

KIRIBATI
SGP COUNTRY PROGRAMME STRATEGY FOR OP7
2019-2022





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OP7 Financial Resources - SGP Country Programme (estimated US\$)¹

Total SGP Grants to date since 2007:	USD 1,220, 000
OP7 GEF Core Funds:	USD \$500,000 (tbc)
OP7 GEF STAR Funds:	USD (tbc)
Other funds (secured)	USD (tbc)
Other funds (expected/to be mobilized)	USD (tbc)

1. 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 co-financing 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 recognized essential to form multi-stakeholder alliances to deliver global environmental benefits and contribute to the GEF-7 Programming Directions, UNDP’s Strategic Plan 2018-2021, and national priorities to achieve the UN Sustainable Development Goals and other international commitments.²

Building on its over 26 years of successful operations in total over 133 countries, the 7th Operational Phase of the SGP aims *“to promote and support innovative, inclusive and scalable initiatives, and foster multi stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes.”*

2. SUMMARY: KEY RESULTS/ACCOMPLISHMENTS

The Kiribati Small Grants Program (SGPK) began in 2007-2015 as a sub-regional programme under UNDP Fiji, with a total utilized grant amount of around 100,000 USD and 11 projects completed. In July 2017, the

¹ The level of SGP OP7 resources is an estimated total of: (i) the GEF7 core grant allocation (to be reviewed annually by CPMT on the basis of performance, co-financing and strategic partnerships, demonstrated NSC commitment rates, and UNOPS delivery); (ii) approved STAR resources; as well as (iii) other sources of third party cost sharing & co-financing (country, regional and/or global levels). SGP countries with remaining OP6 balances that have not been pipelined will be expected to use these balances in line with the OP7 strategic approach in order to be coherent in terms of SGP programming and results expected.

² The initial SGP OP7 concept was incorporated into the strategic directions for the overall GEF-7 replenishment negotiations in 2017, and subsequently approved by the GEF Council paper “GEF Small Grants Programme: Implementation Arrangements for GEF-7” (GEF/C.54/05.rev) in June 2018. All GEF OP5 (extended period) and OP6 allocated funding to SGP Kiribati have been fully committed

Kiribati SGP became a Country Programme and by June 2019, 10 GEF-funded and 5 AusAID-funded projects were completed, as recorded below:

Table 1. Results Snapshot from 2017-2019

SGP PORTFOLIO		26	15	11
1 July 2017	30 Jun 2019	New Projects	Completed Projects	Ongoing projects
FUNDING		915,978 USD	1,649,608 USD	2,092,962 USD
SIDS CBA, OP5 CORE & STAR, OP6		SGP Project funding	In-kind Co-financing	Total Project funding
FOCAL AREA DISTRIBUTION				
4%	5%	16%	9%	1%
Biodiversity Conservation	Community Based Adaptation	Climate Change	International Waters	Capacity Development

The total allocated GEF OP5 CORE & STAR and OP6 CORE funds to SGP Kiribati amounts to 1,320,000 USD. The balance of 404,022 USD will be fully committed by December 2020 as 11 pipeline projects have already gone through the concept proposal approval stage by NSC.

Progress towards Focal Area Objectives:

The results of the focal area objectives from the 15 completed projects are summarized below.

Climate Change: SGP's climate-change portfolio supports decarbonization and low-carbon energy transformation at the community level through introduction of low-greenhouse gas (GHG) technologies and low-carbon transport initiatives, including access to renewable energy. These technologies include wind, solar, and biomass energy production.

Results: 2 CC projects completed this year. 2 typologies of energy solutions applied. 2 CBOs with total 140 Households with energy access co-benefits.

International Waters: SGP's international waters portfolio supports sustainable management of transboundary waterbodies through regionally connected community-based activities.

Results: 9 IW projects completed this year. 9 number of Inland Freshwater Landscapes supported. 9 tons of land-based pollution reduced. 9 CBOs with total 900 Hectares of marine and coastal areas under sustainable management.

Capacity Development: *SGP’s capacity development portfolio enhances and strengthens the capacity of communities and civil society organizations to address global environmental challenges.*

Results: 1 CD project completed this year. 26 Civil Society Organisation with strengthened capacities. 1 Non-governmental Organisation with strengthened capacity. 200 people with improved capacities to address global environmental issues.

Community-Based Adaptation: *SGP’s CBA portfolio supports i) reduce the vulnerability and improve the adaptive capacity of local communities to the adverse impacts of climate change; ii) provide communities with concrete ground level experience on local climate change adaptation; and iii) provide clear policy lessons and mainstream community-based adaptation (CBA) within national processes, and scale up best practices.*

Results: 5 CBA projects completed. 150 persons have participated in CBA projects and activities. 5 CBOs with total 1 hectare of land are under improved management (meaning, applied practice is in progress and improved conditions are evident).

3. COUNTRY PRIORITIES AND STRATEGIC ALIGNMENT

3.1. Alignment with National Priorities

The table below lists relevant conventions as well as regional and national plans and programmes that the GEF SGP could align its activities to.

