmaker+, with associated monitoring and analysis via project reports and local Annual Reports. Dedicated efforts by the NC and NSC to synergize project applications from smaller NGOs and CBOs with larger NGOs and government partners.
Political turnover limits partnerships	Medium	Low	Include risk as an agenda item on NSC meetings; following elections, agree on approaches to proactively reach out to new political leaders.
Projects don't meet sustainability goals	Medium	Medium	End-of-project and post-project follow-up; effort by NC and NSC to build partnerships among NGOs and CSOs; improved visibility and publicizing of SGP benefits.

9. MONITORING AND EVALUATION PLAN

9.1 Monitoring approaches at project and country levels

Lessons from OP7 show that M&E is not being used effectively and is more of a burden than a source of information. This is often because information is provided in a one-way fashion – from grantee to SGP; from

Palau SGP to GEF. Thus, rather than being used to adapt and learn from practices, it becomes another level of administration. Solving this problem will be slow.

Approaches in OP8 include the following:

- Spreading out M&E so that it does not become a last-minute reporting exercise. NSC meeting agendas should include bullet points to track Core Principles, social inclusion, communications, etc. NSC meetings should not just be about reviewing grant applications but should also include discussion on impact and reach, as well as an analysis of results versus the CPS. Meeting regularly with the NSC and including these topics in the agenda will help spread out the burden of collecting such information and will give it more meaning.
- Sharing should include successes and failures.
- The NC and large NGO partners should work with CBOs and small NGOs to improve their reporting, and reports must be reviewed against a checklist to ensure that all necessary information is included (e.g. gender -disaggregated data and social inclusion).
- Site visits should discuss results, benefits, and impact rather than review activities. Connections will be made at the start, middle, and near end of projects.
- Documents must be made available and publicized using a variety of methods (see the Communications Strategy).
- The AMR should include an analysis of the status of the CPS. In addition to the AMR, which is provided online to GEF and does not always meet local needs, local Annual Reports should be produced that combine findings from NSC Meetings, grantee reports, and the AMR. These local Annual Reports should be shared locally. Because it is not required anywhere else, the local Annual Reports should assess the CPS's Results Framework.
- A thorough assessment of the SGP Portfolio will be included as a Grantmaker+ activity at the end of OP8.

Investment into Capacity Building exercises to strengthen the organizational effectiveness of smaller NGOs and CBOs will help improve M&E. On an annual basis, the NC should share more information back with grantees and outwards with partners, using appropriate methods (e.g. local Annual Report and use of Social Media). As described in previous sections, communications about the commonalities and results of SGP must be improved so that reporting is seen as useful. Table 10 is the M&E Plan at the Country Programme Level.

Table 6. M&E Plan at the Country Programme level

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
Country Programme Strategy Elaboration	Framework for action, including identification of community projects	NC, NSC, country stakeholders, grantees	An SGP planning grant to engage consultants may be used to update OP8 CPS	At start of OP8

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
As part of NSC meetings, ongoing review of project results and analysis. This includes an Annual CPS Review	Assess the effectiveness of projects, country portfolio, learning, adaptive management	NC, NSC, UNDP Country Office. Final deliberations shared/ analyzed with CPMT colleagues	Staff time, Country Operating Budget	At least one annual CPS review to ensure OP8 CPS is on track to achieve its results and make timely and evidence-based modifications to CPS as may be needed ¹¹
Annual Monitoring Report Survey ¹²	Enable efficient reporting to CPMT and GEF. It serves as the primary tool to record and analytically present results to donors	NC/PA in close collaboration with NSC. CPMT provides technical guidance support and receives final country submission for further action	Staff time	Once per year in June- July
Country Portfolio Review	Methodological results capture of the portfolio at a given point to note impact level change as well as broader adoption. The goal is to support reporting to stakeholders, learning, and support to	NC, NSC	SGP planning grant to engage consultants may be used to undertake previous operational cycles impact review and utilize lessons for both OP8 CPS development and its implementation	Once per operational phase

¹¹ It is recommended that the Annual CPS review is done close to AMR submissions for both processes to benefit from each other (suggested timeframe is May- July). Note that OP8 CPS will be regarded as a dynamic document and can be updated by the SGP country team and NSC on a periodic basis to reflect any necessary adjustments to ensure maximum impact.

