

# SGP COUNTRY PROGRAM STRATEGY FOR OP6

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## PALAU

### OP6 resources (estimated US\$)<sup>1</sup>

- a. **Core funds:** \$400,000
- b. **OP5 remaining balance:** \$975,000
- c. **STAR funds:** \$925,000
- d. **Other Funds to be mobilized:**

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<sup>1</sup> The level of SGP OP6 resources is an estimated total of: (i) the GEF6 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). Note that countries with remaining OP5 balances that have not been pipelined, will be expected to use these balances in line with the OP6 strategic approach in order to be coherent in terms of SGP programming and results expected.

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## Acronyms

AMR	Annual Monitoring Report
AR	Annual Report
BD	Biodiversity
CB	Capacity Building
CB2	GEF5 Capacity Building 2 Project
CBA	Community-based Adaptation programme
CBD	Convention on Biological Diversity
CBO	Community-based Organizations
CC	Climate Change
COP	Conference of the Parties (Meetings of International Conventions)
CPMT	Central Programme Management Team
CPS	Country Programme Strategy (this document)
CSO	Civil Society Organizations
EQPB	Environmental Quality Protection Board
GEF (4-5-6)	Global Environment Facility As of December 2016: GEF4 – Previous funding phase, completed projects GEF5 – Current funding phase, ongoing projects GEF6 – Future funding phase, proposed projects
GLISPA	Global Island Partnership
IW	International Waters Programme
JICA	Japan International Cooperation Agency
KM	Knowledge Management
LD	Land Degradation
M&E	Monitoring and Evaluation
METT	Management Effectiveness Tracking Tool
MPA	Marine Protected Area
NBSAP	National Biodiversity Strategy and Action Plan
NC	SGP Palau National Coordinator
NCD	Non-Communicable Disease
NEPC	National Environmental Protection Committee
NGO	Non-governmental Organization
NSC	National Steering Committee
ODS	Ozone Depleting Substances
OP (5-6-7)	Operational Phase 5: Previous phase (with some ongoing projects) 6: New phase starting in 2017 (following this strategy) 7: Future phase, approximately 2021-2022
OP5 CB	Strategic Project for Capacity Building released by Palau SGP late in OP5
PALARIS	Palau Automated Land and Resource Information System
PAME	Protected Area Management Effectiveness
PAN	Protected Area Network

PCC-CRE	Palau Community College Cooperative Research Extension
PCS	Palau Conservation Society
PM&E	Participatory Monitoring and Evaluation
PNCC	Palau National Communications Corporation
PNMS	Palau National Marine Sanctuary
POPS	Persistent Organic Pollutants
R2R IW	Ridge to Reef International Waters Project (Regional, SPREP)
SEPL	Resilience Indicators ( <a href="#">guidance</a> )
SFM	Sustainable Forest Management
SGP	Small Grants Programme
SIDS	Small Island Developing States
SLM	Sustainable Land Management
SMART	Specific, Measurable, Achievable, Realistic/Relevant, Timebound
SOE	State of Environment (Report)
SOPAC	Pacific Islands Applied Geoscience Commission
SPREP	South Pacific Regional Environment Programme
ST	Sustainable Tourism
STAR	System for Transparent Allocation of Resources
TK	Traditional Knowledge
TOR	Terms of Reference
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development, project housed at PCS

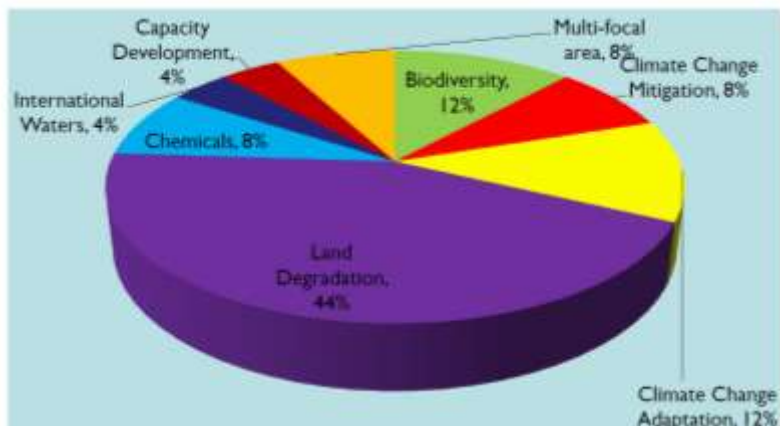
## 1. SGP COUNTRY PROGRAM - SUMMARY BACKGROUND (2013-2016)

Palau became its own independent Small Grants Programme (SGP) in 2013, thus OP5 results were achieved in only 3 years (2013-2016).

In OP5, 25 projects were approved and funded, 3 projects were approved and pipelined, and 23 projects were declined. 3 of these projects were funded by AusAID and a pipelined project will be funded by OP5 SIDS CBA Funds.

Of the 25 OP5 Grantees, 12 projects were women-led, 1 was a youth project, and projects directly involved 290 women and 278 men. Recipients were 50/50% NGOs and CBOs. There was low (or no) involvement by disabled people and minority groups such as foreigners, the “urban underclass”, and at-risk or vulnerable youth. In OP5 only 1 grant was approved to applicants from Hatohobei and Sonsorol (3 were approved between 2005 and 2013). Only 1 project was a Strategic Project (\$150,000); as this project is not yet completed its results are not yet known.

Projects came from a wide variety of sectors across all of the GEF Initiatives:



### Positive Benefits of SGP

Several workshops and surveys were conducted to identify benefits of the SGP. These included:

1. An online survey (also available as a Word Document or PDF) offered between October 3 and October 25, 2016 with 4 email prompts sent during that time. (42 responses received from 220 requests)
2. A youth stakeholder meeting with the Koror State Youth Council on October 17, 2016 (11 participants)
3. An resource-manager stakeholder meeting with the Conservation Consortium on October 19, 2016 (13 participants)
4. An independently-facilitated consultation with the National Steering Committee on October 19, 2016 (7 participants)

- Overall the Palau Small Grants Program is well perceived, both in country and outside Palau. According to the National Environmental Coordinator (from the UNDP Fiji Office), Palau leads the region in programming and in number of projects.
- People in country see the SGP as an effective way to mobilize and support community-based action. The Palau SGP had a positive impact on increasing the number of women involved in conservation projects, getting more communities involved in community conservation, and in better connecting and networking smaller CBOs with the better connected NGOs and local-to-national Government agencies. The SGP has improved information sharing between communities and the broader environmental community.
- In consultations, approximately 25% said the Palau SGP was effective at supporting community-based actions and supporting livelihoods; another 25% said the SGP was effective at supporting projects but needed to do more to diversify recipient groups and to support livelihoods, and the rest were not sure about the program's effectiveness. 62% of recipients said that the Palau SGP had empowered women or youth to more proactively care for their environment.
- The Palau SGP, combined with other development efforts, has likely contributed to the strengthening of certain CBOs. For instance between 2013 and 2016 the Ebiil Society grew and expanded; they were an SGP recipient. Between 2005 and 2013 when the SGP was part of the Micronesia Subregional Program, grants were distributed to 65% CBOs and 35% NGOs. In OP5 the split was 50-50, in part because former CBOs became larger, stronger NGOs.
- For those that understand it well, the co-financing requirement appears to catalyze new and innovative partnerships between CBOs and NGOs with outside organizations, academic institutions, and businesses.

OP5 projects positively impacted Palau's Food Security, with most projects (50%) supporting restoration of traditional taro farming and practices, and restoration of other sites – including cultural, forest, fishing, and water resource sites. OP5 support led to improved management of some Marine Protected Areas (MPAs) and PAN Sites.

### Lessons Learned and Gaps

- Outside of the larger NGOs and Government Agencies knowledge of the Palau SGP is low. In consultations most "Community Representatives" and 100% of youth had very little knowledge of the SGP.
- Many local organizations believe that it is difficult to access SGP funds and that they cannot complete applications. There are also clear capacity gaps within CBOs to design, implement, monitor, and report on projects.
- Many SGP-funded projects have not effectively synergized with other related efforts in country and are perceived as stand-alone.
- Across the board, knowledge of SGP projects and their impacts or knowledge products is very low.
- Links between SGP-funded projects and livelihood improvements are missing or not perceived well.
- Despite global guidance suggesting that applications to the Country SGPs can be simplified, there seems to be no mechanism to make that a reality. For instance, despite global SGP guidance that video applications are acceptable, the many different forms of



written documentation needed by the SGP NSC make it nearly impossible to accept a video application.

- Capacity needs exist for the National Coordinator (NC) and the National Steering Committee (NSC) exist, especially in light of the expected Grantmaker+ role of the SGP, and these needs are not being met.
- Access to the Palau SGP via the Internet is limited, and potential applicants do not have easy access to a bank of successful proposals, templates, or to knowledge products from past projects without personal 1-on-1 interactions.
- Linking of SGP projects to Global benefits is limited and it is thus challenging to quantify the impacts of projects.

### 1.1 (b) Links of these accomplishments to helping achieve global environmental benefits.

- More than 50% of OP5 Projects contributed to achievements towards Global Land Degradation (LD) goals, particularly LD6 and LD7 (*Improved community-level actions and practices, and reduced negative impacts on agro and native forest ecosystems and ecosystem services and land use frontiers of agro-ecosystems and forest ecosystems*).
  - 11 sites in were restored or improved.
- 25% of OP5 Projects achieved towards Biodiversity (BD) goals, particularly BD1 and BD2 (*Benefits generated at the community level from conservation of biodiversity in and around protected areas and indigenous and community conservation areas and increased understanding and awareness of the importance, value, and sustainable use of biodiversity*).
  - At least 6 projects yielded knowledge products that are part of reusable Education and Awareness programs (on POPs, Traditional Knowledge and Climate Change, Conservation of PAN Sites, Northern Reef Fisheries, Taro patch restoration, and Traditional Spring restoration).
- Remaining projects yielded benefits to Capacity Development, International Waters, Chemicals, Sustainable Forest Management, and Climate Change.

The objective of the Palau SGP in OP5 was to “*fund projects that would serve as models of community-based sustainable livelihoods aimed at providing global environmental benefits that could be replicated among other communities in the future.*” The OP5 portfolio included several replicated sustainable farming restoration activities – particularly of taro patches – that are perceived as having environmental and cultural benefits from a wide audience. Thus in OP5 the SGP met this objective by supporting this model of agricultural restoration that is now scalable.

### 1.2 and 1.3 Overall situation analysis for the SGP country program in OP6

The OP5 Strategy listed numerous existing partnerships and bilateral and multilateral funding sources, all of which are still relevant to Palau (e.g. direct assistance from foreign governments, assistance agencies such as JICA, regional organizations such as SPREP and SOPAC, and a variety of grant sources to NGOs.)

In the OP6 funding cycle there are several considerations which influence this OP6 Strategy:

#### Co-financing

1. In general, communities are unsure of co-financing, how to source and secure it, and how to track and report it. Individuals within government and NGOs have a much better understanding of co-financing.
2. An influx of GEF funding is going to Palau's national and state governments and NGOs, such as from the GEF STAR, GEF IW, and GEF CB2 projects. While this means that many governments and NGOs will be well poised to partner on SGP projects, they may find it difficult to find co-financing given the requirement that co-financing come from non-GEF sources. Particularly within the priority areas of Food Security and Capacity Building (see section 2) much funding will come from GEF sources, thus applicants for Strategic Projects should both partner extensively with those organizations and agencies being funded by GEF STAR/IW/CB2 and partner with non-GEF-funded organizations in order to meet co-finance goals.
3. Continued partnership with the PCC-CRE within the Food Security sector is critical, as is firm commitments for in-kind co-finance and partnerships. Attention should also be paid to PCS and a USAID-funded project, which may provide additional models for scaling up food security / taro patch restoration projects.
4. Climate Change is a sector with co-financing available outside of GEF (such as USAID).
5. Towards the end of the OP6 period a new source of partnership and non-GEF co-finance may come from the Green Climate Fund (GCF), thus in this latter period fisheries-based Food Security projects should be prioritized.
6. An excellent source of cash co-financing in the period of OP6 will continue to come from the Green Fee to States with PAN Sites. Thus, SGP projects should encourage direct partnerships between CBOs and States and cash co-financing for State-government-led SGP projects.
7. A growing opportunity for partnership and co-financing in OP6 comes from the private sector, particularly tourism and solar energy. Many tourism companies and Tourism Associations are poised and/or already directly involved in grassroots projects to develop sustainable tourism products in communities. Similarly, at the grassroots level solar projects are driven by banks and individual companies, rather than government, and thus are potential new partnerships for SGP projects.

#### Partnerships

1. In general, both CBOs and NGOs are adept at making implementation partnerships (e.g. not financing partnerships). This is reflected in the many taro restoration projects from OP5, most of which established numerous partnerships before the project and then networked with other sites. This is important to capture when scaling up these restoration projects. Indeed, it appears that SGP grants spurred new partnerships for CBOs and community groups, whereas larger NGOs relied on existing partnerships when carrying out its SGP projects.
2. Networking with other organizations in the environment and development sector remains essential for strengthening organizational and individual capacity. The informal Conservation Consortium is one ready forum for both learning and sharing.



Thus, Capacity Building efforts by the SGP NC and NSC, as well as by grantees, should consider bringing newer CBOs into this existing networks.

3. In the OP6 period there should be strengthening of the NEPC. Given overall goals of the SGP to strengthen civil society, all NGOs, CBOs, and grantees should look for ways to influence the NEPC.
4. As stated above, in OP6 new partnerships with tourism and solar businesses may be available. PAN and GEF-funded grantees should remain a good source for partnerships.
5. The health sector and environmental health sector remains a relatively untapped source for potential partnerships. Especially for larger Strategic Projects (Food Security, Tourism, Capacity Building), the SGP should encourage exploration of innovative partnerships from outside the immediate environment sector; this should be reflected in the TORs.
6. Global Island Partnership - supporting a long-term effort to scale island models, through the GLISPA Island Resilience Initiative, this will support islands by helping to establish cohesive and aligned policy implementation efforts around the globe. The island-led Initiative, being implemented by the Global Island Partnership with financial support from the GEF Small Grants Programme implemented by UNDP and Italy, is a global effort to scale and adapt visionary island models. In OP6, Palau SGP will utilize this partnership by linking the PAN and the Micronesia Challenge as scalable island models, and by utilizing the GLISPA partnership for peer-peer networking as part of efforts to strengthen the NC and NSC.