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

Conventions	Sign	Acceded	Ratified
Convention on Biological Diversity (CBD)	13 th June 1992		14 th November 1995
Biodiversity: Cartagena Protocol on Biosafety to the CBD		07 th September 2000	
UN Framework Convention on Climate Change (UNFCCC)	13 th June 1992		08 th May 1995
Climate Change : Kyoto Protocol		7 th September 2000	
Rio Declaration on Environment and Development	1992		
Nationally Determined Contributions (NDCs) for Paris Accord			

UN Convention to Combat Desertification (UNCCD)		08th September 1998	
Stockholm Convention (SC) on Persistent Organic Pollutants (POPs)	04 th April 2002		07 th September 2004
Chemical and Hazardous Wastes: Basel Convention (Convention on the Control of Trans-boundary movements of hazardous waste and their disposal)		07 th September 2000	
Marine Pollution: London Convention (Convention on the Prevention of Marine Pollution by Dumping of Wastes and Other Matter)			12 th July 1979
Ozone Depleting: Vienna Convention (Convention for the Protection of the Ozone Layer)		07 th April 1993	
Ozone Depleting: Montreal Protocol to the Vienna Convention (Montreal Protocol on Substances that Deplete the Ozone Layer)		08 th April 1993	
Waigani Convention	16 th September 1995		28 th June 2001
RAMSAR Convention			03 rd August 2013
Minimata Convention			28 th July 2017

National planning frameworks	Date/Year of Completion
Framework for Resilient Development in the Pacific 2017-2030	2017
GEF-7 National Dialogues	March 2020
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2016
UNFCCC National Communications (1 st , 2 nd , 3 rd)	1 st – 2008, 2 nd - 2013
UNFCCC National Adaptation Plans of Action (NAPA)	January 2007
Nationally Determined Contributions (NDCs) for Paris Accord	August 2015
UNCCD National Action Programmes (NAP)	2017
SC National Implementation Plan (NIP)	2020
UN 2030 Sustainable Development Goals (SDGs)	September 2015

Voluntary National Reviews (VNRs) for the UN SDGs	Jul 2018
Kiribati Vision 2016 - 2036	2016
Kiribati Develop Plan 2019-2022 (KDP)	TBC
Kiribati Joint Implementation Plan on Climate Change and Disaster Risk Management 2014-2023 (KJIP)	2014

3.2. Gaps and Opportunities

The contribution of the GEF SGP in Kiribati towards Multilateral Environment Agreements (MEAs) and national plans and frameworks has been poorly reflected in national reports to MEAs and national implementation reports. Although the GEF is referenced in the Kiribati Development Plan 2015-2018, and other sub national plans as a potential partner, no specific reference has been made to the GEF SGP and this is evident in national reports. The GEF SGP projects would have been generating a good source of information towards an environmental national reporting, however, there has been no documentations on the GEF SGP interventions.

The national Government's reporting system needs to be strengthened to ensure inclusiveness so that all relevant agencies including the GEF SGP can be able to contribute meaningfully to the national reporting. OP 7 provides Kiribati with the opportunity to align the GEF SGP activities with national plans to fully realize and recognize the important contributions of the Small Grant Program. The GEF SGP must keep abreast of environmental priorities and national existing plans and promote the program across all levels including the Government, NGOs and local communities to ensure that national priorities are also implemented through the work of the GEF SGP.

National priorities and plans such as the NBSAP, National Communications, UNCCD NAP, KJIP to name a few; are often formulated through a problem analysis of a wide stakeholder's consultation in which communities and CSOs are predominant stakeholders. The effective involvement of Civil Societies and Communities is of therefore paramount in implementing national priorities because they are always at the forefront confronting the multiple impacts of social and economic developments and they can best provide local solutions to address such impacts whilst promoting global environmental benefits through the SGP projects.

3.3. OP7 Strategic Priorities of the SGP Country Programme

The SGP Country Program prioritizes the following strategic initiatives that are aligned with the country priorities.

Table 3. SGP Country Programme’s alignment with SGP OP7 Strategic Initiatives and Country Priorities/Projects/Programmes

SGP OP7 Strategic Initiatives - Global	SGP Country Programme’s OP7 Priorities	SGP Country Programme’s complementarity with GEF, UNDP, and other projects and programmes)
<p><i>Community-based conservation of threatened ecosystems and species</i></p>	<p>Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.)</p>	<ul style="list-style-type: none"> • Ridge to Reef Project – Resilient Islands, Resilient Communities – GEF/FAO/MELAD-ECD • LDCF – Enhancing Food Security in the Context of Climate Change – GEF-LDCF/UNDP/MELAD • Community-Based Natural Resources Management Plans (MELAD, ECD) • Kiribati Integrated Environment Policy 2020 - 2036
<p><i>Sustainable agriculture and fisheries, and food security</i></p>	<p>Increase diversification and livelihood improvement through agroecological production methods and community based sustainable fisheries.</p>	<ul style="list-style-type: none"> • LDCF – Enhancing Food Security in the Context of Climate Change – GEF-LDCF/UNDP/MELAD • Community-Based Fisheries Management Plans (MFMRD) • Kiribati National Fisheries Policy 2013-2025 • Kiribati Agriculture Strategy 2020-2030