¹² Timely and quality country level submissions to Annual Monitoring Process are mandatory. As a Global Programme, it enables aggregated reporting by CPMT to GEF, UNDP and other stakeholders.

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
	strategic development/ implementation of CPS		Global technical M&E support can be expected	
SGP Database	Ensure recording of all Project and Country Programme inputs in SGP database	NCs, PAs,	Staff time	Throughout the operational phase. Ensure quality assurance and completion of data prior to the annual monitoring cycle (May- June of every year)
Audit	Ensure compliance with project implementation/ management standards and norms	External/independent auditors. NC/ PA to provide the requisite support.	Global Operating Budget	Annually for selected countries on a risk-assessment basis



9.2 CPS Results Framework

Table 7: Results Framework of SGP OP8 Country Programme Strategy

(Italics are from Global OP8 Strategy. Items that are not italics are Palau SGP input.)

Alignment with SDGs • 1.5: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters • 2.1: By 2030, end hunger and ensure access by all people, in particular, the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round • 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship • 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse • 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries • 14.4: By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics • 15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements
Synergy with UNDP Country Programme Document (CPD): • Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. • Output 1.1.Scaled-up action on climate change adaptation and mitigation across sectors, which is funded and implemented. • Output 1.2: Effective risk-informed development plans, disaster preparedness and recovery mechanisms in place at the national, sector and subnational levels. • Output 1.3: Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services and waste. • Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democracy and governance. • Output 3.1.National and local institutions enabled to put in place evidence-based, risk- informed and gender-sensitive policies,guiding participatory planning and budgeting processes and aligned with SDGs. • Output 3.2.Green/blue economic policies in place to support private sector initiatives that create sustainable and environmentally friendly jobs and entrepreneurial opportunities for women and youth.



- Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.
- Output 5.1. Increased voice and more inclusive participation by women, youth and marginalized groups in national and subnational decision-making bodies that are more representative.
- Output 5.2. Increased transparency and accountability in governance institutions and formal and informal decision-making processes.
- Output 5.3. More women and men benefit from strengthened governance systems for equitable service delivery, including access to justice

OP8 SGP Programme Goal: Engage local CSOs/CBOs in landscape-seascape approaches across the world, providing them access to knowledge and information, capacitating them through learning-by-doing, skills development, and delivering technical and grant assistance for interventions that enhance wellbeing and socioeconomic conditions and generate global environmental benefits.

1 OP8 SGP CPS Strategic Initiatives	2 OP8 CPS Indicators and Targets	3 Means of verification
<u>Strategic Initiative 1:</u> Community-based conservation of threatened ecosystems and species Improve management effectiveness of protected areas through ICCAs and shared governance with the private sector and government: • Decreasing consumption of reef fish • Mangrove conservation (ideally into PAN) • Expand Terrestrial conservation Improve community-led biodiversity- friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.) : • One Strategic Project to demonstrate an aligned reef fishing system (incorporating a marine conservation site combined with sustainable reef fishing and community-based monitoring) • Demonstration/Teaching Innovative IAS removal/prevention	800 hectares of landscapes under improved management to benefit biodiversity (GEF core indicator 4.1) • Average size of terrestrial managed areas is 500 hectares. Average size of terrestrial protected areas on Babeldaob is 320 hectares. 1,000 hectares of Marine protected areas under improved management effectiveness (GEF core indicator 2.2) • Existing no-take reef is 39,300 hectares and the mangrove is 390 hectares. 1,000 hectares of marine habitat under improved practices to benefit biodiversity; excluding protected areas (GEF core indicator 5) 3 community-based protected area/ conserved area designations and/or networks strengthened • Via Strategic or terrestrial conservation Projects: 1 marine, 1 terrestrial, 1 mangrove Tracking of reef fish harvests (quantity, type, and size) implemented in 1 location.	Individual project reporting by SGP country teams (as part of midterm and final Progress reports) Baseline assessment comparison variables (use of conceptual models and partner data as appropriate) Annual Monitoring Report (AMR), SGP global database Country Programme Review