## 2. SGP COUNTRY PROGRAM NICHE

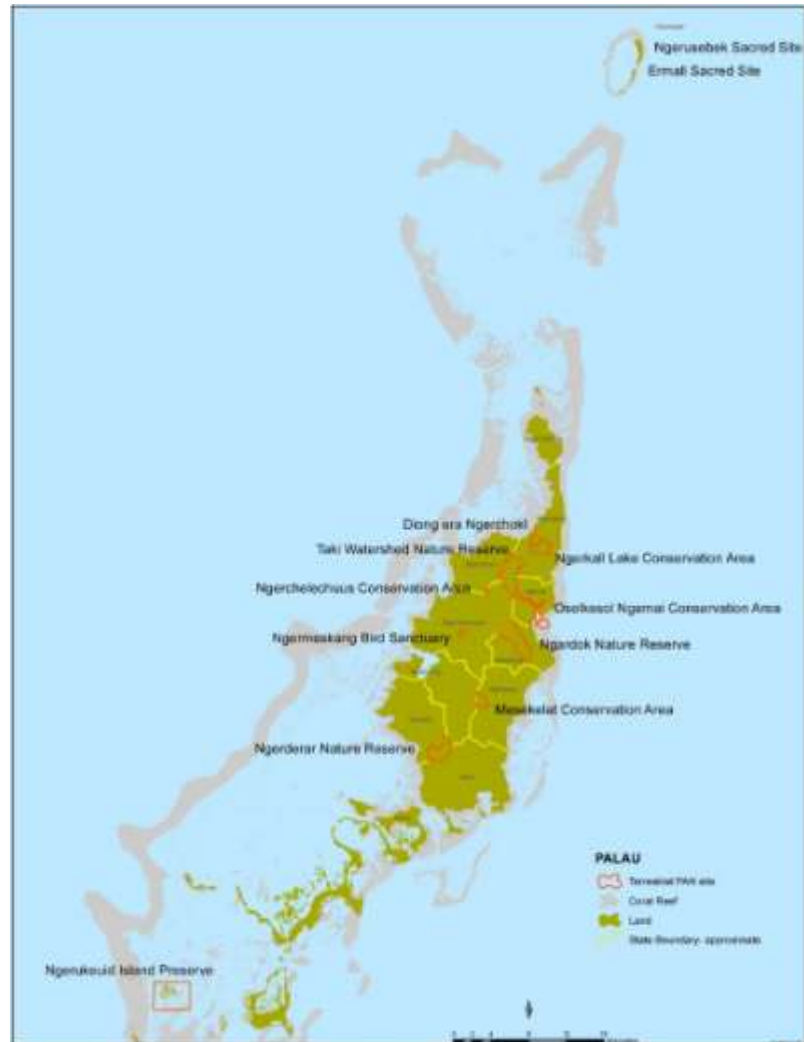
### 2.1. Table 1. List of relevant conventions and national/regional plans or programs:

<b>Rio Conventions + national planning frameworks</b>	<b>Date of ratification / completion</b>
UN Convention on Biological Diversity (CBD)	1999
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2004, updated 2014
UN Framework Convention on Climate Change (UNFCCC)	1999
UNFCCC National Communications (1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> )	1 <sup>st</sup> : 2002; Revised draft 2 <sup>nd</sup> : 2014
UNFCCC Intended Nationally Determined Contribution	2015
UNFCCC National Adaptation Plans of Action (NAPA)	Currently being drafted
UN Convention to Combat Desertification (UNCCD)	1999
UNCCD National Action Programs (NAP)	2004
Stockholm Convention on Persistent Organic Pollutants (POPs)	2011
GEF National Capacity Self-Assessment (NCSA)	2007
National Climate Change Policy	2015
Responsible Tourism Framework	Draft, 2016
Sustainable Land Management Policy	2012
National Energy Policy	2010
Achieving Resilient Agriculture and Aquaculture: A national policy for strengthening food security in Palau as a priority climate change adaptation measure	2015
Statewide Assessment of Forest Resources and Resource Strategy	2010
State of Environment (Including indicators)	Draft, 2016
Palau National Marine Sanctuary	2015
Protected Areas Network	2003; Management Effectiveness needs: 2016
GEF STAR Project	2016
GEF IW Project	2016
Micronesia Challenge	2020 goal
Palau National Water Policy	2012
Palau National Cultural Policy	2012
Palau Youth Policy	2005

## 2.2. Opportunities to promote the meaningful involvement of communities

1. All of the documents associated with national priorities have a monitoring aspect, some of which rely on community input. There are existing gaps in capacity to deliver on these monitoring needs at the community level.
2. The OP6 period will coincide with the 2020 goal for the Micronesia Challenge. Thus, SGP projects at the state level – particularly those aligned with PAN - can contribute significantly to meeting Palau’s Effective Conservation goals.

**Map 1: Location of terrestrial PAN sites, December 2015**



- a. Given needs identified in the 2016 PAN Report, SGP projects may be able to fill key gaps if they result in new terrestrial conservation areas (Map 1).
- b. Because OP6 now allows for limited funding of State Governments, some State SGP projects will be required to contribute to the PAN and/or to strengthening of the State’s PAME Scores. As with all SGP projects, State projects must include capacity building and knowledge management, meaning that a wider community will benefit from an understanding of PAN and Management Effectiveness.

## 2.3. OP6 strategic directions at the national level and potential for complementary and synergy at the International-to-Local levels:

The surveys and consultations conducted to identify positive benefits from the SGP (Section 1) also included scoping questions on the direction of this new CPS. In addition, several meetings were held with stakeholders to identify new priorities.

Group feedback opportunities:

1. Online survey (October 3-25, 2016)

2. Koror State Youth Council (October 17, 2016)
3. Conservation Consortium (October 19, 2016)
4. National Steering Committee meetings (October 19&31, 2016)
5. Bureau of Agriculture and Farmers (November 9, 2016)
6. Bureau of Marine Resources and Fishermen (November 9, 2016)
7. Land Use Planners and Sustainable Land Management Representative (November 11, 2016)

Individual scoping meetings:

*Nonprofits and community representatives:*

- PACC / Climate Change Adaptation (October 20, 2016)
- Palau Conservation Society (October 20 and November 21&22, 2016)
- The Environment Inc. (October 20, 2016)
- Belau Cares/UAK (Disabled Representative Organization) (October 25, 2016)
- Belau Tourism Association (October 25, 2016)
- HOPE (Southwest Islands) (October 27, 2016)
- Ebiil Society/PACT Fishers (October 27, 2016)
- Palau Community Action Agency (October 27, 2016)
- The Nature Conservancy (November 10, 2016)
- Palau Aquaculture Collaborative Association (November 10, 2016)
- Northern Reef Fisheries Coop (November 12, 2016)
- Made In Palau Business Owners/Fish Market Business Owner (November 21&22, 2016)

*Government representatives:*

- Palau Energy Office (October 20, 2016)
- Palau Climate Change Office (October 21, 2016)
- UNDP Country Office (October 25, 2016)
- Environmental Quality Protection Board (November 11, 2016)
- Bureau of Marine Resources (November 10, 2016)
- Melekeok State Leadership (November 12, 2016)
- Belau National Museum (November 22, 2016)

Based on the scoping and consultation exercise and with agreement of the National Steering Committee, the priority areas for Palau's OP6 programming will be:

- a. Food Security
- b. Sustainable Tourism
- c. Capacity Building (both to access grassroots funds and to continue building civil society)

*And to a lesser extent:*

- d. Solar energy expansion (building on OP5 project findings)

The following table shows areas for synergy between SGP projects/programs and Government-funded projects, GEF-funded projects, and other major projects (Column 2) and UNDP projects and programs (Column 4), as it relates to global SGP strategic initiatives.

**NSC use:** This table pulls out all the high SGP-aligned priorities from the National Policies and UNDP Regional Strategic priorities. Compare proposals to this table to see if they are aligned. **Applicant use:** Align your proposals to one of the priority areas listed below.

**Table 2. SGP contribution to national priorities / GEF-6 corporate results**

1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	3 SGP Country Program niche <sup>2</sup> relevant to national priorities/other agencies	4 Complementation between the SGP Country Program UNDP CO strategic programming
<p><i>Community landscape/seascape conservation</i></p> <p>(Implemented through Food Security and Sustainable Tourism Projects, plus smaller projects, especially State projects aligned with PAN)</p>	<p><i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society</i></p>	<p>PAN/NBSAP</p> <ul style="list-style-type: none"> <li>a. Monitoring of terrestrial indicators</li> <li>b. Improved species knowledge</li> <li>c. PAN involvement from Sonsorol</li> <li>d. State actions from PAN Report Appendix</li> <li>e. New/Expanded terrestrial conservation areas</li> </ul> <p>SLM Policy</p> <ul style="list-style-type: none"> <li>f. Updating PAN Management Plans</li> <li>g. Identifying cultural/terrestrial hotspots not captured in PAN</li> <li>h. Assessing tourism needs outside of Koror</li> <li>i. Integrating tourism needs into plans from 4 states</li> <li>j. Botanical garden partnerships and implementation</li> </ul> <p>National Tourism Framework</p> <ul style="list-style-type: none"> <li>k. Connection of agriculture sector to tourism sector</li> <li>l. Assessing tourism needs outside of Koror</li> <li>m. Integrating tourism needs into plans from 4 states</li> <li>n. Outreach on Sustainable Tourism Framework</li> <li>o. Diversification of tourism products</li> </ul> <p>Climate Change Policy</p> <ul style="list-style-type: none"> <li>p. Compliance with Biosecurity Laws</li> </ul>	<p>UNDP Subregional program</p> <ul style="list-style-type: none"> <li>a. Demonstration projects on biodiversity that can be scaled up, showcasing good environmental governance</li> </ul> <p>GEF STAR</p> <ul style="list-style-type: none"> <li>a. Actions to strengthen PAN</li> <li>b. Monitoring / contribution to METT (PAN)</li> <li>c. Outreach on PAN</li> <li>d. SLM/Land use Planning</li> <li>e. Training for farmers in sustainable practices</li> <li>f. State-based sustainable tourism policies and laws</li> <li>g. State sustainable tourism plans</li> <li>h. Use of Internet /Webpages as communication vehicle</li> <li>i. Botanical gardens</li> </ul> <p>GEF6 (upcoming)</p> <ul style="list-style-type: none"> <li>a. Invasive species actions</li> </ul>
<p><i>Innovative climate-smart agro-ecology; Community landscape/seascape conservation</i></p> <p>(Implemented through Food Security Projects, plus smaller projects)</p>	<p><i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i></p>	<p>National Food Policy</p> <ul style="list-style-type: none"> <li>a. Land Use Planning</li> <li>b. Filling key market data needs</li> <li>c. Technical training for farmers on best practices, business management, and marketing</li> <li>d. Aquaculture &amp; Agriculture that uses climate proofed state-of-the-art sustainable land management practices &amp; maximizes local inputs &amp; renewable</li> </ul>	<p>UNDP Subregional program</p> <ul style="list-style-type: none"> <li>a. Increasing Food Security and poverty reduction, with particular gains for women, youth, and vulnerable populations</li> <li>b. Demonstration projects on natural resource management that can be scaled up, showcasing</li> </ul>

<sup>2</sup> “Niche” refers to the role or contribution that the Country Program is best fitted to perform and for which the other stakeholders agree with

1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	3 SGP Country Program niche <sup>2</sup> relevant to national priorities/other agencies	4 Complementation between the SGP Country Program UNDP CO strategic programming
		<p>energy</p> <ul style="list-style-type: none"> <li>e. Education and awareness (including planting calendars that mix TK and new information)</li> <li>f. Strengthening Traditional values and practices (including leadership) – including implementation and adoption at the community level</li> </ul> <p>Climate Change Policy</p> <ul style="list-style-type: none"> <li>a. Actions to improve farm production (agriculture and aquaculture)</li> <li>b. Soil stabilization activities (particularly in Ngerikiil)</li> <li>c. Networking with health services and improving communication, particularly as relates to vector-borne diseases</li> </ul> <p>SLM Policy</p> <ul style="list-style-type: none"> <li>a. Identifying and communicating best practices in agriculture</li> <li>b. Scale up SFM lessons learned from Ngardok and Ngerchelong</li> <li>c. Training of State PAN Officers in EQPB regulations</li> </ul> <p>USAID Project</p> <ul style="list-style-type: none"> <li>a. Restoring traditional farming practices on Babeldaob.</li> </ul>	<p>good environmental governance</p> <ul style="list-style-type: none"> <li>c. Integrated Climate Change adaptation/resilience</li> </ul> <p>UNDP – NCDs</p> <ul style="list-style-type: none"> <li>d. Links between Food Security and health</li> <li>e. Links between environmental action and exercise/activity and health</li> </ul> <p>GCF (upcoming)</p> <ul style="list-style-type: none"> <li>f. Increasing on-island markets (particularly tourism) for offshore fisheries (sourced sustainably from the PNMS).</li> <li>g. Climate-linked Land Use Plans</li> <li>h. Farmers and Fish markets</li> </ul>
<p><i>Community landscape/seascape conservation</i></p>	<p><i>Promotion of collective management of trans-boundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services</i></p>	<p>National Food Policy</p> <ul style="list-style-type: none"> <li>a. Green Belt Buffer Zones</li> </ul> <p>SLM Policy</p> <ul style="list-style-type: none"> <li>a. Expand water conservation best practice guidelines</li> </ul> <p>Climate Change Policy</p> <ul style="list-style-type: none"> <li>b. Support water resource inventories and water management plans (with links to Food Security)</li> </ul> <p>Palau Water Policy</p> <ul style="list-style-type: none"> <li>c. Best practices for agriculture to support clean water supplies</li> </ul>	
<p><i>Energy access co-benefits</i></p> <p>(Implemented through Solar Projects)</p>	<p><i>Support to transformational shifts towards a low-emission and resilient development path</i></p>	<p>National Energy Policy</p> <ul style="list-style-type: none"> <li>e. Support conversion to renewable energy, including innovative approaches</li> </ul>	<p>UNDP Subregional program</p> <ul style="list-style-type: none"> <li>a. Support for transitioning to green, low-carbon climate-resilient development (including policy frameworks)</li> <li>b. Increased access to renewable energy</li> </ul>



1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	3 SGP Country Program niche <sup>2</sup> relevant to national priorities/other agencies	4 Complementation between the SGP Country Program UNDP CO strategic programming
<i>Local to global chemicals coalitions</i>	<i>Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern</i>	Not targeted in this round, but projects might consider Social Inclusion of minorities – e.g. those most likely to be directly using chemicals.	
<i>CSO-Government dialogue platforms</i>  (Implemented through Capacity Building and Grantmaker+ Activities)	<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	<p>Revised NBSAP</p> <ul style="list-style-type: none"> <li>d. Improving public outreach</li> <li>e. Promoting local participation in global knowledge sharing</li> </ul> <p>Climate Change Policy</p> <ul style="list-style-type: none"> <li>a. Support for Traditional Leaders and vulnerable populations during National Emergencies (e.g. Natural Disasters)</li> </ul> <p>National Cultural Policy</p> <ul style="list-style-type: none"> <li>b. Support consistency between environmental and cultural messaging</li> <li>c. Efforts to safeguard traditional arts and traditional knowledge</li> </ul>	<p>UNDP Subregional program</p> <ul style="list-style-type: none"> <li>a. Civic education programs on Good Governance</li> <li>b. Support for participatory environmental governance</li> </ul> <p>GEF STAR</p> <ul style="list-style-type: none"> <li>a. Action to support coordination of sectors</li> <li>b. Supporting reporting to conventions</li> </ul> <p>Local Governance Project</p> <ul style="list-style-type: none"> <li>a. Contribute to efforts to build State governance capacity, resulting in State Governments that can further support Civil Society</li> </ul>
<i>Social inclusion (gender, youth, indigenous peoples)</i>  (Implemented throughout)	<i>GEF Gender Mainstreaming Policy and Gender Equality Action Plan and GEF Principles for Engagement with Indigenous Peoples</i>	<p>Palau Cultural Policy</p> <ul style="list-style-type: none"> <li>b. Use of Diangel (men’s canoe house) and Chliuis (farming fields) concepts in education (gender education)</li> <li>c. Linking Palauan arts and humanities with other efforts.</li> </ul> <p>Palau Youth Policy</p> <ul style="list-style-type: none"> <li>a. Promote the spirit of nationalism in youth</li> <li>b. Encourage employability of youth</li> <li>c. Support actions the ensure that young people’s voices are heard, with special emphasis on development and sharing of natural resources</li> </ul> <p>Climate Change Policy</p> <ul style="list-style-type: none"> <li>a. Promote and implement social inclusion in the diversification of tourism products</li> <li>b. Incorporation of Climate Change / Natural Disaster information into</li> </ul>	<p>UNDP Subregional program</p> <ul style="list-style-type: none"> <li>a. Increasing participation of women in markets (tied to food security)</li> </ul>