<p>Low-carbon energy access co-benefits</p>	<p>Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods</p>	<ul style="list-style-type: none"> • Promoting Outer Island Development through Integrated Energy Roadmap 2020-2024, GEF/UNDP/MISE • Enhancing whole of Island approach to strengthen community resilience to climate and disaster risks in Kiribati 2020-2024 – GEF LDCF/UNDP/OB • 3rd National Communications – GEF/UNEP/MELAD • BUR – GEF/UNEP/MELAD
<p>Local to global coalitions for chemicals and waste management</p>	<p><i>Promote plastics/solid waste management and circular economy</i></p> <p><i>Reduce/Remove use of chemicals in agriculture</i></p>	<ul style="list-style-type: none"> • NZ Solid Waste Management Partnership Project II • National Waste Management Strategy 2020 • Kiribati Integrated Environment Policy 2020 – 2036
<p>Community-based Adaptation³ (with AusAID or other funding – not eligible with GEF funding)</p>	<p><i>Reduce vulnerability and improve the adaptive capacity of communities</i></p>	<ul style="list-style-type: none"> • Kiribati Climate National Policy • Kiribati Joint Implementation Plan 2014-2023 • Kiribati Integrated Environment Policy 2020-2036
<p>CSO-Government-Private Sector Policy and Planning Dialogue Platforms</p>	<p><i>Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues.</i></p>	<ul style="list-style-type: none"> • Enhanced Integrated Framework – UNDP-MCIC
<p>Enhancing social inclusion</p>	<ul style="list-style-type: none"> • Promote targeted initiatives. • Mainstream social inclusion in all projects. 	<ul style="list-style-type: none"> • Gender Equality and Women’s Development Policy in Kiribati

³ This initiative will be added in the Results framework once Aus AID/other funding is made available and allocated to this initiative.

<p>Knowledge Management (mandatory)</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • National ICT Policy 2019 • LDCF – Enhancing Food Security in the Context of Climate Change – GEF-LDCF/UNDP/MELAD
<p>Results Management, Monitoring & Evaluation (mandatory)</p>	<p>Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms</p>	

4. OP7 PRIORITY LANDSCAPES/SEASCAPES & STRATEGIC INITIATIVES

4.1. Grantmaking Within the Priority Landscape/Seascapes

a Process for selecting priority landscapes (LS) and seascapes (SS)

In a context of Kiribati as an atoll country, the selection of landscape/seascapes follows the national concept of a “whole of island” approach which will focus on the ocean to land to lagoon inclusive of reef-flats which are exposed during low tides. The approach taken to develop this OP 7 CPS was guided by some key principles and concepts such as connectivity, multi-focal approach, sustainability, empowerment, proactive and risk-informed.

The following steps were used to select the landscape/seascape:

1. A desktop review on the following:

- Review of OP 6 CPS, projects under OP 6
- collection and review of national existing plans (Draft Kiribati Development Plan, Kiribati Agriculture Strategy, Kiribati Integrated Environment Policy, Community based natural resource management plan, community based fisheries management plan) and relevant documents.
- collection and review of existing national projects (GEF projects, etc)

2. Stakeholder consultation through a GEF 7 dialogue on environmental national priorities. Stakeholders include outer island representatives (Mayors, Councilors, fishermen, women and youth), government representatives, NGOs, disabled groups and church representatives.

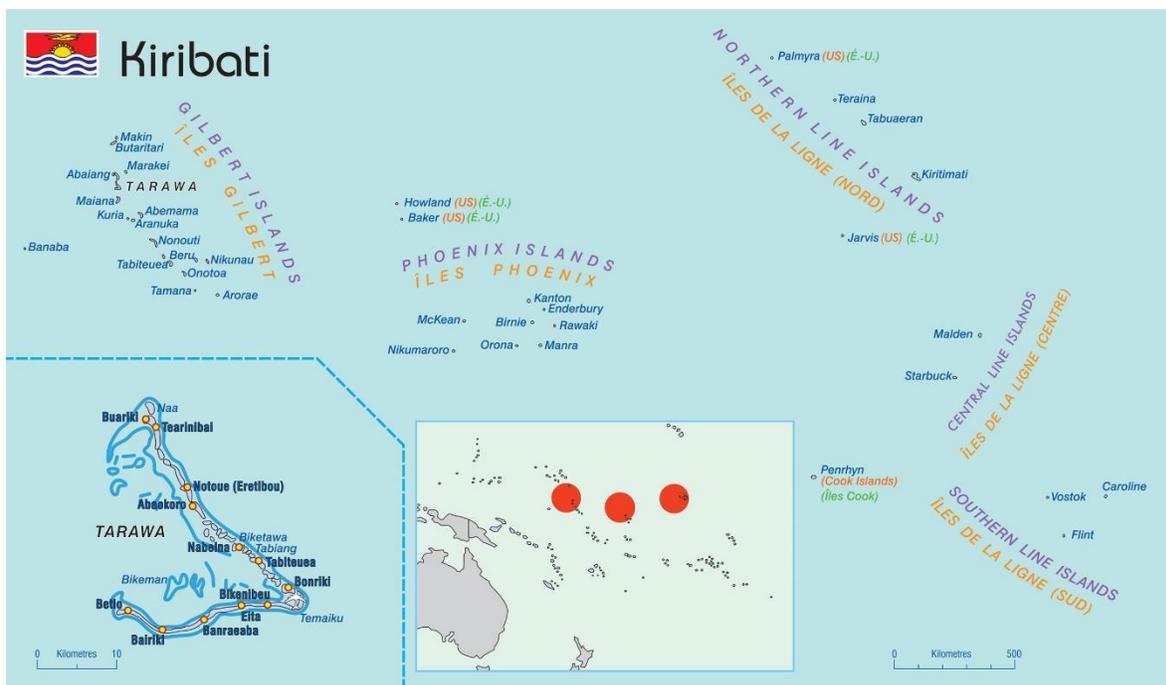
3. NSC consultation for review and endorsement of CPS.