1 OP8 SGP CPS Strategic Initiatives	2 OP8 CPS Indicators and Targets	3 Means of verification
	Reef fish size indicators improve (trend towards more appropriately sized fish) in 1 location. 1 new mangrove or terrestrial conservation site in PAN	
<u>Strategic Initiative 2:</u> Sustainable agriculture and fisheries, and food security Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, SIDS, etc). - One Strategic Project to align and scale up Taro Restoration (\$150K) - Increasing use of pelagic fish Increase diversification and livelihood improvement: - Agriculture demonstrating ties to Livelihoods, Health, and Nutrition - Agriculture demonstrating ties to Cultural Preservation and Traditional Knowledge Remove deforestation from the supply chain and expand restoration of degraded lands: - Environmentally and Culturally appropriate Upland, climate-resilient farming, and husbandry/agroforestry	<i>120 hectares of landscapes under sustainable land management in production systems (GEF core indicator 4.3)</i> - Total agricultural land is 543 hectares - Average home garden is 0.12 hectares - Approximately 255 hectares (of total) are taro 593 households have gardens or household farms <i>16 hectares of degraded agricultural lands restored (hectares) (GEF core indicator 3.1)</i> - Amount lost per year to saltwater intrusion <i>2 number of linkages and partnerships for sustainable food production practices (such as diversification and sustainable intensification) and supply chain management (esp. SMEs)</i> - One farming, one fishing <i>60 number of small-holder farmers supported towards the achievement of national Land Degradation Neutrality (LDN) targets</i> 10% of all farming households Taro restoration projects aligned and cooperating across at least 3 states and 2 island types	<i>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</i> <i>Annual Monitoring Report (AMR), SGP global database</i> <i>Country Programme Review</i> <i>Socio-ecological resilience indicators for production landscapes (SEPLs)</i>



1 OP8 SGP CPS Strategic Initiatives	2 OP8 CPS Indicators and Targets	3 Means of verification
	The amount of pelagic fish processed by the Koror Fish Market or Northern Reefs Coop shows an increasing trend At least 1 project demonstrates the values of linking livelihoods, health, nutrition, culture, and tradition	
<u>Strategic Initiative 3:</u> Low-carbon energy access co-benefits Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods: • Innovative Solar access or Energy Efficiency	1 <i>typology of community-oriented, locally adapted energy access solutions with successful demonstrations or scaling up and replication.</i> 1 <i>community-oriented, locally adapted energy access solution with successful demonstrations for scaling up and replication</i>	<i>Individual project reporting (as part of Progress reports) Annual Monitoring Report (AMR), SGP global database Country Programme Strategy Review (NSC inputs)</i>



1 OP8 SGP CPS Strategic Initiatives	2 OP8 CPS Indicators and Targets	3 Means of verification
<u>Strategic Initiative 4:</u> Local to global coalitions for chemicals and waste management Promote plastics/solid waste management and circular economy: - Reducing consumption to reduce solid waste, Cleanups (involving youth or targeted populations), Increasing recycling Reduce/remove use of chemicals in agriculture: - Environmentally and Culturally appropriate Upland, climate-resilient farming, and husbandry/agroforestry	3 communities working on increasing awareness and outreach for chemicals, waste and mercury management as part of sustainable agriculture efforts. At least 1 community demonstrates innovative techniques to reduce consumption and generation of solid waste At least 1 community demonstrates innovative techniques to increase recycling	Individual project reporting by SGP country teams (as part of midterm and final Progress reports) Strategic partnership with IPEN and Mercury GOLD country partners Annual Monitoring Report (AMR), global database Country Programme Review
<u>Strategic Initiative 5:</u> Catalyzing sustainable urban solutions Improved capacities to promote community-driven, socially inclusive and integrated solutions to address low-emission and resilient urban development: - Eco-friendly Small Business mentoring/setup or training - Environmentally friendly Livelihood/Workforce Skills Training /Mentoring - Increasing the “People” aspect of SGP to include culture, health, and traditions as linked to the environment Demonstrated innovative socially-inclusive urban solutions/ approaches (including waste and chemical management, energy, transport, watershed protection, ecosystem services and biodiversity) :	At least 15 community-based urban solutions/ approaches (including chemical and waste management, energy, transport, watershed protection, ecosystem services and biodiversity) deployed. Based on number of grantees in OP6 (24) At least 1 Small Business is started as a result of SGP investment At least 20 individuals receive livelihood/workforce/skills training At least 2 partnerships between Large NGOs and small NGOs/CBOs working towards sustainable housing or development issues At least 1 sustainable development project achieving joint culture, tradition, health, and environment goals	Individual project reporting by SGP country teams Annual Monitoring Report (AMR), SGP global database Country Programme Review