1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	3 SGP Country Program niche <sup>2</sup> relevant to national priorities/other agencies	4 Complementation between the SGP Country Program UNDP CO strategic programming
		education programs (for youth and adults) c. Improve access to CC information	
<i>Contribution to global knowledge management platforms</i>  (Implemented throughout, also specifically in Grantmaker+ strategies)	<i>Contribute to GEF KM efforts</i>	National Cultural Policy a. Use of Palauan language in messaging b. Better utilizing and respecting Traditional Knowledge, increasing participation of holders of Traditional Knowledge  Other: Use of innovative ways for SGP to communicate and capture results (e.g. videos, Facebook)	UNDP Subregional program a. CSOs conduct monitoring and public awareness on Food Security, Poverty Reduction, Good Governance, and Social Inclusion  CB2 a. Contribute to database b. Streamline monitoring and data collection to meet SOE Information needs  GCF a. Contribution to Climate Change / Food Security database

### 3. OP6 COUNTRY PROGRAM STRATEGY (CPS)

#### 3.1. Cross-cutting OP6 grant-making strategies

The three top priorities for OP6 are cross-cutting because they address multiple issues across multiple sectors:

1. Food Security
2. Sustainable Tourism
3. Capacity Building

Thus, the GEF SGP Initiatives targeted through these strategies are:

- c. Community landscape/seascape conservation: Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society
- d. Innovative climate-smart agro-ecology: Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)
- e. CSO-Government dialogue platforms: Enhance capacity of civil society to contribute to implementation of and national and sub-national policy, planning and legal frameworks
  - a. Also benefits the initiative for Social inclusion (gender, youth, indigenous peoples)

Additional priorities for grantmaking including actively diversifying outreach to communities that were underrepresented in OP5 (youth, the disabled, minorities). This will be conducted as part of the efforts of the NC, through targeted calls for Proposals, and by incorporating these needs into Capacity Building Calls for Proposals and Terms of Reference documents (TORs).

Underrepresented groups that will be specifically targeted in OP6 are:

- a. Youth (all youth, including at-risk youth)
- b. Disabled populations (e.g. Omekesang -- disabled persons organisation and Palau Parents Empowered)
- c. Communities from Hatohobei and Sonsorol
- d. Communities representing foreigners (e.g. representing individuals in Palau on a Work Permit such as the Filipino Association of Palau, Palau-Bangladeshi Association, etc.)

The Palau SGP will accept and potentially fund proposals from State Governments (newly eligible under OP6) with certain caveats, such as co-financing and linkages to existing initiatives like PAN and SLM. The PAME Analysis is Palau's method of evaluating individual PAN Sites, so individual PAN projects (such as State projects) will be required to contribute in some way to improving PAME Scores. Because OP6 is the first round of SGP funding to test the model of funding States, those States funded will be allowed to work at the site level and will not be required to scale up to the landscape level. The SGP and the applicant will be asked to align their proposals with State Master Plans and other landscape/seascape level documents.

Because Palau is a Small Island Developing State (SIDS), it is not required to make any landscape-seascape priorities. Additionally, consultations revealed that there is a strong feeling that no particular part of Palau should be prioritized over any other. Thus, this Strategy will allow for funding of projects within any of Palau's states or environments. Additionally, although a Ridge-to-Reef approach (Palau's method of tying landscapes to seascapes) will be

encouraged and considered during project evaluation, this Strategy does not limit project selection based on such ridge to reef linkages.

Scoping exercises identified capacity needs not only in communities and grantees, but also at the SGP Country Program Level (NC and NSC). Thus additional cross-cutting financing strategies would be to support capacity building and orientation/training for individuals within the Small Grants Program itself.

A final call for Proposals in OP5 included two Strategic Projects – one for Capacity Building and one for Knowledge Management. The outcomes and findings of these projects may influence OP6 grantmaking – particularly within Capacity Building – in later years.

### 3.2 Landscape/seascape-based OP6 grant-making strategies

A variety of consultations were conducted to draft this strategy, including written or online individual surveys (N=42 adults and 10 youth), two Stakeholder group meetings (11 youth and 13 conservation professionals), and targeted individual discussions (representing tourism, energy, fisheries, conservation, youth/community action, the disabled, and UNDP), and two meetings of the NSC. Representation from men and women in consultations was 50/50. Additional research was done through a literature review and by participation in information sharing forum on conservation sectors.

Quantitative data provided through the 52 written surveys highly influenced selection of the priority strategies. Key findings:

- Data identified key gaps in knowledge and capacity to access grassroots funding and manage and grow projects, secure and build partnerships, understand co-financing, synergize with other projects, and communicate findings, particularly at the CBO/community level. → *This strategy includes Capacity Building as a priority strategy and will as a possible Strategic/Upscaling Project (based on the outcome of the OP5 CB Project).*
- Stakeholder perceptions indicated that the SGP was effective at achieving environmental outcomes much more so than livelihood outcomes. → *This is why Food Security and Sustainable Tourism – national priorities for livelihoods and essential components of Palau’s economy – were prioritized.*
- 30% of adult respondents volunteered an opinion that OP5-supported Taro patch projects were effective. → *As part of the Food Security strategy, a Strategic Project will be offered to upscale the existing taro initiatives.*
- Per GEF guidance, two \$150,000 Strategic Projects will be offered in OP6. One larger project will be on Food Security/Taro. The second will be either Capacity Building (dependent on outcomes of the current OP5 CB project) or Sustainable Tourism, which builds off OP5 projects to restore cultural and natural sites. → *This positions projects to upscale existing initiatives and to yield benefits to livelihoods or strengthening of Civil Society.*

- The chosen priority strategies are clearly aligned with certain National Policies, thus the NSC agreed to a mandate that projects must be aligned with at least one of these policies:
  - National Food Security Policy
  - PAN
  - Sustainable Tourism Framework
  - National Energy Policy
  - National Climate Change Policy (cross-cutting)
- Specific TORs for future calls for proposals and the list of proposed projects came from a literature review and through analysis of all consultation feedback, and particularly to align with the targeted National Policies.

In addition:

- The NSC held additional discussions to strategize on the best way to incorporate a GEF OP6 change that now makes State governments eligible to apply for SGP grants. Because 50% of survey respondents noted that the SGP had effectively mobilized community-based CSO action, and because State governments have priority access to PAN Funds, the NSC agreed to accept State grant requests. However, 70 to 75% of SGP funds will be reserved for NGOs and CBOs. States applying must also be able to leverage 1:1 cash co-financing (through PAN or elsewhere) and synergize with other national policies or projects.
- Per GEF guidance, NGOs and CBOs can apply twice within an Operational Phase.
- As stated in Section 1, a review of past projects combined with consultations identified gaps in diversity of applicants and grantees. Thus the OP6 Strategy will include dedicated Calls for Proposals from youth, the disabled, and minority populations.

## OP6 Strategy Overview

Following GEF guidance for a 70/30 distribution, in OP6 the Palau SGP will target **70%** of its grant funding to support the following strategies:

1. Food Security
2. Sustainable Tourism
3. Capacity Building
4. Sustainable Energy / Solar Power (particularly building on OP5)

Although the Palau SGP appreciates the need to be strategic with funds, it also values the ability of the SGP to support diverse ideas and thus catalyze innovative approaches. Thus, up to 30% of the total allocation may be spent on other initiatives – particularly when the project offers innovative solutions, will strengthen civil society (particularly CBOs), and offers the potential for replication and scalability. Other initiatives are:

- Energy access co-benefits
- Local to global chemicals coalitions
- Contribution to global knowledge management platforms

## Timeline and Targeted Groups

Year	Call for Proposal Topic	Strategy	Targeted Funds
<b>Year 1</b>	Issue call for Food Security Strategic Project (150K; scaling up taro projects)	See section below “Food Security Projects,” for specific requirements	150,000
<b>Year 1</b>	Issue calls for smaller Food Security projects to complement Food Security Strategic Project, with specific call for youth or disabled actions.  Include specific requirements for State governments to submit Food Security projects <i>or</i> projects that fill PAN priorities per state, with an emphasis on terrestrial conservation. <sup>3</sup>	See “Food Security Projects.” Fund at least two projects, with at least one project being implemented by or with direct involvement of youth and/or disabled groups.  For State applicants, fund at least 1 good proposal that will result in a new or expanded terrestrial PAN site or improved management in a terrestrial PAN site.	130,000
<b>Year 1</b>	Issue smaller call for proposals to complement or supplement the OP5 Capacity Building proposal	Issue TOR to complement OP5 project (Project Management, Networking, Financial Management, Work Planning, Tracking and Reporting) or “Finding your voice”/Require assessment of “State of Civil Society”	45,000
<b>Year 1</b>	Issue call for Grantmaker+ projects	Internet presence and application guidance booklets, Annual Report (AR) and AR template for SGP	25,000
<b>Year 2</b>	Issue call for Capacity Building or Sustainable Tourism Strategic Project	See sections below “Sustainable Tourism Projects” and “Capacity Building Projects” for specific requirements  For Capacity Building, check for alignment with completed OP5 CB project	150,000
<b>Year 2</b>	“Innovations” - Issue specific call targeting innovative proposals (any GEF initiative) from any and all minority groups	Fund at least one project coming from a minority group	50,000

<sup>3</sup> The NSC will need to update guidelines for State applicants.



<b>Year 2</b>	Issue call for proposals for Solar Energy and / or Sustainable Tourism or Capacity Building (whichever is not addressed above)	Fund at least 2, but ideally 3-4 projects in these areas, from more CBOs/NGOs than States	175,000
<b>Year 2</b>	Issue call for proposals for Strengthening of the SGP - mid-term review, training and orientation, mentoring of NC and NSC	Fund 1-2 proposals, ideally featuring an innovative partnership that includes sectors from outside the environment sector. It should not feature Micronesia-only information transfer but true peer-peer transfer (for NC). <i>See section 3.2.6.</i>	25,000
<b>Year 2</b>	As part of the Capacity Building grant or separately, issue Grantmaker+ Call for Proposal.	Choose Grantmaker+ Strategy that is most appropriate	15,000
<b>Year 3</b>	Issue call for Food Security grants	Fund projects that complement the Strategic Project	150,000
<b>Year 3</b>	“Innovations” - Issue call for innovative projects from youth and/or minority populations	Fund at least 1 project from an underrepresented group	50,000
<b>Year 3</b>	If possible, issue call for 3rd Strategic Grant (Sustainable Tourism or Capacity Building, whichever was not funded)	Fund 1 Strategic Grant or 3 smaller grants	150,000
<b>Year 3</b>	Grantmaker+ Call for Proposals	See Grantmaker+ Strategies – such as participation in National Environmental Forum or new NGO-CBO-Government Forum	25,000
<b>Year 4</b>	Use results of Year 2 SGP Strengthening project to issue an associated call for proposals, to fit with Capacity Building	Fund 1 project that builds capacity of SGP itself and yields longer term benefits to Civil Society	50,000
<b>Year 4</b>	Issue final call for Proposals (including Grantmaker+, with particular emphasis on capturing and communicating NGO/CBO work and translating it into policy)	Fund projects as needed, especially to meet needs as developed by Year 2 review.	75,000
<b>Year 4</b>	Call for OP7 Strategy Development		25,000

## Targeted groups

- Each year includes a specific Call for Proposals to targeted groups:
  - Year 1 – State Governments as grant recipients
  - Year 1 – Food Security smaller projects must consider social inclusion of disabled groups or youth
  - Year 2 – Specific Call for Proposals from minority groups (*see list under 3.1: at least 1 group targeted per year*)
  - Year 3 – Specific Call for Proposals from minority groups
  - Year 4 – During last Call for Proposals and building off Year 2-3 Capacity Building projects, target remaining minority groups.
- Although applicants can apply twice, limit larger NGO applicants to one programmatic grant and one Capacity Building/Grantmaker+ grant per cycle.
  - Target specific established or strengthening NGOs to implement Grantmaker+ activities, such that the project strengthens the NC/NCS/SGP; the grantee organization, and contributes to overall strengthening of Civil Society.

## Food Security Projects

The Strategic Food Security Project and smaller associated projects should:

1. Strategic Project should upscale the OP5 taro projects:
  - a. Connect previous project participants to share lessons learned
  - b. Connect SGP grantees with appropriate Government/Academia/NGO participants working in the same field, particularly with Climate Change adaptation efforts.
  - c. Include at least 1 networking/training event
  - d. Identify best practices (see KM products below)
  - e. Implement best practices in at least 4 locations (involving at least 4 communities and 20 women across 3.5 hectares)
  - f. Require a map and estimation of hectares
  - g. Increase climate resilience (see #3 below – SEPL).
2. Produce at least 2 Knowledge Management Products:
  - a. Capture and document taro patch restoration projects in OP5
  - b. Document OP6 efforts, resulting in a second (or updated Knowledge Management) product
  - c. At least 1 must capture and communicate traditional knowledge and values.
3. The Strategic Project must require a baseline assessment of indicators of climate resilience (SEPL score) and an End-of-Project SEPL score. See: [http://archive.ias.unu.edu/resource\\_centre/Indicators-of-resilience-in-sepls\\_ev.pdf](http://archive.ias.unu.edu/resource_centre/Indicators-of-resilience-in-sepls_ev.pdf). Consider making this a requirement for smaller Food Security projects as well.
4. Smaller projects should focus on climate-smart, sustainable agriculture or aquaculture (“Agro-Ecology”)
  - a. Include at least 1 upland agriculture farm across at least 1 hectare
  - b. Require involvement or beneficiaries from at least one project to be from a minority group
  - c. Require protection or consideration of a forest corridor
  - d. Require soil stabilization

- e. Require photographic or water quality data monitoring at start and end of project to show decreased or zero impact (or improvement) on the forest corridor and adjacent/downstream protected areas
  - f. Should improve biodiversity or ecosystem function. If claiming to make such improvements, must include biophysical monitoring plan and contribute data to Results Framework
5. Consider linkages between these Food Security projects and Grantmaker+ strategies – this may be the best sector to involve in policy dialogue and participation in preparation for International Climate Change Conferences (COPs) and policy development.
  6. Consider linkages between Food Security and Sustainable Tourism.