Based on the consultation process, there is a strong support and agreement that the 70% of funding would be allocated and focused on the whole of country as a selected LS/SS. There is also a need to adopt an integrated, inclusive and bottom up approach in order to fully maximize the economic, social and environmental benefits derived from this funding. The latter approach would allow the opportunity of marginalized groups including grass root communities to interact in substantial discussions and engage in decision making processes. The GEF SGP was also suggested to act as a mechanism to support the implementation of existing national plans and policies through communities' involvement and innovative project ideas.

b Selected Landscapes/Seascapes for OP7

As a result of the national consultation process, the whole country has been selected as a priority LS/SS, which is the focus of the OP 7 implementation. This selection will complement the Kiribati GEF 6 STAR, GEF 7 STAR and GEF LDCF programming directions to maximize the impact of the GEF projects across its focal areas. The GEF SGP needs to build synergy and leverage its partnership with existing national GEF related ongoing and future projects in order to provide meaningful contribution to the SGP and most importantly achieve its OP 7 indicators and targets. The whole of country approach considers inclusiveness of stakeholders including marginalized vulnerable groups (grass root communities, gender and disability considerations) and potential partners. It also considers multi-faceted processes which allows the SGP to address environmental issues and threats through an integrated manner and collective efforts whilst supporting the implementation of the sector's and national priorities.

Figure 1: Map of Kiribati





c OP7 Strategic Initiatives in the landscapes/seascapes

Strategic Initiative 1: Community-based conservation of threatened ecosystems and species

The SGP Kiribati will work in collaboration with relevant Government Ministries, Island Councils, village elders, NGOs, Private Sectors, potential financial partners and local communities to promote the conservation and sustainable use of threatened ecosystems and species across terrestrial, coastal and marine habitats.

Strategic 2: Sustainable agriculture and fisheries, and food security

SGP Kiribati will continue to promote community-based climate resilient sustainable agriculture, fisheries and food production whilst ensuring environment-friendly practices are observed and adhered to. The program will also build on food security initiatives of the Government and other donors with the engagement of CSOs/NGOs/CBOs for continuity and sustainability and seeks to continue its support to targeted sectors in previous operational cycles. Although Kiribati has a poor soil condition, yet, an organic small-scale farming has been successfully promoted in a number of islands which SGP could potentially support the upscaling (e.g supply chains).

Strategic 3: Low-carbon energy access co-benefits

The SGP Kiribati will seek to support the implementation of the Kiribati Energy road map and the Kiribati INDC target through promoting renewable energy sources and energy efficient technologies at the community level in joint effort with the Kiribati Green Energy Solutions and the responsible relevant Government Ministries. Whilst promoting the low carbon emission solutions, the community will be able to build and increase their climate resilience adaptive capacity and derive their benefits from such solutions.

Strategic 4: Local to global coalitions for chemicals and waste management

The SGP Kiribati will support NGOs/CBOs in their attempt to reduce and manage pollution and solid wastes through their innovative ideas to support reuse and recycling efforts. Pollution reduction and solid waste management cannot be tackled alone as it requires an integrated approach and collective efforts in partnership with Government Ministries, Private Sectors, Schools, International Agencies, etc.



Strategic Initiative 6: Community-based adaptation⁴

Kiribati being a forefront to the impact of climate change, SGP will continue to build and increase the capacity of local communities and reduce their vulnerability against climate change through concrete climate change adaptation measures. Various stakeholders including regional partners will be engaged in this strategic initiative.

Coordination of Strategic initiatives

The above strategic initiatives will be guided and coordinated by the NSC comprising government and non-governmental representatives in which the latter represents the capacity building needs of CBO/CSO/NGOs. The OP 7 implementation will be supervised and coordinated by the SGP team to ensure compliance with the CPS. Capacity building and technical assistance will be provided by the SGP team to CBO/CSO/NGOs during the development of community-led project ideas, implementation and completion. During OP 7, key important factors need to be taken into consideration as follows;

- A concept of a whole of island approach needs to be followed which integration and inclusiveness are key aspects of this approach.
- Increase collaboration with Government agencies, NGOs, academic institutions (KIT, USP off campus) and private sectors in the implementation of the SGP projects.
- Keep abreast of national plans and national existing and future projects to ensure full alignment with SGP projects.
- Establish partnerships with other funding agencies to leverage co-financing and for replication of success projects and avoid duplication efforts to ensure efficient utilization of resources.