1 OP8 SGP CPS Strategic Initiatives	2 OP8 CPS Indicators and Targets	3 Means of verification
Projects combining Culture, Tradition, or Health with environment		
<u>Strategic Initiative 6:</u> Community-based Adaptation Reduce vulnerability and improve the adaptive capacity of communities: - Disaster Preparedness - Demonstration/Teaching Sustainable Housing or Climate Adaptation - Demonstration/Teaching Innovative IAS removal/prevention - Integrating cross-sector climate resiliency via Strategic Projects	At least 1 community with a Disaster Plan in place and trained and ready to implement At least 1 demonstration site showcases community-based resiliency At least 1 site demonstrating innovative, climate-resilient IAS prevention or removal	<i>Individual project reporting by SGP country teams</i> <i>Annual Monitoring Report (AMR), global database</i> <i>Country Programme Review</i>
<u>Strategic Initiative 7:</u> CSO-Government-Private Sector Policy and Planning Dialogue Platforms Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues: - Capacity Building for Organizational Effectiveness (incl. financial and community engagement) - Capacity Building in Communications, Education, Outreach (with Outreach/Knowledge Product production and delivery, but ideally focused on mentorship, training, and integration; to include monitoring of reach and impact) - Working with applicants to ensure alignment with National Policies and Priorities (including gender and social inclusion)	At least 1 <i>CSO-government-private sector dialogues convened to support community voice and representation in national/ sub-national policy development.</i> At least 3 <i>representatives from at least 3 social inclusion groups (indigenous people, women, youth, persons with disability, farmers, other marginalized groups) supported with meaningful participation in dialogue platforms.</i> Foreign agricultural workers, youth, Persons with Disabilities At least 1 <i>Public-Private Partnership on key global environmental issues promoted</i> At least 3 small NGOs/CBOs with raised organizational effectiveness scores At least 3 small NGOs/CBOs with improved capacity to conduct communications and engage in national policy dialogues	<i>Individual project reporting by SGP country teams</i> <i>Annual Monitoring Report (AMR), global database</i> <i>Country Programme Review</i>



1 OP8 SGP CPS Strategic Initiatives	2 OP8 CPS Indicators and Targets	3 Means of verification
Mentorships and Partnerships between Large NGOs and smaller organizations	100% of SGP projects are aligned with national policies, with 100% of grantees aware of policy links and associated global goals At least 2 meaningful, demonstrative Mentorships/Partnerships between large NGOs and smaller organizations are established and documented	
<u>Strategic Initiative 7:</u> Enhancing social inclusion Enhancing social inclusion Promote targeted initiatives, Mainstream social inclusion in all projects: - Specific targeting of Youth, Persons with Disabilities, Women, Outer Island communities, and Individuals with a Work Permit - Cross-referencing of Project Applications with the Palau Gender and Social Inclusion Policy - Training in Grant Writing and Reporting - Training in Project Development - Focus on livelihoods, skill building, and workforce development	700 adult (50% male/female) and 100 youth (50/50 m/f) <i>direct beneficiaries disaggregated by gender as co-benefit of GEF investment (GEF core indicator 11)</i> 50% of SGP projects led by women and/or mainstream concrete mechanisms for increased participation of women. At least 2 SGP projects that have targeted support for minorities in terms of country level programming and management. - Individuals on a Work Permit and Outer Islands 5 SGP projects that demonstrate appropriate models of engaging youth At least 1 SGP project that demonstrates models of engaging persons with disability. 15 organizations receiving training in grant writing, reporting, project development At least 30 people receive livelihood, skill building, or workforce training, from and representing all of these groups: - Women, Individuals on a work permit, Persons with Disabilities, At-risk young men, At-risk outer island residents	<i>Individual project reporting by SGP country teams</i> <i>Annual Monitoring Report (AMR), SGP global database</i> <i>Country Programme Review</i>
<u>Strategic Initiative 8:</u> Monitoring and Evaluation and Knowledge Management	At least 30 projects administering results management modalities in programme design, implementation and overall decision making using participatory mechanisms.	<i>Individual project reporting by SGP country teams</i> <i>Annual Monitoring Report (AMR), SGP global database</i>