### Sustainable Tourism Projects

The Strategic Sustainable Tourism Project and smaller associated projects should:

1. Strategic Projects and smaller projects should result in at least 3 Sustainable Tourism (ST) Products:
  - a. Assess tourism needs outside of Koror (particularly needs associated with biodiversity and ecosystem function)
  - b. Assist with the creation of new non-Koror tourism products that improve or maintain biodiversity or ecological indicators
    - At least 2 women involved per project
    - 1 minority group involved
    - Benefits for at least 15 people
  - c. Create immediate or future employment opportunities for Palauans
  - d. Conduct outreach or capacity building in tourism
2. Produce at least 1 Knowledge Management Product:
  - a. Where relevant, capture traditional knowledge and practices
  - b. Include monitoring data or protocols used to determine impact of sustainable tourism
3. Align with Policies
  - a. Be aligned with the Sustainable Tourism Framework and with Food Security goals and policies, including SGP Food Security projects, ideally connecting the agriculture sector to tourism
  - b. Integrate tourism needs into Land Use or State Management Plans
  - c. At the State level, ideally improve terrestrial PAN or Micronesia Challenge indicators (total PAN, biodiversity indicators, and PAME)

### Capacity Building Projects

Capacity Building falls into two broad categories and one area that is cross-cutting:

1. Ability to access grassroots funding (including but not limited to SGP grants), including:
  - a. Identifying problems (such as with a logical framework); creating a Concept
  - b. Writing a proposal with SMART objectives
  - c. Identifying co-financing
  - d. Tracking and reporting on progress
  - e. Adaptive management
  - f. Developing and submitting communication tools

- g. Additional capacity building may introduce certain NGOs to items such as Logframes and Monitoring and Evaluation (M&E).
  - h. Building a project portfolio – to benefit both the grantees (Civil Society) but also the SGP itself.
  - i. Follow-up surveys to determine if Civil Society accessed grassroots funding (and quantify any non-SGP funding accessed).
2. A broader effort to strengthen Civil Society, such as by:
    - a. Encouraging groups to find and use their “voice”
    - b. Identify local needs and proactively seek solutions (including funding)
    - c. Communicate needs up and out
    - d. Across-the-board communications and public relations capacity, including creating products that share lessons learned
    - e. Building networking skills
    - f. Broadening horizons (such as by skill and information transfer)
  3. Document and build capacity in capturing traditional knowledge and values.

Capacity Building projects in OP6 should build upon the OP5 CB Strategic Project in one of the above two areas.

### 3.3. Grant-maker+ strategies

#### 3.3.1. CSO-Government Dialogue Platform

Policy influence is accomplished through CSO-Government Dialogue, therefore activities for dialogue and influencing policy are considered jointly below.

#### 3.3.2. Policy influence

Specific calls for proposals will be issued to achieve CSO-Government Dialogue and Policy Influence through:

1. Assistance and preparation for smaller NGOs/CBOs to attend and participate in upcoming National Environmental Forums (with particular emphasis on grantees and partners from the Strategic projects)
2. Issue one Call for Proposals for a 1-day CSO-Government Forum. At the forum:
  - a. Ask government folks to report on International efforts to which they report and how they use grassroots actions in those reports.
  - b. Hold breakout sessions to facilitate discussion between CSOs and government on the Strategic Areas (Food Security, Sustainable Tourism, Capacity Building).
  - c. Hold a breakout session so that CBOs learn about and contribute to preparation and reporting to at least one International Convention COP (such as Climate Change or Land Degradation – consider links to Food Security project).
3. Yearly (if possible) fund a small grant (\$5000-\$7000) for a yearly report to government on NGO/CBO actions and their links to national policies (possibly limit to one policy, such as Climate Change or Food Security policies).
4. As part of the TOR for the scaled up Food Security and Sustainable Tourism projects, require some sort of CSO-dialogue and documentation and sharing of ongoing efforts.

#### 3.2.3. Promoting social inclusion (mandatory)

Efforts captured in the Programmatic and Grantmaker+ Strategy include:

- Specific calls for proposals to targeted groups (see list in 3.1). Applicants should be from/represent those groups or else directly involve and benefit those groups.
- NC/NSC efforts to track applicants should continue so that the current 50/50 women/men split is retained.
- Grantmaker+ efforts (below) include strategies for increasing CBO participation in national efforts. Where possible, include a requirement to include representation from one or more minority groups.
- TORs for the larger Strategic Project include specific requirements for the participation of many sectors of society.

#### 3.2.4. *Knowledge management plan*

Knowledge management actions will build off the late OP5 Knowledge Management project. In OP6, one Grantmaker+ call for proposals should be issued (in conjunction with other proposals – especially the communication ones below) to increase the Internet presence of the Palau SGP. Reports from Grantees should be included as products available via the Web.

- Increase SGP presence on the Internet, consider an emailed Newsletter
- As part of the Capacity Building grants, build the SGP project portfolio and make it accessible to project applicants, potential co-financiers, government, and the public.

#### 3.2.5. *Communications Strategy (specifically about SGP)*

Year 1

- As part of the Capacity Building grant in Year 1, require an assessment of existing NGOs (registered), their likelihood to engage in SGP projects, and a rougher assessment of CBOs active by State. This will result in a list of Civil Society organizations to target.
- Issue a Call for Proposals to enhance the Palau SGP Annual Report and develop an Annual Report template and reporting process that can be used widely, ideally resulting in knowledge products that can be shared with NGOs/CBOs to improve their communication skills. This can be circulated nationally and regionally as a means to share lessons learned and best practices. This will be part of taking the information that comes into the SGP and better sharing it for future scaling up.
- Improve internet presence, including simple videos on how to apply accessible through forum that people use regularly (e.g. Facebook) and which can be accessed by phone.
- Provide State offices and other public places where CBOs engage with simple booklets that walk them through the process of developing a project and applying for a grant. Page by page instructions should be simple and in Palauan. Supplement with radio talk shows and if possible, television spots.
- Reach out to PNCC to change the listing of SGP in the phone book and to advertise in the Phone book (to position SGP as a community resource).

Role of the NC and NSC:

- In the 2 months before a Call for Proposals goes out, make a targeted effort to call NGOs, CBOs, and State offices (based on the results of the Capacity Building assessment) to encourage applications and identify potential applicants in need of help.

- Increase the amount of time between a Call for Proposal and its closing date to at least 1 month, and use that time to target specific applicants (with emails and phone calls).

#### Yearly

- Require simple – but enhanced – reporting from grantees, to include simple feedback on programming at least every 6 months (e.g. so not only associated with the disbursement schedule).
- Continue Annual Reporting, and increase distribution of SGP quarterly, biannual, and annual reports to in-country recipients to build visibility of the SGP and its outcomes (e.g. to NSC, government, Ministry of State, foreign government offices associated with bilateral/multilateral assistance)
- Update Palau SGP website with new documents and use Internet/Email to improve communication efforts.
- Position SGP as a member of existing networks – such as by attending NEPC, Conservation Consortium, GEF5 Steering Committee, and other networking meetings in country.
  - NC and or NSC start by attending on behalf of SGP (based on who is going – but make a separate report)
  - Ask growing NGOs/CBOs to attend and as OP6 progresses, pass the reporting responsibilities to these organizations.
- NSC Members ensure that SGP results are captured in national policy documents to which they are a party (e.g. State of Environment, GEF projects, reports from other sectors).
- At regular NSC meetings, an agenda item includes “Grantmaker+” where specific tasks are developed for the ensuing period:
  - Brainstorm upcoming or ongoing national policy development/reporting (including reporting to Conventions) and identify input by SGP into those processes
  - Identify NGOs/CBOs to target (**Appendix 3**)
  - Identify upcoming/ongoing co-financing opportunities
  - Report from each meeting includes Grantmaker+ tasks for the upcoming period.

#### *3.2.6. SGP (NC and NSC) Capacity Building and Strengthening*

The SGP (NC and NSC) provide critical support to communities so that they can identify, implement, and scale up environmentally sound management practices. For communities to implement projects, the SGP must function well enough to support communities to apply for and implement grants, as well as to share results and scale up. This especially applies to the NSC, which is composed of volunteers. Thus, this CPS includes specific capacity building for the SGP (NC and NSC) to improve internal capacity and thus contribute to the overall strengthening of Civil Society. Training for the NC and NSC is included every year:

1. In Year 1, training will focus on expanding the use of the Internet by the SGP to better share application materials, guidance documents, and lessons learned. This will be



accomplished through a specific Grantmaker+ Call for Proposals to develop the Internet presence and then train the NC and NSC on its use. Proposed projects that can conduct training for the SGP concurrent with a wider capacity building effort (e.g. training applicants and grantees at the same time) will be prioritized.

2. A Year 2 Call for Proposals will emphasize peer-peer learning for the NC and the NSC using innovative means. Applicants will be encouraged to put together training events, workshops, digital or in-person mentoring, or web events that are innovative (for Palau) and connect the Palau SGP with true peers from around the world, perhaps using digital communications in addition to travel and traditional training. Although the Grantmaker+ grants will focus on strengthening the capacity of the SGP, applicants will be encouraged to build the capacity of a wider audience (e.g. through a public forum or NGO participation day). This is part of ensuring that Capacity Building and Knowledge Management become part of every grant offered by the SGP. Because this strengthening project will be offered as a small grant, NGO applicants in country will also benefit from taking a wider perspective outside of Palau and Micronesia and learning how to use the many capacity building tools available through the GEF and in particular, GLISPA.
3. The SGP will emphasize, and if necessary, look for additional funds to ensure that capacity building which does occur for the NC and NCS is of high utility. Previous experiences have found that regional capacity building exercises (e.g. networking between Micronesian SGPs, for instance) are not of high utility because the Palau SGP is more developed than programs in other locations. Calls for Proposals for CSO-Government and CSO-CSO Dialogues will also prioritize any projects that include innovative (and cost-effective) methods to train the NC and NCS through true peer-peer networking (e.g. such as through GLISPA).

## 4. EXPECTED RESULTS FRAMEWORK

**Table 3. Consistency with SGP OP6 global program components (*Italics are from Global OP6 Strategy*)**

1 <i>OP6 project components</i>	2 <b>CPS targets</b>	3 <b>Activities</b>	4 <b>Indicators</b>	5 <b>Means of verification</b>
<p><i>SGP OP6 Component 1: Community Landscape and Seascape Conservation:</i></p> <p><i>1.1 SGP country programs improve conservation and sustainable use, and management of important terrestrial and coastal/marine ecosystems through implementation of community based landscape/seascape approaches in approximately 50 countries</i></p>	<p>This CPS does not limit grants to any specific landscape or seascape:</p> <ul style="list-style-type: none"> <li>• Terrestrial conservation is encouraged</li> <li>• Ridge to Reef is encouraged</li> </ul> <p>Food Security Projects</p> <ul style="list-style-type: none"> <li>• Agriculture-oriented projects that increase biodiversity or improve/maintain ecosystem function</li> <li>• Alignment of Food Security policies and practices with Sustainable Tourism</li> </ul> <p>Sustainable Tourism (ST) Projects</p> <ul style="list-style-type: none"> <li>• Identification of sustainable tourism needs</li> <li>• New ST products with positive benefits to protected areas or ecosystem function</li> <li>• Terrestrial monitoring and indicator development</li> <li>• Land Use Planning and Management Planning incorporating ST</li> <li>• Knowledge Management products and communication</li> </ul> <p>State PAN Projects</p>	<p>1 Strategic Sustainable Tourism Project</p> <p>At least 1 State PAN-related project</p> <p>3-4 smaller Sustainable Tourism projects, or Food Security, State PAN, or R2R IW (See left)</p> <p>~305,000</p>	<p><b>3 Sustainable Tourism products</b> in development involving at least <b>50% women in each project</b>, creating positive benefits for at least <b>15 people</b> (<i>See Baseline Analysis for explanation of these numbers</i>)</p> <p>At least <b>1 new PAN Site</b> (<i>preferably terrestrial</i>)</p> <p><b>Increase in total terrestrial area under conservation or PAME scores improved</b> in at least 1 terrestrial conservation area (<i>See PAN Status Report for PAME Scores</i>)</p> <p><b>Improved biodiversity indicators</b> (species abundance, richness, etc.) in at least 1 project location</p> <p>At least <b>1 monitoring protocol improved</b></p> <p><b>1 Knowledge Management Product</b></p>	<p>Individual project reporting by SGP grantees</p> <p>Copies of Knowledge Management Products</p> <p>Copies of PAN Site legislation, nomination form, or PAN Fund documentation</p> <p>PAME Assessments (following PAN protocol)</p> <p>Reports on monitoring (data and analysis)</p>

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
	<ul style="list-style-type: none"> <li>New/larger terrestrial protected areas</li> <li>Actions based on recommendations in the PAN Status Report 2003-2015 (Appendix)</li> </ul> <p><i>R2R IW Projects</i></p> <ul style="list-style-type: none"> <li>Ngerikiil projects aligned with Food Security and ST</li> <li>Development of Participatory Monitoring and Evaluation (PM&amp;E) contributing to PAN</li> <li>Public-private partnerships for tourism</li> </ul>			
<p><u><i>SGP OP6 Component 2: Climate Smart Innovative Agro-ecology:</i></u></p> <p><i>2.1 Agro-ecology practices incorporating measures to reduce CO<sub>2</sub> emissions and enhancing resilience to climate change tried and tested in protected area buffer zones and forest corridors and disseminated widely in at least 30 priority countries</i></p>	<p>Food Security Projects</p> <ul style="list-style-type: none"> <li>Upscaling taro projects from OP5</li> <li>Piloting or implementing climate-smart upland agriculture</li> <li>Piloting or implementing climate-smart farming (agriculture or aquaculture) that is compatible with buffer zones and protected areas</li> <li>Producing Knowledge Management products</li> <li>Farmer networking and training</li> </ul>	<p>1 Strategic Food Security Project</p> <p>At least 5 smaller projects on Food Security</p> <p>~\$400,000</p>	<p><b>At least 9 acres (36,400 m<sup>2</sup>)</b> of wetland (taro) sustainably managed and <b>improving in climate resilience</b>, involving at least <b>16 communities</b> and involving at least <b>190 women</b> (<i>See Baseline Analysis for explanation of these numbers</i>)</p> <p><b>Increase in total SEPL score</b> from the start to the end of project(s)</p> <p><b>At least 3 acres of upland agricultural land</b> sustainably managed; <b>soil stabilized on at least 1 farm</b> (<i>See Baseline Analysis for explanation of these numbers</i>)</p> <p><b>At least 1 farm</b> implementing climate-smart agriculture or aquaculture</p> <p><b>2 Knowledge Management products</b> (1 taro, 1 with results from OP6 projects; at least 1</p>	<p>Individual project reporting by SGP grantees</p> <p>Maps (from PALARIS or elsewhere) with hectares marked</p> <p>Copies of Knowledge Management Products</p> <p>Photographic evidence and/or EQPB monitoring data</p> <p>Strategic Project includes baseline scores of Socio-ecological resilience indicators for production landscapes (SEPLs) at start of project and updated SEPL</p>