4.2. Grantmaking Outside the Priority Landscapes/Seascapes

Up to 30% of SGP fund can be allocated to support cross cutting initiatives outside the targeted LS/SS. The cross cutting strategy is based on the important initiatives that will strategically position programme implementation, prepare stakeholders to implement the OP 7 projects, enhance social inclusion and contribute towards the NGO Government dialogue platform.

a CSO-Government-Private Sector Dialogue Platform

SGP will support the NGO-Private Sector- Government dialogue as a platform to raise awareness on OP 7 implementation, establish partnership to leverage co-financing for project's sustainability at the community's level, exchange project's ideas for potential upscaling and replication and to help promote the

⁴ Strategic Initiative 6 will be detailed in the Results Framework once Aus AID/other funding has been allocated to support climate change adaptation.



important role of local communities in national planning and decision making. The dialogue will become a mechanism for data sharing (i.e. data generated from SGP projects – eg. Mangrove coverage, number of households that access to renewable energy sources, etc) which could be used in national reports (e.g NBSAP, UNCCD National Action Plans, National Communications under UNCCD). It will also be an opportunity to hear community voices and identify their urgent and critical environmental issues that could be potentially addressed through SGP projects and that may also influence policy making. The outcome of the dialogue will help to map out areas where the SGP intervention is mostly needed for advance planning and consideration under the next operational phases.

b Promoting Social Inclusion, including gender equality and women’s empowerment

It is important for SGP to acknowledge the cultural and contemporary governance system within and outside the selected LS/SS in which social inclusion is highly recognized at all levels of planning and decision making. SGP, however, will uplift the status of social inclusion beyond the normal practice and to ensure attention is given to marginalized group including disabled people, women and children/youth during the OP 7 implementation. Social inclusion cross cuts into all aspects of the programme/project and thus regarded as a crossing cutting theme. Integration and inclusiveness are the centre focus of the OP 7 projects implementation which allows the opportunity of marginalized people to participate equally and empower them to build and enhance their adaptative capacities to be able to address and tackle any confronted issues and risks.

SGP will support any organized programs and forums for local communities to better mainstream youth, gender balance and disabled groups and empower their legal resource-based rights and responsibilities for community-based projects. Training and capacity building for women, youth and disabled groups on environment-related issues will also be supported by the SGP.

During OP 7, the SGP will ensure that i) the NSC shall comprise a rep that is specialized in gender and marginalized group mainstreaming ii) develop the screening criteria/checklist that takes into account gender and marginalized group considerations, iii) develop awareness materials that can be understood by illiterate iv) promote projects that are women-led and women focused v) promote projects for disabilities

c Knowledge Management

Knowledge management is an important platform for efficient handling of information and resources, however, this is a significant gap in Kiribati where available information and resources are scattered and not centralized for easy access. The SGP will assist to address the knowledge management gap in country where necessary to ensure that lessons learnt, success stories and best practices are readily available for sharing. The SGP Kiribati will undertake the following to capture, share and disseminate the lessons learned, throughout OP 7 – i) establish the SGP Kiribati website as a source of information sharing to the general public, ii) development of SGP Kiribati promotional materials for dissemination iii) Promote knowledge fair bringing together local communities and NGOs to share knowledge and experiences with other stakeholders to generate a strengthened capacity to address environmental issues at the community’s level, iv) demonstration of success innovative projects at any national events for potential replication and upscaling v) Networking with relevant bodies for the promotion of SGP programs, vi) South-south exchange program



promoting knowledge exchange between SGP Kiribati, the Pacific region and global programs for potential replication of applicable best practices vii) updating the digital library with publications from Kiribati, fact sheets, reports, etc.

5. COMMUNICATION PLAN

Communication is an important tool to promote effective participation, build relationship and foster partnership. The SGP Kiribati will contextualize the SGP global communication strategy aiming to raise awareness on SGP to all level of stakeholders and articulate its contributions to national, regional and global priorities.

During OP 7, the SGP Kiribati will focus on the following;

- Strengthened direct engagement to foster partnerships with private sectors, bilateral donors, academic institutions, well established NGOs and Government agencies.
- Creation of the SGP Kiribati website and facebook as a vehicle to promote the SGP to the general public.
- Development of promotional materials including factsheets, pamphlets and translate them into vernacular language.
- Sharing and promotion of success SGP projects and stories through social media (radio, TV, facebook and newspaper)
- Outreach programs including visits to schools and local communities to promote the understanding on issues related to the environment and sustainable development and how local solutions are vital in addressing such issues.
- Convene workshop and dialogue to promote inclusive participation, build relationship and foster partnership for leveraging co-financing and resource mobilization.
- Support any national event as an opportunity to raise the profile of SGP at the national level.

6. RESOURCE MOBILIZATION AND PARTNERSHIP PLAN

SPG will seek close collaboration with potential partners including Government, other donors, private sectors, NGOs to build synergy and relationship and to establish partnership to support resource mobilization in order to i) effectively, efficiently and successfully deliver the SGP project at community's level ii) increase the sustainability of the SGP programme iii) avoid duplication efforts for efficient resource utilization iv) contribute to cost-saving of the GEF resource as a whole.