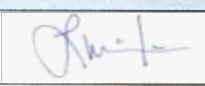
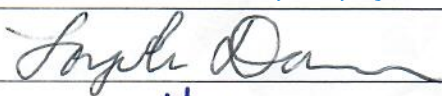
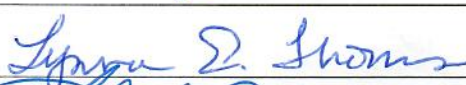
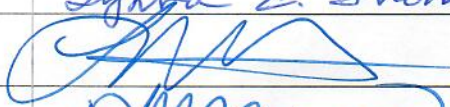


1 OP8 SGP CPS Strategic Initiatives	2 OP8 CPS Indicators and Targets	3 Means of verification
Knowledge Management: Capture knowledge and lessons from projects and activities, Improve capacities of CSOs/CBOs, Conduct South-South Exchanges to promote technology transfer and replication of good practices: • Capacity Building in Communications, Education, Outreach (with Outreach/ Knowledge Product production and delivery, but ideally focused on mentorship, training, and integration; to include monitoring of reach and impact) • Prioritizing Demonstration/Teaching potential of projects • Better utilizing online forums • Sustainable Upland Agricultural Projects and/or Taro Strategic Project offering skill building/learning/or demonstration potential Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms: • Assessing and Showcasing Results of SGP investments	<i>Frequency of updating SGP database for effective data collection, management and analysis supporting gains in programme performance and learning: Quarterly</i> At least 1 south-south exchanges at global and regional levels to transfer knowledge, replicate technology, tools and approaches on global environmental issues. 100% of Project Reports include necessary disaggregated gender and social data At least 3 Annual Reports are shared widely with Civil Society and Government At least 1 document assessing and showcasing results of SGP investment portfolio At least 15 organizations with improved capacity to produce and disseminate Knowledge Products Results disseminated via social media: Monthly	Country Programme Review



10. NATIONAL STEERING COMMITTEE ENDORSEMENT

Note: The signatures of NSC members are required as endorsement of the complete final CPS duly reviewed and agreed at the National Steering Committee meeting.

NSC members involved in OP8 CPS development, review and endorsement	Signatures
Leonard Basilius	
Carol Ngiraidis	Carol Ngiraidis Typed name constitutes validity of my signature.
Loyola Darius	
Gayeshan Jayasundara	
Lynna Thomas	
Rebecca Ngirmechaet	
Lincy Marino	

ANNEXES (optional)

Annex 1: Landscape baseline assessment process (i.e. supporting materials, including updates from OP7)

Annex 2: Supporting details for specific country co-financing partnerships and delivery mechanisms

Annex 3: Country strategy description for participation in the global co-financing partnership with the Global ICCA Support Initiative (GSI) Phase 2 funded by the German BMUV IKI in line with the Global Biodiversity Framework (GBF) Targets 3, 21, 22 and 23 (2023-2028).

Annex 4: Landscape strategy description for participation in the global co-financing partnership with Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS) Phase 4 funded by the Government of Japan (2023-2027).