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
			<p>captures traditional knowledge)</p> <p><b>1 networking/training</b> and knowledge sharing event involving at least <b>10 farmers</b></p> <p><b>At least 1 forest corridor</b> protected (or improved) from project's farm-related activity</p> <p><b>Erosion/sedimentation reduced (or held at zero impact) in at least 1 protected area</b> from project's farm-related activity</p> <p><b>At least 1 underrepresented group with improved Food Security</b></p>	<p>scores at end of project</p> <p>Annual Monitoring Report (AMR)</p>
<p><u>SGP OP6 Component 3:</u> <i>Low Carbon Energy Access Co-benefits:</i></p> <p><i>3.1 Low carbon community energy access solutions successfully deployed in 50 countries with alignment and integration of these approaches within larger frameworks such as SE4ALL initiated in at least 12 countries</i></p>	<p>Solar Energy Projects Upscale OP5 solar projects Communications on innovative efforts to improve low carbon energy access</p>	<p>At least 2 projects on Solar Energy, including installation and training 1 project produces a Knowledge Product ~125,000</p>	<p>At least <b>10 homes or 4 community buildings (or some combination) with improved access to low carbon energy solutions</b>, and calculated carbon emissions showing projected long-term reductions, impacting at least <b>40 people</b> (<i>See Baseline Analysis for explanation of these numbers</i>)</p> <p>At least <b>4 individuals with new or improved knowledge of solar energy</b> and its installation or maintenance</p> <p>At least <b>4 individuals with increased capacity to measure carbon</b> impact and offsets</p> <p><b>1 Knowledge Product</b> on community-based solar energy projects</p>	<p>AMR, country reports</p> <p>Photographs</p> <p>Carbon calculations</p> <p>Copy of Knowledge Product</p>
<p><u>SGP OP6 Component 4:</u></p>	<p>During Year 2 and Year 3 "Innovations" calls, NSC may fund innovative proposals</p>	<p>Not targeted in this OP6 CPS</p>	<p>If funded through "Innovations" calls in Year 2 and 3:</p>	<p>Individual project reporting by SGP grantees</p>

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
<p><i>Local to Global Chemical Management Coalitions:</i></p> <p><i>4.1 Innovative community-based tools and approaches demonstrated, deployed and transferred, with support from newly organized or existing coalitions in at least 20 countries for managing harmful chemicals and waste in a sound manner</i></p>	<p>on:</p> <ul style="list-style-type: none"> <li>pesticide management</li> <li>solid waste management (plastics, e-waste, medical waste and so on),</li> <li>heavy metals management, and</li> <li>local to global chemical management coalitions</li> </ul>		<p><b>At least 1 minority group</b> with reduced exposure to harmful chemicals and/or better managing chemicals and waste</p>	
<p><i>SGP OP6 Component 5: CSO-Government Policy and Planning Dialogue Platforms (Grant-makers+):</i></p> <p><i>5.1 SGP supports establishment of “CSO-Government Policy and Planning Dialogue Platforms”, leveraging existing and potential partnerships, in at least 50 countries</i></p>	<p>Capacity Building Projects</p> <ul style="list-style-type: none"> <li>Increasing access to grassroots funding (SGP or other)</li> <li>Strengthening Civil Society</li> <li>Building capacity in Traditional Knowledge, practices, and values</li> </ul> <p>Policy Influence</p> <ul style="list-style-type: none"> <li>Participation of smaller NGOs/CBOs in existing National Environmental Forums</li> <li>Supporting a CSO-Government Forum</li> <li>Reports on Civil Society</li> <li>Increased CSO dialogue in Strategic Projects</li> </ul> <p>Grantmaker+</p> <ul style="list-style-type: none"> <li>Reports on Civil Society (e.g. assessment on readiness)</li> <li>Strengthening of SGP NSC and NC</li> <li>SGP Annual Reports</li> </ul>	<p><i>Global level OP6 priority</i></p> <p><i>Cross-cutting priority for the CPS at the national level</i></p> <p>8-10 small projects</p> <p>~360,000</p>	<p><b>At least 2 platforms for CSO-government dialogue</b></p> <p><b>At least 20 grantees</b>, with at least <b>25% new to SGP</b></p> <p><b>At least 25 Civil Society members benefit from Capacity Building projects (from smaller NGOs/CBOs)</b></p> <p><b>At least 3 CBOs attend National Environmental Forums</b> through SGP</p> <p><b>At least 1 new Knowledge Product or 1 new event communicates Civil Society issues</b> and status to government</p> <p><b>3 SGP Palau Annual Reports</b></p> <p><b>Dissemination of SGP products increased</b> by at least 16 locations</p> <p><b>Palau SGP website</b> delivers relevant content</p>	<p>Copy of meeting notes/agendas and reports from meetings</p> <p>List of applicants (with data on status in SGP)</p> <p>List of beneficiaries (disaggregated data)</p> <p>Copy of knowledge products</p> <p>Copies of Annual Reports</p> <p>Web address</p> <p>Copies and Photographs of SGP products disseminated to communities</p> <p>Facebook web address and screenshots of postings</p>

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
	<ul style="list-style-type: none"> <li>• Internet presence for Palau SGP</li> <li>• Dissemination of SGP communications and products</li> <li>• Active solicitation of applicants</li> <li>• Revised and improved application and reporting templates</li> <li>• Positioning of SGP as member of existing networks</li> <li>• Active inclusion of Grantmaker+ in agendas</li> </ul>		Palau SGP taking advantage of <b>popular online forum (such as Facebook)</b>	
<p><u>SGP OP6 Component 6:</u> <i>Promoting Social Inclusion (Grant-makers+):</i></p> <p><i>6.1 Gender mainstreaming considerations applied by all SGP country programs; Gender training utilized by SGP staff, grantees, NSC members, partners</i></p> <p><i>6.2 IP Fellowship program awards at least 12 fellowships to build capacity of IPs; implementation of projects by IPs is supported in relevant countries</i></p> <p><i>6.3 Involvement of youth and disabled is further supported in SGP projects and guidelines and best practices are widely shared with countries</i></p>	<p><i>Outline of CPS approach to social inclusion:</i></p> <p>CPS includes a list of targeted minority groups (discussed and accepted by the NSC) in 3.1</p> <p>NC/NSC/SGP Evaluation templates improved so that applicants and beneficiaries include disaggregated data on diverse beneficiaries.</p> <p>Reporting templates and application templates improved to allow for reporting on disaggregated data on diverse beneficiaries.</p> <p>CPS includes specific schedule to release Calls for Proposals from targeted minority groups</p> <p>TORs for Strategic Projects to include requirements for increased social inclusion</p>	<p><i>Global level OP6 priority</i></p> <p><i>Cross-cutting priority for the CPS at the national level</i></p>	<p>Projects implemented by <b>50/50 women/men</b></p> <p>At least <b>600 beneficiaries</b> across all projects</p> <p>At least <b>4 projects implemented by minority groups</b> (1 per year)</p> <p>At least <b>4 minority groups directly benefiting</b> from projects (youth, the disabled, individuals from specific communities, foreigners)</p>	<p>Individual project reporting by SGP country teams</p> <p>SGP Global Database</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Program Strategy Review</p>



1 <i>OP6 project components</i>	2 <b>CPS targets</b>	3 <b>Activities</b>	4 <b>Indicators</b>	5 <b>Means of verification</b>
<p><i>SGP OP6 Component 7: Global Reach for Citizen Practice-Based Knowledge program (Grant-makers+):</i></p> <p><i>7.1 Digital library of community innovations is established and provides access to information to communities in at least 50 countries</i></p> <p><i>7.2 South-South Community Innovation Exchange Platform promotes south-south exchanges on global environmental issues in at least 20 countries</i></p>	<p>Innovative Proposals from minority groups</p> <p>Innovative solutions within Strategic Projects</p> <p>Innovative actions as part of Grantmaker+ actions, including a true peer-peer exchange by the Palau NC</p>	<p><i>Global level OP6 priority</i></p> <p><i>SGP country teams (NC and PA) global database inputs</i></p> <p>At least 2 projects that encourage open innovation</p> <p>~100,000</p>	<p>At least <b>2 country innovations</b> to be shared and disseminated at the global level</p> <p>At least <b>8 Knowledge Products</b> created and shared</p> <p>At least <b>1 training event for the NC</b></p>	<p>SGP Global Database</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Program Strategy Review</p>

## 5. MONITORING & EVALUATION PLAN

The main incentive for reporting by grantees, and thus feeding into program level monitoring and evaluation, will be **disbursement of funds**. However, in OP6 an additional incentive is planned as part of the OP6 Grantmaker+ strategies: the **public sharing of SGP documents and reports via printed physical binders at communities and via the Internet and on Facebook**. This is intended to give program reports more relevance and will help build capacity to improve reporting.

Reporting schedules by the Palau SGP and Grantees shall remain the same as in OP5.

Additional strategies include:

1. **Regular NSC meeting agendas** to include at least 3 topics: 1) Report on CPS; 2) Applicants/Grantees; and 3) Grantmaker+ plans for upcoming quarter.
2. **Site visits** to applicants every 3-4 months as part of regular reporting. At least 1 visit per year will be **converted from a typical “Site Visit” to a “Sitting Visit”** in which the NC/NSC members and project applicants/grantees sit down to go over application and reporting processes.
3. Following Site/Sitting Visits, NC **gathers digital and physical documents**. A digital file of all SGP documents (scanned or pdfs) is created in advance of the SGP website. After the website is created and online, **documents are uploaded on a monthly basis and physical binders are updated at least once per year**.
4. Regular (at least weekly) **updates to popular online forums such as Facebook**.
5. As part of a Grantmaker+ Strategy grant, **new application and reporting templates** will improve collection of data (such as indicators in the Results Framework).
6. As part of a Grantmaker+ Strategy grant, **new evaluation sheets for the NSC** to track data (such as indicators in the Results Framework).
7. **TORs will include specific requirements** for each grant; TORs will then be converted (digitally) to evaluation checklists to compare against grantee reports.
8. As part of a Grantmaker+ Strategy grant, **SGP Annual Reports** will collect data and evaluate the Palau SGP against the CSP.

**Table 4. M&E Plan at the Country Program Level**

*(Italics are direct from GEF SGP)*

<i>M&amp;E Activity</i>	<i>Purpose</i>	<i>Responsible parties</i>	<i>Budget source</i>	<i>Timing</i>
<i>Annual Country Program Strategy Review</i>  Produced as Annual	<i>Learning; adaptive management</i>	<i>NC, NSC, CPMT</i>  <i>Grantmaker+</i>	<i>Covered under country program operating costs</i>	<i>Reviews will be conducted on annual basis<sup>4</sup> to ensure CPS is on track in achieving its outcomes and</i>

<sup>4</sup> The CPS is a living document, and should be reviewed and updated as deemed necessary by the NSC on a periodic basis as part of the annual strategy review.

<i>M&amp;E Activity</i>	<i>Purpose</i>	<i>Responsible parties</i>	<i>Budget source</i>	<i>Timing</i>
Reports by grantees		grantees		<i>targets, and to take decisions on any revisions or adaptive management needs</i>
<i>NSC Meetings for ongoing review of project results and analysis</i>  Copies of agendas and evaluation sheets archived and shared	<i>Assess effectiveness of projects, portfolios, approaches; learning; adaptive management</i>	<i>NC, NSC, UNDP</i>	<i>Covered under country program operating costs</i>	<i>Minimum twice per year, one dedicated to M&amp;E and adaptive management at end of grant year</i>
<i>Annual Country Report (ACR)</i> <sup>5</sup>  Included in Annual Reports (above)	<i>Enable efficient reporting to NSC</i>	<i>NC presenting to NSC</i>	<i>Covered under country program operating costs</i>	<i>Once per year in June</i>
<i>Annual Monitoring Report (AMR)</i> <sup>6</sup> <i>Survey (based on ACR)</i>	<i>Enable efficient reporting to CPMT and GEF; presentation of results to donor</i>	<i>NC submission to CPMT</i>	<i>Covered under country program operating costs</i>	<i>Once per year in July</i>
<i>Strategic Country Portfolio Review</i>	<i>Learning; adaptive management for strategic development of Country Program</i>	<i>NSC</i>	<i>Covered under country program operating costs</i>	<i>Once per operational phase</i>

<sup>5</sup> The country program should be reviewed in consultation with the NSC members, national Rio Convention focal points, and the associated reporting requirements. The Annual Country Report should be presented at a dedicated NSC meeting in June each year to review progress and results and take decisions on key adaptive measures and targets for the following year.

<sup>6</sup> The AMR Survey will essentially draw upon information presented by the country in the Annual Country Report (ACR) with few additional questions. It will enable aggregation of country inputs by CPMT for global reporting.

## 6. RESOURCE MOBILISATION PLAN

### 6.1. OP6 resource mobilization plan to enhance the sustainability of the SGP Country Program grantmaking and grant-makers+ roles:

A key strategy for mobilizing new grassroots funding is to improve the visibility of the SGP and the products of its grantees. Thus in OP6 the priority is to improve the capacity of grantees to implement and report on projects and improve the capacity of the NC/NSC/SGP to communicate back to country stakeholders. Thus, more focus will be on implementing Capacity Building and Grantmaker+ activities, which will better position the SGP to mobilize non-GEF resources. Specific activities include:

1. Increasing dialogue (such as submission of SGP Annual Reports) with bilateral/multilater/NGO donors (such as AusAid, NZAid, Japan Grassroots grants, and other larger NGOs or Foundations)
2. Ensuring that the Ministry of State is included in distribution of materials, perhaps with dedicated meetings to highlight the role of non-GEF funding in achieving country goals.

Beyond Capacity Building and Grantmaker+ activities, the following sources of funding will be maintained and/or approached by the NC/UNDP/Ministry of State:

1. Green Fee / PAN Fund (the portion that is earmarked for “Community”)
  - a. This should be a priority, given the flexibility of Green Fee funds; it may be used for Grantmaker+ strategies in addition to environmental programs.
2. NZAid
3. AusAid
4. USAID
5. Japan Grassroots Grants
6. SGP Local Funding

As part of the Grantmaker+ role, the Palau SGP will build the ability of Civil Society to access grassroots funding. A capacity building effort or training workshop will also include information needed to apply for non-GEF-SGP funds; applicants will be surveyed later to determine if they used the SGP resources as a means to mobilize other financial support.