6.1. Secured and planned cash and in-kind co-financing

Co-financing in a form of cash and in-kind is one of the key requirements of the GEF SGP funding. Different levels of co-financing to the GEF SGP resources are considered include the project, LS/SS and Country level.

Project level: Communities are required to provide co-financing using their own resources and efforts to match the SGP co-financing requirement which is 1:1 ratio. The co-financing can be in a form of in-kind through community's time and effort invested in the project's implementation and/or cash support through mobilization of resources from other relevant sources. During OP 7, the SGP Kiribati will ensure that selected grantees have the necessary resources and capacities to meet the co-financing requirement of the SGP project.

LS/SS & Country level – the SGP Kiribati will work in close collaboration with the Government, private sectors, State Owned Enterprises, bilateral donors to leverage partnership for resource mobilization. The SGP Kiribati will also work in partnership with KANGO, an umbrella association for all NGOs in Kiribati, to engage its support towards SGP community-led projects through existing arrangements and mechanisms with all NGOs and local communities.

6.2. Cofinancing Opportunities

The SGP Kiribati will effectively engage through a face to face consultation or national dialogue with multi-lateral and bilateral donors, academic institutions and relevant partners to mobilize their support towards the implementation of the OP 7 CPS Strategic Initiatives and help address the UN 2030 SDG. The SGP will continue to seek support from the AusAID Community Based Adaptation (CBA) to increase the climate change resilience of local communities in Kiribati. SGP Kiribati will also work in collaboration the relevant Ministries and private sectors to leverage their support towards the effective delivery of the GEF mandate for gaining environmental benefits.

Table 4: SGP Potential co-financers

Funding source	Funding type
Multi-lateral	Global Environment Facility (GEF), Green Climate Fund (GCD), World Bank, Asian Development Bank, UNDP, Least Developed Country Fund (LDCF), FAO, EU
Bilateral	Australian Aid (AusAID), New Zealand AID programme (NZ Aid), Japanese International Cooperation Agency (JICA)
Government	Ministry of Environment, Lands & Agricultural Development, Ministry of Infrastructure and Solar Energy (MISE), Office of the President (OB), Ministry of Women, Youth, Sport and Social Affairs (MYWSSA)

NGO/CSOs	Kiribati Association for NGOs (KANGO), Kiribati Red Cross Society, KHIFA, AMAK, Teitoin-ingaina, KILGA, USP
Private	ANZ Bank, ATHKL, Kiribati Chamber of Commerce and Industries (KCCI)

6.3. Grantmaker Plus & Partnership Opportunities

SGP will ensure that CSOs/CBOs/NGO have the capacity to develop their sustainability plan when accessing resources from other multi-lateral, bilateral donors and other local funding facilities to increase the flow of resources to SGP stakeholders. The sustainability plan will help communities to ensure the sustainability of projects initiated by SGP. The NC and NSC members will support a national workshop with CSOs/CBOs/NGOs to build their capacities in the project development so that they are able to access to other available funding sources. When necessary, the SGP team will also assist CSOs/CBOs/NGOs to develop their proposals through site visit and face to face discussion to access additional resources. Leveraged successful projects through co-financing will be selected to share lessons learnt and guidance to other CSOs/CBOs and SGP for future consideration.

7. RISK MANAGEMENT PLAN

Anticipated risks that may be faced during the OP 7 implementation may include environmental, social, financial and other possible risks. Table 5 will describe the anticipated risks with their estimated degree, probability of risk and relevant risk mitigation measures.

Table 5. Description of risks identified in OP7

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
ENVIRONMENTAL			
Natural disasters, extreme weather events (drought, high rainfall).	Medium	Low	Projects need to mainstream DRM into project plans.
SOCIAL			
Political/religious influence and interference	Medium	Low	Consultations/dialogue/mediation to reach consensus
Land issues that may delay the project	High	Medium	NSC will make sure that land issue is considered in the review and selection criteria for projects. Grantees will

			ensure to urgently clear any land issues before project's implementation.
Lack of trust from CSOs/CBOs	Medium	Medium	Involvement of the whole community members at the start of the project to gain ownership of the project.
Disorganization within Communities	High	Medium	NSC will ensure to include in their review and selection criteria that communities are registered with the Island Council or the MWYSSA
Project sustainability	High	High	Make sure that grantees have sustainability plan in place.
FINANCIAL			
Mismanagement of the SGP fund and unclear financial reporting	High	Low	Inclusion of capacity workshop across projects on financial reporting.
Slow disbursement of fund from SGP	High	Medium	Grantees to guarantee alternative sources of fund as part of their co-financing.
OTHER			
Grantees need continued management support from SGP office	High	Low	SGP office and grantees will continue to management activity and funding. NC will ensure effective monitoring.
The change/loss of project's contact	Medium	Low	The technical ground partner would select a suitable alternate contact/replacement on experience with the grantee.

The above tabulated risks will be tracked during the implementation of the OP 7 CPS and reviewed annually during the review of the CPS and AMR preparation. Any potential risks should be raised to NSC's attention while considering and assessing project's submissions. Workshops and Consultations should be planned with grantees to discuss approaches and mechanisms to reduce and avoid any potential risks to ensure the timely implementation of the project. The NC will also ensure to work effectively with UNOPs and CMPT focal points to reduce any unanticipated financial risks.