## 7. RISK MANAGEMENT PLAN

Table 5. Description of risks identified in OP6

<b>Describe identified risk</b>	<b>Degree of risk (low, medium, high)</b>	<b>Probability of risk (low, medium, high)</b>	<b>Risk mitigation measure foreseen</b>
Not enough organizations to	Medium	High	Grantmaker+ strategies that build capacity for grantees; Discussions by NC/NSC and

implement projects			applicants to develop CBO-Private partnerships
Grantees cannot implement Strategic Projects within the Timeframe	Medium	Medium	CPS schedule is flexible; Encourage and allow for collaborations between NGOs/CBOs that do not hinder future eligibility
CBOs don't apply	Medium	High	Active recruitment of CBOs, with "Sitting" visit to help them apply; Yearly Grantmaker+ grantee also can help with capacity building; and full implementation of the Capacity Building Strategies in the CPS.
Process and projects only give "lip service" to minority groups	Low	Low	Independent Annual Reports by Grantmaker+ grantees will build in objectivity to evaluation.  Diversify the NSC to include representatives from at least 1 minority group
Projects don't reduce resilience	Low	Low	Include a Climate Change expert on the NSC

## 8. NATIONAL STEERING COMMITTEE ENDORSEMENT

NSC members involved in OP6 CPS development, review and endorsement	Signatures
Umai Basilius, Chair	
Leonard Basilius, Vice Chair	
King Sam, GEF Operational Focal Point	
Carol Emaurois	
Andrew Tabelual	
Semdiu Decherong	
Lynna Thomas	
Gwen Sisor, GEF Political Focal Point Designee	
Sharon Sakuma, UNDP Representative	



## 9. APPENDIX 1. SCOPING REPORT AND FEEDBACK FROM CONSULTATIONS

This scoping report includes findings from:

- A questionnaire offered online and via paper to members of the NGO and environmental communities, including past grantees and applicants. Surveys were sent to over 220 individuals. 42 adults completed the surveys.
- 2 group consultations, including one with the Conservation Consortium and one with the Koror State Youth Council. See Appendix 4 for notes from these meetings. 11 youth completed portions of the written survey.
- A group consultation with the National Steering Committee. See Appendix 5 for a copy of the Powerpoint Presentation given to the NSC as part of their facilitated meeting. At this meeting the NSC chose the focal areas for the OP6 CPS.
- Literature Review, including review of past grants.
- Individual meetings and consultations

### Part 1. Future Funding Needs and Priorities

#### Gaps in Community Action

Respondents were asked to list community action opportunity and funding gaps. Respondents felt that there has not been enough opportunities for communities to engage in:

1. Capacity and knowledge about Alternative/Sustainable Livelihoods and Business development (10+)
2. More opportunities to support food security and fisheries (10+)
3. Capacity building to apply for and manage grants, especially financing and finding co-financing (10+)
4. Youth involvement (4)
5. Collaboration opportunities and funding to support local partnerships/communication
6. Capacity building to create local Champions and dedicated persons
7. Ways to involve leaders in community projects

#### Desired Projects

Respondents were asked an open-ended question about what the SGP should fund. There were a wide range of answers from many sectors. Projects included (listed by prevalence):

1. Sustainable livelihoods or economic development: farming, fishing, aquaculture, tourism
2. Food Security projects (including taro and fishing)
3. Capacity Building – for local NGOs
4. More youth involvement, youth projects
5. Education and outreach, especially for youth or on traditional practices
6. Watershed and water management (planting, cleanups, environmental restoration)
7. PAN Projects
8. Climate change adaptation – particularly sea level rise
9. Invasive species management
10. Tie to traditional customs and languages, revitalizing traditional practices

## 11. Projects with cumulative impact; synergies with other projects

The eleven youth offered the following ideas:

1. Food security / Agriculture
2. Water quality and Reforestation
3. Climate smart transportation and solar lights

### Priority Funding Areas

Respondents were asked to rank GEF-linked initiatives as High, Medium, or Low priorities. Priority initiatives included **Sustainable Water Management, Sustainable Agriculture, Sustainable Energy, and Capacity Building**. Youth also ranked **Low-Emission Development** highly. Table 1 shows the results of this ranking.

**Table 1. Results of ranking of GEF-linked initiatives.**

	Total Score*	Times listed High Priority	Times listed Medium Priority	Times listed Low Priority	Adults Total Score	Adults - Times listed High Priority	Youth Total Score	Youth - Times listed High Priority
<i>f. Sustainable water systems management and protection of water sources</i>	<b>149**</b>	<b>45</b>	7	<b>0</b>	<b>119</b>	<b>35</b>	<b>30</b>	<b>10</b>
<i>c. Sustainable management of agriculture land</i>	<b>139</b>	<b>38</b>	11	<b>3</b>	109	28	<b>30</b>	<b>10</b>
<i>h. Access to sustainable energy</i>	<b>131</b>	<b>33</b>	13	<b>6</b>	102	24	<b>29</b>	<b>9</b>
<i>e. Climate-smart agriculture</i>	<b>129</b>	<b>35</b>	7	10	<b>113</b>	<b>32</b>	16	3
<i>j. Capacity building for civil society to contribute to sustainable environmental actions</i>	127	32	11	<b>9</b>	<b>114</b>	<b>31</b>	13	1
<i>k. Capacity building for civil society to contribute to sustainable environmental planning</i>	126	31	12	<b>9</b>	<b>113</b>	<b>30</b>	13	1
<b>a. Protected areas management for the protection of biodiversity and ecosystem services</b>	125	31	11	10	106	28	19	3
<b>l. Improving inclusion of diverse groups (women, youth, people of disabilities, people of different origins and nationalities) into environmental actions and planning</b>	125	30	13	<b>9</b>	111	29	14	1
<b>m. Information sharing</b>	124	30	12	10	110	29	14	1
<b>d. Sustainable management of forests (used for forestry products)</b>	120	28	12	12	103	25	17	3
<b>b. Species interventions for the protection of biodiversity</b>	117	25	15	12	98	21	19	4
<i>g. Transformation to low-emissions development</i>	117	24	17	11	90	16	<b>27</b>	<b>8</b>
<b>i. Reduction and disposal of chemicals of concern (POPs, ODS, mercury, pesticides)</b>	116	25	14	13	103	24	13	1

\* Each high rank was scored 3; medium was 2; and low and blanks were scored 1. The Total Score is the sum of all of the ranks for the initiative across all respondents.

\*\* Top Four initiatives are highlighted in bold red.

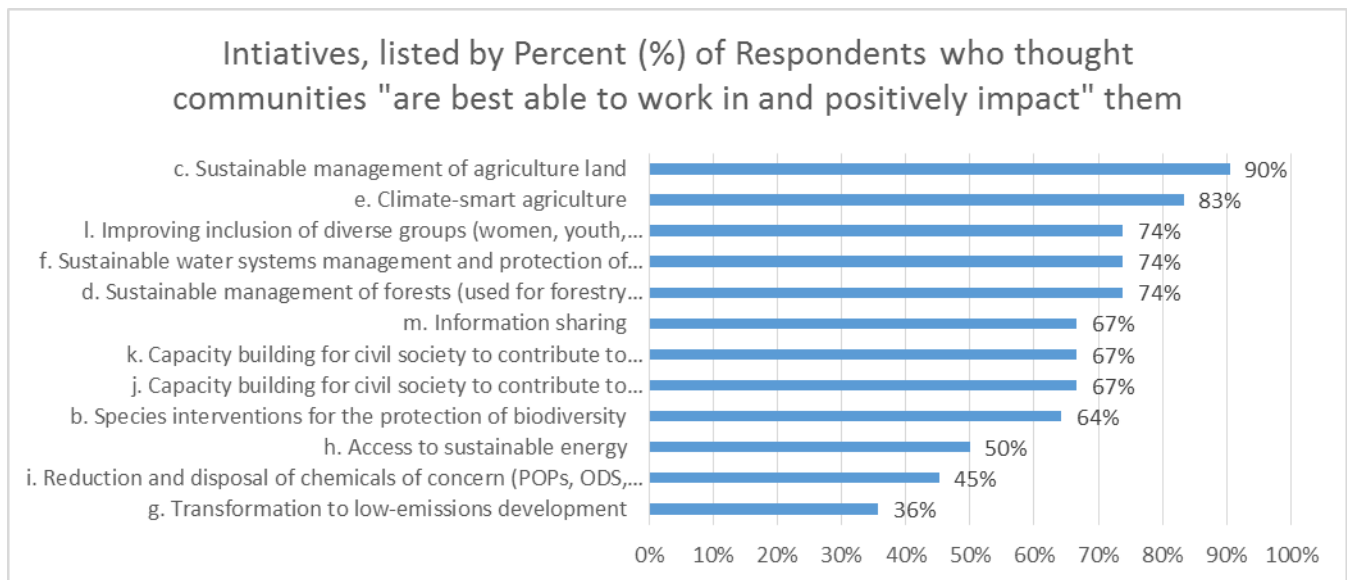
\*\*\* Top Four in each category is highlighted in bold.

Respondents also listed other priorities that were not included in the list of GEF-linked initiatives. These included (and number of times listed):

1. Food Security (fisheries and aquaculture) (4)
2. Business development / Financial Literacy (5)
3. Activities for youth or kids (3)
4. Cultural and Linguistic Preservation programs for communities (3)
5. Project development, reporting, tracking, and monitoring (2)
6. Desalinization (1)

### Role of Community in implementing Priority Initiatives

A question asked “Which of these initiatives do you think communities are best able to work in and positively impact?” Most respondents thought communities were best able to positively impact agriculture, inclusion, water system management, and sustainable management of forests. Few respondents thought communities were able to positively impact areas of energy and chemicals pollution.

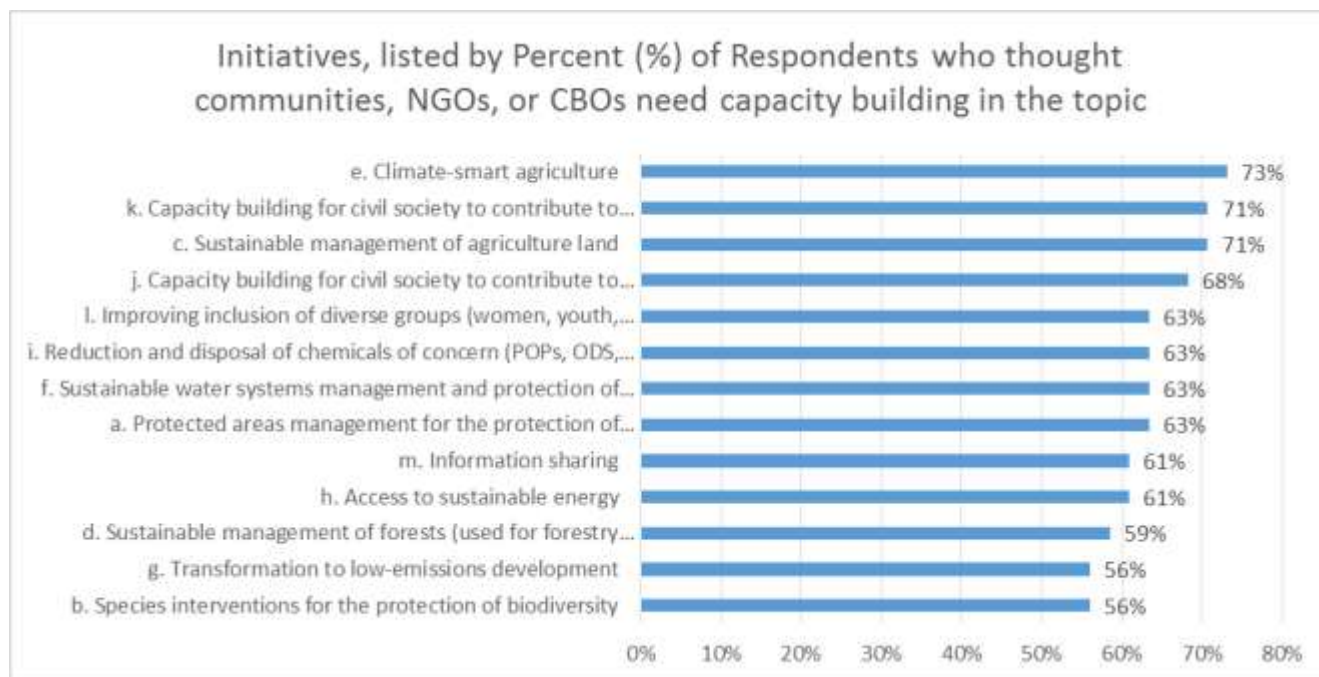


Respondents were also asked what the role of communities should be within chosen initiatives. Common messages included the following:

- Communities are too often seen as “absorbers” of information, when really, they are the people on the ground with intimate knowledge of the environment. Thus communities are well poised to share information and should take the lead on raising awareness and showcasing positive actions.
- Communities should act as Ambassadors and Advocates for projects in their communities (active rather than passive role).
- Communities should take the lead on planning activities.

A question asked whether communities, NGOs, or CBOs need capacity building. Overall, more than half of all respondents thought **that capacity building was needed in order for communities to work effectively in every initiative**. More respondents listed initiatives on

**agriculture, capacity building, inclusion, chemicals, water management, and protected area management** as those with capacity building needs.



### Threats related to initiatives

Respondents were asked what the main threats were, related to their top 1 or 2 priority initiatives. Threats were:

Threat/Issue	Number of times listed
Lack of capacity (use of chemicals, land use planning, different languages and getting other cultures to engage, insufficient knowledge of sustainable harvesting, insufficient knowledge of sustainable development)	9
Unregulated / Unsustainable development / Poor uses of land	8
Overfishing/Overharvesting	7
Climate Change related issues (including lack of knowledge)	5
Degraded land or cultural features	4
Lack of awareness	3
Lack of interest / Other cares	2
Food insecurity	2
Increased tourism	2
Invasive species	2
Lack of employment options/alternative livelihood options	2
Poaching	1
No protocols to share or update data or information	1
Problems with water management	1
Loss of traditional knowledge	1

### Solutions related to initiatives

Respondents were asked what possible solutions exist to address needs within their top 1 or 2 priority initiatives. Solutions were:

Solution	Number of times listed
Land use / Management Planning / Visioning	8
Food Security / Replanting, farming, aquaculture, climate-smart farming, agro-tourism, livestock)	8
Awareness / Education (nearly all topics, in multiple languages)	7
Capacity Building (multiple skills, including enforcement, fishing, sustainable harvesting, restoration)	5
Alternative livelihoods	5
More monitoring and enforcement	3
Networking (community to government)	3
Biosecurity	3
Habitat restoration (marine, soil)	3
Eco-tourism, certification system	3
Organic farming (reduced chemicals use)	2
Alternative energy	2
Youth more involved	2
Cooperatives	1
Information sharing system	1
Infrastructure development	1
Marine protected areas	1
De-incentivize use of chemicals	1
Access rights	1
Update laws and regulations (species)	1
Green transportation	1

### Other Priorities

The majority of respondents said that SGP funding should **NOT be prioritized by location or grantee**. For those people saying that funding should be prioritized by grantee, they most often listed the **priority group as youth**. The majority of respondents did say projects should be prioritized by type of project, with **Food Security** and **Alternative Livelihoods** being listed most often.

### Existing projects and initiatives

There are numerous ongoing community-based activities that could benefit from partnerships and synergy with other projects; similarly, there are government projects that could benefit from CBO and NGO partnerships. These include:

#### *Community programs in need of partnership:*

- Northern Reef Fisheries Cooperative / Northern Reefs Fisheries Management Project
- Palau Farmer's Association / farming cooperative
- Fisherman's Forum
- Ngarchelong mesei projects

#### *Government programs in need of partnership:*

- Protected Areas Network
- Sustainable Tourism campaigns

- Existing protected area management projects
- Existing fisheries, aquaculture (clams), and agriculture projects
- Work by BOA on dry litter piggeries
- Master and State Use Planning efforts
- MOE's school learning garden project
- Palau "Food Security" Policy (implementation)
- Forest inventories and tree planting efforts
- SBDB programs for small businesses / EU Renewable energy policy
- PCC-CRE and PCC Multi Species Marine Hatcheries in Ngaremlengui

### **Desired Projects**

Respondents were asked which projects they would like to see funded by the SGP. There were a wide range of project ideas, across many sectors. Projects listed by adults were (in order of prevalence):

1. Many ideas for sustainable livelihoods or economic development – farming, fishing, aquaculture, tourism
2. Food Security projects (including taro and fishing, and urban food gardens)
3. Capacity Building – many topics
4. More youth involvement, youth projects
5. Education and outreach, especially for youth or on traditional practices
6. Watershed and water management (planting, cleanups, environmental restoration)
7. PAN Projects
8. Climate change adaptation – particularly sea level rise
9. Invasive species management
10. Tie to traditional customs and languages, revitalizing traditional practices
11. Projects with cumulative impact; synergies with other projects – during group discussions the group noted that CSOs have the flexibility to work on private lands much more easily than government. In addition, groups stated that Strategic Project should complement National Policies and initiatives.