8. MONITORING AND EVALUATION PLAN

8.1. Monitoring Approaches at Project and Country Levels

Monitoring and Evaluation (M&E) is an important tool to track results of the project as well as the effectiveness of the OP 7 CPS. It will also help to deepen the understanding on what works and what not and identify corrective actions and adaptation strategy on the latter while the project and program are being simultaneously implemented. During OP 7, the SGP Kiribati will propose to have its M&E Plan system integrated across projects and country level to ensure cohesiveness, adaptive management with informed decision and actions are applicable to both and learn from both successes and failures. The centre focus of the M&E will be inclusive of gender, youth, women and PWD and participatory in a manner where all key stakeholders will be involved in the project's monitoring during implementation and post-implementation stages.

The following approaches will be considered to ensure that reliable and inclusive evidence-based reports are produced, qualitative and quantitative data are accurately recorded and updated, and that project management and implementation are effectively coordinated:

- During the project planning and preparation, the SGP Kiribati will guide grantees to set practical, realistic and achievable indicators as part of their project proposals and project work plan, upon which the successes of the project activities will be determined and measured.
- Clear reporting guidelines with well-defined deadlines for both progress and final reports and financial reports are clearly communicated to grantees for effective implementation.
- Practical M&E workshops will be subsequently convened with CSOs/CBOs/NGOs to provide them with the necessary technical and M&E capacity.
- Project site visits and meetings with the project's grantees and relevant project stakeholders will be performed by the National Coordinator and NSC members on a quarterly basis and during the reporting schedule to allow the on-site observation on the actual implementation of the project and to verify and confirm information in the project quarterly progress reports (narrative and financial).
- Upon completion of the project, an evaluation (post project implementation) visits will be undertaken to the project sites to meet the project grantees and stakeholders and discuss the final M&E report.
- Information and indicators gained on the project M&E will be presented to NSC and relevant Government's agencies for verification and validation. Upon receipt of feedback, the NC will update the information accordingly and once validation of results has been satisfactorily confirmed, the NC will then update the SGP database with completed projects.
- Independent Overall Assessment at the end of the OP 7 CPS for Kiribati.

The SGP will work in partnership with the Government and Island Councils, co-financers to ensure that results achieved from the SGP project will also meet the Government and co-financers strategic plan.

On the other hand, partnership for M& E will also help grantees to receive the best technical support needed during the implementation of their project. The SGP Kiribati will seek further support from other research agencies such as Academic Institutions (USP) to further support the M&E process.

Table 5. 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	A SGP planning grant to engage consultants may be used to update OP7 CPS.	At start of OP7
As part of NSC meetings, ongoing review of project results and analysis. This includes an Annual CPS Review.	Assess 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 an annual review ⁵ to ensure OP7 CPS is on track to achieve its results and make timely and evidence-based modifications to CPS as may be needed ⁶ .
Annual Monitoring Report Survey ⁷	Enable efficient reporting to CPMT and GEF. It serves as the primary tools to record and analytically present results to donors.	NC 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

⁵ 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).

⁶ Please note OP7 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. This CPS update process should be part of the Annual CPS Review.

⁷ 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
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 strategic development/ implementation of CPS.	NC, NSC	SGP planning grant to engage consultants may be used to undertake previous operational cycles impact review and utilize lessons for both OP7 CPS development and its implementation. Global technical M&E support can be expected.	Once per operational phase
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 annual monitoring cycle (May- June of every year).
Audit	Ensure compliance with project implementation/ management standards and norms.	UNOPS / External Contractor. NC/ PA to provide requisite support.	Global Operating Budget	Annually for selected countries on risk-assessment basis

8.2.CPS Results Framework

Table 6: Results Framework of SGP OP7 Country Programme Strategy

Alignment with SDG		
<ul style="list-style-type: none"> • Goal 1 – No poverty • Goal 3 – Ensure healthy lives and promote well-being for all at all ages • Goal 5 – Achieve gender equality and empower all women and girls • Goal 6 – Ensure availability and sustainable management of water and sanitation for all • Goal 7 – Ensure access to affordable, reliable, sustainable and modern energy for all. • Goal 10 – Reduce inequality within and among countries • Goal 13 – Take urgent action to combat climate change and its impacts • Goal 14 – Conserve and sustainably use the oceans, seas and marine resources for sustainable development • Goal 15 – Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss • Goal 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development 		
Synergy with UNDP Country Programme Document (CPD):		
<p>Outcome 1: Climate Change, disaster resilience, and environmental protection</p> <ul style="list-style-type: none"> • 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 wastes. <p>Outcome 3: Sustainable and inclusive economic empowerment</p> <ul style="list-style-type: none"> • 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. 		
<p>OP7 SGP Programme Goal: <i>Promote and support innovative, inclusive and impactful initiatives, and foster multi-stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes.</i></p>		
OP7 SGP CPS Strategic Initiatives	OP7 CPS Indicators and Targets	Means of verification