The 11 youth surveyed listed:

1. Food security / Agriculture
2. Water quality and Reforestation
3. Climate smart transportation and solar lights

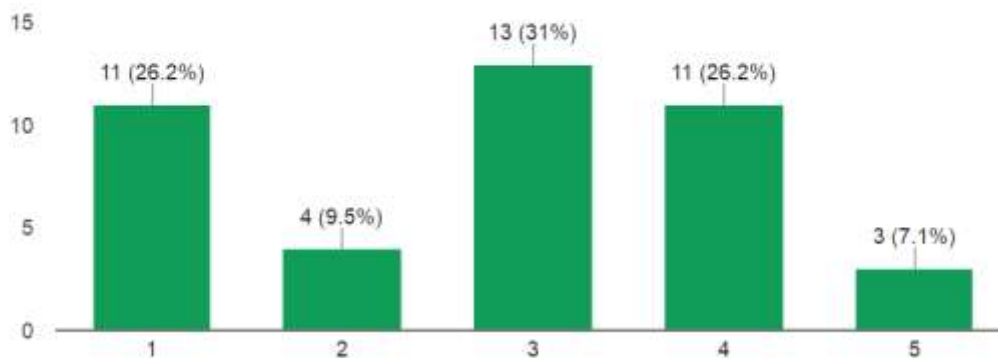


## Part 2. Past Performance of the SGP

### Knowledge of the SGP

There was a range of knowledge about the SGP within the adult population. Youth knew very little about the SGP. Individuals from Government and from large (National) NGOs knew more about the SGP than “community” representatives. Most community representatives, including those from prior SGP grantees, said they knew very little about the program. However, the majority of individuals (83%) knew that NGOs were eligible to apply; (17% said they did not know who could apply). Many respondents did not seem to know that CBOs (as opposed to registered NGOs) were eligible to apply. The majority knew that the SGP would fund environmental projects, although there were some misunderstandings about which types of projects were eligible (for example, several respondents said the SGP would only fund climate change projects and some said it would fund any community project).

How much do you know about the GEF SGP (Small Grants Programme)?  
(42 responses)



*Summary of results on knowledge of the SGP. “1” was “I know very little about it” and 5 was “I know a lot about it.”*

### Perception on Effectiveness

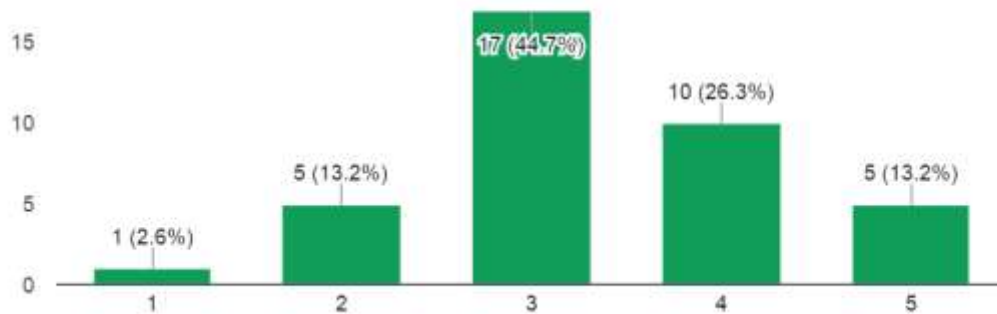
Respondents were asked an open-ended question about whether the SGP had been “effective.” About half of respondents said the program was “effective”, focusing on these impacts:

- Getting communities and states involved in environmental projects
- Starting small projects
- Supporting women-led projects, trending towards more inclusion
- Improving environmental conditions

The other half of respondents either did not know, or thought that the SGP could be doing more. They identified the following Gaps:

- Getting more community-based groups to participate
- SGP-funded projects did not accomplish enough in terms of supporting livelihoods
- There were problems synergizing SGP projects with other projects
- Inadequate communication, especially about projects and results

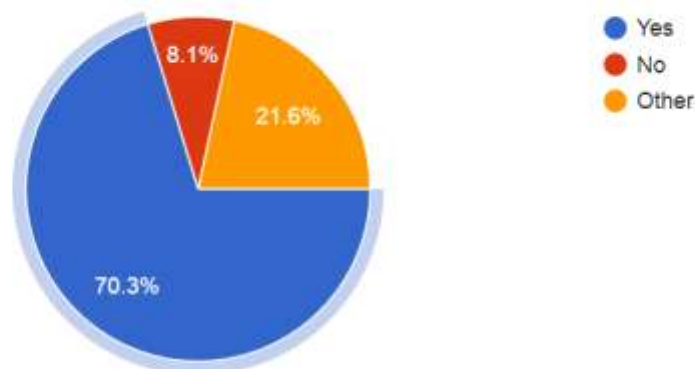
Do you feel like the GEF SGP has supported livelihoods in Palau? (38 responses)



“1” was “NO, It has not supported livelihoods in Palau” and 5 was “Yes, it has supported many livelihoods in Palau.”

Do you feel like the GEF SGP has empowered local Palauans, including women, youth, and persons with disabilities, to care for their own environment?

(37 responses)



The majority of answers under “Other” were from individuals unsure of the impact of the SGP.

### Impacts of the SGP

Most respondents did not know much about impacts of the SGP or past SGP-funded projects. More than 10 individuals reported that SGP-funded effort to revive taro patches had been a positive impact. Other reported impacts were:

- Revitalization of taro or other farming locations (10+)
- Rehabilitation of farming and fishing areas/Reforestation (3)
- Strengthening PAN (3)
- Building general awareness (4)

A question asked about partnerships that had been formed, strengthened, or changed as a result of the SGP. About half of respondents were unclear about partnerships formed through SGP projects, either reporting that they did not know much about partnerships or did not know of any new SGP-influenced partnerships. Common answers among those who answered were:

- Improved relationships between community organizations and State governments
- Taro projects led to better cross-boundary communication
- Some projects created better links between local organizations and bigger NGOs

### **Co-financing**

One question asked whether the SGP had led to any new cofinancing for environmental work. Most respondents did not know about cofinance or how to answer the question. Many respondents from NGOs and Government answered that there were new cofinancing sources.

### **Benefits and Information from Past SGP Projects**

11 past grantees answered questions about completed or ongoing projects. 7 of these respondents said that their projects were completed with clear benefits, and that these benefits were expanding or growing. Benefits included:

- Development of Conservation Businesses (2)
- Provision of information to managers and policymakers (coral, PAN)
- Reopening of taro patches, leading to harvesting and enough food to donate to schools, revival of traditional practices
- Expansion of fisheries partnership

However, respondents noted that projects do not always see growth, expansion, or continuation of their benefits or activities.

Of the 11 respondents, 6 said they had been able to share their lessons learned with others. Ways they shared lessons included:

- Individual meetings
- Group meetings
- Getting youth out to the project and involved
- Video
- Written reports
- Holding a training session

### **Applying for grants**

Past applicants were asked about the application process. No one identified as a “community representative” answered the question. Of the 8 people who did answer it, they offered the following:

- Application process is complicated
- Not sure how to measure CO<sub>2</sub>

Applicants whose applications were turned down noted the following:

- Need more advertising when opportunities are available
- Simplify the application and Calls for Proposals, including using simple terms
- Provide video submission guidelines

During group discussions several participants said they did not know much about the SGP and/or found it difficult to apply. Several group participants and individual interviewees noted that terminology in Calls for Proposals was too technical and hard for communities to understand.

### Part 3. Knowledge Management Needs

In preparation for an upcoming OP5 Knowledge Management Call for Proposals, respondents were asked about Knowledge Management products from SGP-funded projects.

#### **Effectiveness of existing Knowledge Management Products**

The majority of respondents (18 of 31 or 58%) did not recall every seeing a physical, digital, or audiovisual product communicating knowledge gained from an SGP project. Some of those who did recall seeing products listed the following:

- Northern Reefs television video
- Documentary on freshwater / Ngeterur video (2)
- Ngarchelong mesei Booklet
- Taro Festival (and local products there)
- PAN publication

#### **Capacity Building Needs**

Of the 33 people who answered a question about what kind of help CBOs and NGOs need in order to more effectively communicate about their projects, 30 respondents offered a diversity of ideas. Respondents stated that communities need capacity building in many different kinds of media and communication know-how, ranging from access to fully trained communications experts to having more opportunities to interact with the press to increasing exposure to media products.

#### **Engaging Policy Makers in Community Projects**

Respondents were polled for their ideas on ways to connect local level CBOs with higher level Policy Makers. There were many ideas, including:

1. Bringing Policymakers to sites or Presenting directly to Policymakers about sites (10 of 30)
2. Community Environmental / Project Forums (6)
3. Increasing and improving communications and products (making and distributing attractive communications items) (5)
4. Supporting and identifying Champions (2)
5. Showing links to National Policies (2)
6. Better use of State Government Offices
7. Using the NSC to communicate

#### **Ways to collect, store, and share knowledge gained from projects**

12 respondents who were past grantees offered ideas for way to better share their lessons learned and use data:

- Creation of a website and better use of Social Media (by the SGP)
- Training in how to better use the Internet (for grantees)

- Capacity in making videos (including shared costs and shared technical expertise)
- Communications training (across the board – Public Relations, writing, publications)
- Training in developing surveys, data collection, analyzing data, storing data, and communicating findings
- Increased funding for Knowledge Products (or requirements for Knowledge Products)

#### Part 4. Last Words

##### Quotes from Surveys

- This was a good opportunity to learn as well as to experience what is needed in communities outside of Koror. They want to work but do not know how to start or where to go to start.
- “Idle hands are the devil’s workshop”. Let's give our youth meaningful and sustainable projects to prevent them from the 'devil's workshop'.
- Yes. We, the SGP team, need to ensure that SGP projects benefit the environment as well as addressing the needs of people. At the end of the day, the environment does not benefit from people. It is the people the benefit from the environment. So we need to design projects that produce environmentally conscious people.
- Efforts should be sustained for at least 5 years to provide traction and sustainability
- Require all funded projects to produce educational materials to be incorporated into appropriate school curriculum.
- Training on logical framework approach (LFA) for more community members will really help to get people to see the full project cycle and how to properly design and develop proposals. Emphasizing things like why problem and solution analysis is so critical in early stages of developing projects to help ensure that you are addressing the right problems is key.

## 10. APPENDIX 2. BASELINE ASSESSMENT

### Food Security

Palau's dependence on imported foods was very high in 2016, with around 86% of food consumed coming from off-island sources. Palau's "Food Security" Policy, entitled "Achieving Resilient Agriculture and Aquaculture: A national policy for strengthening food security in Palau as a priority climate change adaptation measure," lays out strategies to achieve the vision of "A resilient, sustainable and food secured Palau."

The Results Framework includes a target of 9 acres of taro patches revitalized. This value is a mid-point value between two ways of estimating realistic taro revitalization activities:

- 1) A value of 3 acres is derived from a PACC pilot (highlighted in the PACC cost-benefit study) whereby the cost to revitalize a patch was ~\$6000 for ~600 m<sup>2</sup> (or \$10 per 1 m<sup>2</sup>). Research and capacity building were factored elsewhere. Given a Strategic Project of \$150,000; and subtracting at least 20% for administration and capacity building; this leaves an investment of \$120,000 which should yield 12,000 m<sup>2</sup> or ~3 acres.
- 2) The Ngarchelong Mesei project funded by SGP for \$50,000 (and over \$25,000 more in cofinance) involved over 99 people (cultivators) in the restoration of 144 mesei. The square meters of mesei restored is not clear, but between 2011 and 2014 there was an increase state-wide of wetland from 22,525m<sup>2</sup> to 56,059m<sup>2</sup>, or an increase of over 33,000 m<sup>2</sup> (8 acres). Thus for doubling of the total investment the return could be as much as 16 acres of taro patches restored.

Given the wide discrepancy between what is seen as realistic for \$150,000, the midpoint was selected (10 acres). The number of villages involved in the Ngarchelong project for a total of \$75,000 was 8; therefore the Results Framework doubles the expected indicators for an investment of \$150,000 to include 16 villages and over 190 people.

The PACC Cost Benefit Analysis presented a scenario where within 4 years of an agroforestry pilot, additional benefits would be 12 acres of climate-resilient agroforest for a total investment of \$169,000. Thus for a \$50,000 project the estimate is a conservative 3 acres, which is included in the Results Framework.

### ***Agriculture***

Taro in particular is a staple food source and particularly important in Palauan customs and culture. Main crops and livestock include taro, tapioca, tropical fruits (such as banana, pineapple, citrus, guava, and mango), and vegetables (such as cucumber, corn, eggplant, kangkum, some lettuces, etc.). Livestock activities includes mainly poultry (chickens and eggs), pork (piggeries). A small number of cows and goats have recently been introduced with varying success. Aquaculture products include several species of giant clam, mangrove crabs, Milkfish, Rabbitfish, and some species of Grouper (Food Security Policy). Local demand for agriculture and aquaculture products is high across all groups; current supply cannot meet demand.



Significant research in Palau through PACC and SGP-funded projects has identified several climate-resilient pathways for farming, especially for taro and agroforestry. There is **existing knowledge on resilient species, construction and maintenance of dikes, and intercropping, soil conservation, and increasing the fertility of soil** from PACC, PCC, or the BOA that can be scaled up through community projects. PCC-CRE has put out resource guides that can be used to help individuals select plants that are appropriate for their locations (such as those authored by Aurora Del Rosario and/or Thomas Taro). There are also ongoing initiatives that can be seen as catalysts for community projects, such as the construction of a new plant nursery, composting area, piggery support fixtures, and slaughterhouse in Ngchesar.

Many people expressed frustration that Palau's agriculture sector was not as advanced as the marine sector. There was general consensus that **capacity in the agriculture sector was low** and that a major barrier is an **"Attitude" problem which undervalues the contributions of farmers**.

There is strong support for a **Central Market and some sort of sharing-structure in order to access expensive equipment to process and sell foods** with added value. This is true for agriculture, aquaculture, and fisheries products. Climate-proofing investments is important, as the loss of a Coconut-processing plant in Kayangel after a recent typhoon showed.

Farms are particularly susceptible to the impacts of climate change, such as storms, drought, salt-water intrusion, erosion, and loss of crops due to increases in temperature or changes in rainfall regime.

At least two programs are in place from different organizations to **promote home gardening (in raised climate-proof beds), with involvement from the disabled and youth**. Additional education on gardening is needed as many homeowners do not know how to raise food plants.

Farmers have access to low-interest loans from the **National Development Bank of Palau, but few farmers (agriculture and aquaculture) have accessed these loans (4 or 5)**. During consultations, individuals noted that the paperwork to access the loans was too difficult, the timeline was too restrictive, support for Business Planning was nonexistent (or perceived to be), or that the collateral would be their land, which in some cases was their only asset and thus too precious to put up.

Additional points raised during consultations included:

- Low soil fertility and ease of loss of topsoil. There is demand for more compost and many individuals suggested partnering with PPUC (while clearing the Compact Road) to support use of a wood chipper as a source of compost.
- Having a consistent source of water is a challenge for many farmers. Farmers without access to streams have declines in crops during droughts.
- There is strong support for clam aquaculture. However, many farmers want to raise clams for the aquarium trade, but would be willing to raise clams for food too. Poaching is a problem.
- Added value food products (such as taro bread) are popular for local consumption as well as for export.

- Taste preference (for rice, or for reef fish) may be barriers to food security and are not easily changed.
- The Food Security Policy includes a Food Security Council, which could be a Secretariat for the Central Market and other large National projects.