<p><i>Strategic Initiative 1: Community-based conservation of threatened ecosystems and species</i></p> <ul style="list-style-type: none"> • Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.) 	<p><i>5 hectares of landscapes under improved management to benefit biodiversity (GEF core indicator 4.1)</i></p> <p><i>5 hectares of marine habitat under improved practices to benefit biodiversity; excluding protected areas (GEF core indicator 5)</i></p> <p><i>7 community-based protected area/ conserved area designations and/or networks strengthened</i></p>	<p><i>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</i></p> <p><i>Baseline assessment comparison variables (use of conceptual models and partner data as appropriate)</i></p> <p><i>Annual Monitoring Report (AMR), SGP global database</i></p> <p><i>Country Programme Review</i></p>
<p><i>Strategic Initiative 2: Sustainable agriculture and fisheries, and food security</i></p> <ul style="list-style-type: none"> • Increase diversification and livelihood improvement through agroecological production methods and community based sustainable fisheries. 	<p><i>5 hectares of landscapes under sustainable land management in production systems (GEF core indicator 4.3)</i></p> <p><i>5 hectares of degraded agricultural lands restored (hectares) (GEF core indicator 3.1)</i></p> <p><i>2 linkages and partnerships for sustainable food production practices (such as diversification and sustainable intensification) and supply chain management (esp. SMEs)</i></p> <p><i>1 small-holder farmers supported towards the achievement of national Land Degradation Neutrality (LDN) targets</i></p>	<p><i>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</i></p> <p><i>Annual Monitoring Report (AMR), SGP global database</i></p> <p><i>Country Programme Review</i></p> <p><i>Socio-ecological resilience indicators for production landscapes (SEPLs)</i></p>
<p><i>Strategic Initiative 3: Low-carbon energy access co-benefits</i></p> <ul style="list-style-type: none"> • Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods 	<p><i>1 community-oriented, locally adapted energy access solutions with successful demonstrations for scaling up and replication</i></p> <p><i>5 households achieving energy access, with co-benefits estimated and valued</i></p>	<p><i>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</i></p> <p><i>Annual Monitoring Report (AMR), SGP global database</i></p>

	<p>5 hectares of forests and non-forest lands with restoration and enhancement of carbon stocks initiated.</p>	<p>Country Programme Strategy Review (NSC inputs)</p>
<p><i>Strategic Initiative 4: Local to global coalitions for chemicals and waste management</i></p> <ul style="list-style-type: none"> Reduce vulnerability and improve the adaptive capacity of communities 	<p>0.5 tons of Solid and liquid Persistent Organic Pollutants (POPs), POPs and mercury containing materials and products removed or disposed (GEF core indicator 9.6)</p> <p>2 communities working on increasing awareness and outreach for sound chemicals, waste and mercury management.</p> <p>10 tons of wastes collected, disposed and managed</p>	<p>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</p> <p>Strategic partnership with IPEN and Mercury GOLD country partners</p> <p>Annual Monitoring Report (AMR), global database</p> <p>Country Programme Review</p>
<p><i>Strategic Initiative 6: CSO-Government-Private Sector Policy and Planning Dialogue Platforms</i></p> <ul style="list-style-type: none"> Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues. 	<p>2 CSO-government-private sector dialogues convened to support community voice and representation in national/ sub-national policy development.</p> <p>50% of representatives from social inclusion group (indigenous people, women, youth, persons with disability, farmers, other marginalized groups) supported with meaningful participation in dialogue platforms.</p> <p>2 Public-Private Partnership on key global environmental issues promoted</p>	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR), global database</p> <p>Country Programme Review</p>
<p><i>Strategic Initiative 7: Enhancing social inclusion</i></p> <ul style="list-style-type: none"> Promote targeted initiatives. Mainstream social inclusion in all projects. 	<p>50% of direct beneficiaries disaggregated by gender as co-benefit of GEF investment (GEF core indicator 11)</p> <p>8 SGP projects led by women mainstream concrete mechanisms for increased participation of women.</p> <p>5 SGP projects have supported and improved the participation of women in decision making.</p>	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>

	<p><i>4 SGP projects that demonstrate appropriate models of engaging youth</i></p> <p><i>4 SGP projects that demonstrate models of engaging persons with disability.</i></p>	
<p><i>Strategic Initiative 8: Monitoring and Evaluation and Knowledge Management</i></p> <ul style="list-style-type: none"> <i>• Capture knowledge and lessons from projects and activities</i> <i>• Improve capacities of CSOs/CBOs</i> <i>• Conduct South-South Exchanges to promote technology transfer and replication of good practices</i> <i>• Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms</i> 	<p><i>100% of projects administering results management modalities in programme design, implementation and overall decision making using participatory mechanisms.</i></p> <p><i>Monthly updating SGP database for effective data collection, management and analysis supporting gains in programme performance and learning.</i></p> <p><i>1 south- south exchanges at global and regional levels/national levels to transfer knowledge, replicate technology, tools and approaches on global environmental issues.</i></p>	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>

9. NATIONAL STEERING COMMITTEE ENDORSEMENT

NSC members involved in OP7 CPS development, review and endorsement	Signatures
Ms. Erimeta Barako (Chair)	
Ms. Alice Tekaieti - Tekena	
Mr. Ierevita Biriti	
Ms. Nenenteiti Teariki Ruatu	
Mr. Teuea Tebau	
Mr. Tiare Erekena	
Ms. Tuihai Tabai	