### ***Fisheries and Aquaculture***

Fishing is an integral part of the Palauan culture and identity, and fish play a big role in both subsistence and commercial economies as well as in cultural practices. Fish diversity in country is high. At least 50 reef species are targeted for food, deep sea environments are home to at least 26 species of fish and pelagic fisheries have at least 34 species of fish. Total reconstructed catch for Palau, which includes subsistence, artisanal, locally based tuna fisheries and baitfish, totaled 200,817 mt for the period 1950–2008. On average, subsistence catches represented approximately 60% of the total coastal catches (subsistence and artisanal combined). Prices paid to fishers range from US\$1.50 to US\$2 per pound, with the average being about US\$1.70 per pound (US\$3.75/kg). 183.6 mt of fish enter the Palau food supply each year from locally based offshore fishing.

Options include **switching to offshore fisheries** within the Domestic Zone in the Palau National Marine Sanctuary and **expanding aquaculture** of species such as Giant Clams and Rabbitfish. The Government, PCC, and Taiwan and JICA support agencies have numerous facilities in place to support aquaculture. **Innovative solutions for increasing the efficiency of existing fishing (e.g. so fish and fishing effort are not wasted)** are being developed, such as Coops and a PACT that connects fishermen with buyers.

The majority of aquatic animal seeds for aquaculture come from government facilities, which have suffered from inconsistent supply among other issues. Improvements in agriculture have come slowly, largely because of poor soil fertility and inability to maintain the human resources needed. Zoning, training, and investment were also identified as needs.

Fishery resources are in and have been in decline for decades. For instance, “In Palau catch rates determined from interviews exceeded 1 t of groupers per boat trip in the 1960s. By the 1980s and 1990s, catch rates had dropped to approximately 200 kg per boat trip with even lower catches more recently... The change in catch over time was significant. Consumers report having to pay higher prices to secure fish. “Management efforts in Palau struggle to keep ahead of threats to marine resources, particularly nearshore reef fisheries targeted for subsistence purposes and a burgeoning tourist industry causing a sharp rise in the demand for local seafood”. For instance, a stock assessment in the Northern Reefs showed that 60% of landed fish are immature, indicating an unsustainable trend of fish being caught before they have had time to reproduce. “Despite conservation gains, fishing pressure has increased as fishery resources across Palau have diminished. Improved access and better fishing technology, as well as changes from more traditional subsistence fishing to commercial fishing has led to the decline in fishery resources. Other drivers of increased fishing pressure include: (1) economic development and growth of tourism, (2) high per capita fish consumption compared to other regions in the Pacific, (3) high demand for reef fish at cultural and traditional functions, family events, and local food markets, (4) access to advanced fishing gear and increased harvesting potential, and (5) the low price for fish and market dynamics.” Stressors on tuna and offshore fisheries has decreased tuna caught

for local consumption (either subsistence or commercial). Numerous anecdotal reports indicate that tuna and other pelagic species used to be found close to coral reefs and the shore, but now are further away, spaced further apart, and with reduced populations; some estimates indicate a 90% reduction in tuna catches for local populations. Other anecdotal reports suggest that tuna used to be a consistent source of protein for Palauans despite local climate conditions, and Palau appears to have resident populations of tuna. Only about 10% of tuna (Grade C and below) caught in Palau's waters ever land in Palau; the majority are shipped internationally. A study with 20 authors (Bell et al, 2015) found that tuna has the ability to fill the gap between growing protein needs and declining reef fisheries.

### Sustainable Tourism

National goals for tourism include pursuing high-value tourism through niche markets. Palau's Responsible Tourism Policy Framework (2016) document lays out the foundation for such a policy, including past niche markets in diving, followed by a mass market model with visible negative effects, and the current approach for a Pristine Paradise Palau experience. Tourism should be rewarding socially, economically, and educationally and support a "Conservation Nation."

***Attracting and Entertaining Tourists and Creating Tourism Products*** – The Responsible Tourism Policy Framework lists "Tourism Products" which range from Accommodation services to Country-specific goods. Of critical need is the **assessment of tourism needs and options outside of Koror** and the Rock Islands Southern Lagoon, and the creation of **new (sustainable) tourism products** outside Koror. According to the Belau Tourism Association (BTA), tourists and the tourism industry want and need new, innovative tourism products. This includes both natural and cultural (both traditional and modern) sites and experiences; high-end tourists in particular want a "**story**" and want to feel good about their purchases. Challenges to establishing new sites include **1) solving land ownership problems and improving accessibility; 2) increasing the relevance of more sites (e.g. through a story); 3) providing more information for sites, including detailed naturalist and archeology information.** The **support system for developing state-based tourism is lacking** – most states are doing the work on their own and thus on an opportunistic (e.g. grant-based) way. **Community capacity gaps include the following:**

#### Resource owners/Stakeholders

- Don't fully understand the real value of their assets ("it's just a marsh")
- Don't know the best way to develop their property as an eco-tour product (Right kind of trails? Proper signage? Self-guided or guided tours?)
- Don't understand the human psychology of tourists and their motivations for spending money
- Underestimate or forget to consider the impact on community health (social/emotional/physical) – for instance use of pesticides or leasing property to foreigners may lead to visible, unwanted community changes
- Leaders have a hard time accepting that specialists on their staff may require a high salary – at times more than the leaders themselves make – and thus key positions are understaffed.

- Key staff for tourism products (such as at State Offices) may lack the specific knowledge associated with the site (cultural or natural heritage) and lack the skills needed to engage with tourists (customer service).
- Staff at State Offices are in charge of tourism products, but don't have the institutional capacity/infrastructure to implement them well (for instance are lacking human resources/fiscal management to take on this added duty). Sites need to be built, maintained, managed, and marketed – duties that are beyond the skeleton staff in most state offices and needs long-term thinking and Business Planning.

According to the BTA, the complaint they hear most frequently from customers to sites outside of Koror has to do with fees. Although discussed, there has been **no solution so far as to a consolidated fee.**

Shifting to **more public-private partnerships (such as in Ngardmau)** may be a viable avenue for developing tourism products.

A common refrain from interviewees is that Palauans themselves should become more **proactive when it comes to tourism, with a shift in attitude to be more “can-do.”** For instance, more Palauans would be willing to say “I can do it” NOT “Great idea – can you do it?”

**Souvenirs** – There is **insufficient supply of “Made in Palau” products.** Food products tend to be within the price point of most tourists, however, supply is inadequate to meet demand. Supply of local crafts is also lower than demand. **Inadequate supply of raw materials** (e.g. taro) is only one challenge, although **increasing agricultural production** would help.

Most local souvenirs are created in people's homes or multi-purpose spaces. Expensive equipment is hard to access or missing on island (such as commercial dryers for flour, industrial kitchens, sliceers, grinders, deep freezers, walk-in fridges, etc.). A **shared space with rentable equipment/time** (similar to the Maker Space movement in the US) might help.

Other challenges include:

- Insufficient human labor
- Lack of **access to and understanding of items needed to extend shelf life (e.g. packaging)**
- Lack of **understanding and capacity to label and market products efficiently and effectively**

Additionally, some interviewees felt that the government was hindering small business development by treating the cottage industry the same as corporations. **Fees, taxes, licenses, permits, etc. are a hindrance to growing small businesses.**

A **“Made in Palau” authenticity program** is in development with room for added input.

**Feeding Tourists** – Feeding tourists appears to be a major impediment to sustainable tourism, with many different problems. Tourists are willing to pay top dollar for rare and exclusive species, regardless of their status as endangered or protected (or perhaps because of). Thus,

tourists are driving legal and illegal markets in rare foods. **Attitudes and lack of awareness are driving the problem, which is compounded by inadequate enforcement and the occasional conflicts in regulations.** The sheer number of tourists on island at any one time is a major consideration in the takings of both illegal and legal species. In any one week up to 15% of people on island (~1500), based on the high figure of 160,000 tourists per year. To give this perspective, there are only around 13,000 maml (Napoleon Wrasse) in Palau in total, and the maximum sustainable taking would be only 1% - or 129 animals in total (Polloi et al 2014). Anecdotal stories indicate that more than 129 fish (10 or 11 per month) are being taken – even during the complete closure that is currently in effect. **Thus, a more sustainable option is to reroute tourists towards more sustainable, legal foods, including different sources of protein (away from reef fish) and agricultural products.**

Tourists are also currently eating reef fish, apparently because of supply issues more so than preference. Indeed, market studies conducted as part of the Pristine Palau brand indicate that *tourists would be willing to pay for high value offshore reef*, with **added value for fish that have a “story” or clear sustainable provenance.** Given that Palau’s reefs are stressed (dropping populations, declining sizes) the additional pressure from tourists does not help Palau’s reefs. According to many interviewees (and the owner of Happy Landing), fish tend to sell out and there is much more demand for fish – reef and offshore – than supply. The current supply of offshore fish is far below demand. Thus any **activities to convert tourists from reef fish to offshore fish as their preferred food would assist with the development of more sustainable tourism.**

**Sportsfishing tourism** – Interviewees indicated that while sportsfishing tournaments are very popular, they may lead to overuse of the reef and waste of fish. They noted that tourists who come to Palau for sportsfishing do not have the same respect for and understanding of the reef that local fishers have. According to interviewees, there are no **sportsfishing regulations** (aside from National regulations on fish). There are licenses but inadequate enforcement. As part of the voluntary PACT group, development of voluntary regulations (such as catch and release and size/species limits) are underway to build more sustainability into sportsfishing. Based on a “Gentlemen’s Agreement” sportsfishers are now self-regulating when it comes to Giant Trevally and no longer bringing dead fish to port. The Palau Sportsfishing Association has adopted these measures and this could be a new sustainable tourism option. Similar to sharks, offshore fish are worth more alive than dead; thus **returning fish alive to the water is the preferred economic option.** A lot of fishermen are worried about having big boats and high end gear, but they are forgetting that **high end tourists want a personal experience complete with “story.”**

**Jobs** - Poverty estimates based 2005/2006 data showed that 18.4% of households and 24.9% of population were below the national poverty line (basic needs). While rural areas had a slightly higher poverty incidence (20.8% of household and 28.9% of population), there was not big difference with urban areas (19.2% and 26.2% respectively). The central cause of poverty remains the lack of job opportunities. **The local work force has limited access to the jobs that are created by tourism-related businesses.** Sustainable tourism offers excellent opportunities for jobs. For instance, one local business producing souvenirs involves between 8 and 9 part-time workers in the process (from supply to demand). Another business owner has at least 2 full-time workers. In both instances, involvement of women was over 75%.



The Results Framework includes a target of 3 Sustainable Tourism Products. This is based on historical trends that show that for initial investments of \$50,000, sustainable tourism products are started but not completed. In most previous projects, an additional investment of \$50,000 would have taken the tourism product from plan to implementation. Thus for the targeted investment of ~305,000 in Sustainable Tourism as part of OP6, the indicator is 3 Tourism Products, of any scale.

Palauan Women are underrepresented in the types of sustainable tourism jobs that could be effectively targeted through a SGP grant (In 2015 Census: # of Palauans involved in Food Processing/Woodworking/Garment/Crafts = 29 men and 4 women; # of Palauans working as Legal/Social/Cultural Professionals = 81 men and 25 women). Thus the indicator of having 50% women involved in each project is there as a protective number to ensure that projects move towards equality.

Based on the two example small businesses described above, the number of people involved can range from 1-2 full time or 8-9 part time workers. Thus this project settled for an average of 5 people employed (part- or full-) as a result of each project x 3 tourism products for an indicator of at least 15 people receiving positive benefits (such as employment).

### Solar Energy

Prior SGP-funded projects enabled community groups to put solar panels on community-use buildings. According to the Palau Energy Office, the large solar systems as public locations are on the public grid, but individual panels at homes are not. As of October 2016 there were no State solar systems – just individual panels in various locations. In addition to EU funds to support installation of solar panels, Palau also has access to funding from the United Arab Emirates to support solar installation in homes. Presumably this funding will go the same route as the EU funding – through the NDBP. According to BOA, some farms run their irrigation pumps using solar energy. A PACA-operated Clam Aquaculture facility has solar panels purchased with a grant, but does not have a battery to store energy. Thus the site is not operational due to its distance from the nearest power pole. During interviews and consultations, several people indicated **difficulty in accessing funds through NDBP because of the “technical requirements” and “paperwork.”** Individuals from professions requiring less formal schooling (such as farmers and fishermen) were most likely to say this.

Individuals at PCAA identified 3 solar systems that had been funded by the EU (Ben Adelbai was identified as the prior Project Manager) that are no longer working. There was **interest in fixing those panels**, but there was also voicing of the need to bring ownership to any solar programs.

**Training and maintenance** are issues. There is a program at PCC that provides training on solar energy, and a recent grant from India enabled Emmaus to teach women about solar panels. PCAA identified that its youth programs are involved with solar as well.

The Results Framework includes a target of 8 homes or 4 community buildings, impacting at least 40 people. This comes from averaging past estimates used in SGP proposals, such as an



average of \$30,000 for solar panels for community buildings (based on projects in Koror and Airai). Thus for an SGP investment in this category of ~125,000; the project should be able to scale up to include at least 4 community buildings. Community buildings can serve up to 50 people. Alternatively, if SGP grants instead focus on increasing access of homeowners to solar energy, for that investment minus 50% for training/capacity building, this would mean approximately \$60,000 for solar installation. At an average of \$6,000 per home (the NDBP cap for solar subsidies), this amount of money should benefits for at least 10 homes. Average family size in Palau is 4; so at a minimum this investment should yield benefits for at least 40 people; with more if the investment is used for community buildings.

### Capacity Building

The Capacity Building baseline will be better established after the OP5 Capacity Building and Knowledge Management Projects are finished. Capacity needs associated with Food Security, Sustainable Tourism, and Solar Energy have been highlighted in those respective sections. Capacity building here refers to the ability to access grassroots funds and to the State of Civil Society in Palau.

The State of Civil Society in Palau is unknown and in need of assessment. There are over 200 registered NGOs in country, with many more CBOs and community groups. Membership within groups is often fluid, and in many cases the same person is member of multiple groups. The lines between Civil Society and Government are similarly fluid, as the same person may have an elected position, traditional position, and Civil Society position at the same time.

During community consultations for this project and others, many community members voiced frustration with government over a variety of topics, such as

- Feeling “left out” of the decision making process
- Frustration about being unaware” or not consulted about projects – even when they felt they should have been (e.g. membership on related boards)
- Information not being readily available in the format they are most likely to access (TV and radio, according to several elderly individuals and those living in Babeldaob).
- Having the “best people” hired by government and thus unable to contribute to industry
- Restrictive government fees
- Lack of information sharing

## 11. APPENDIX 3. LIST OF NGOS AND CBOS TO TARGET

This list includes previous successful grant applicants, pipelined applicants, applicants who were denied, and new organizations identified through the Scoping Survey (Appendix 1) as “ready and able” to carry out projects.

### Organizations Identified as “ready and able” to do a SGP-funded project

Rudalbil of Melekeok	Ngardok Nature Reserve, Kevin Mesebeluu
Council of Chiefs, Oikull village	Ngarchelong Youth (CBO)
Dichem Planning, David Mason	OA Club Association – Dililau Andreas
Iyechaderchedukl, Francis Toribiong	Palau Health Foundation (PHF)
Palau High School, Koror Elementary School, G.B. Harris Elementary, Meyuns Elementary, Ngaraard Elementary, Melkeok Elementary, Ngaremlengui Elementary, Peleliu Elementary	Palau Media Consult (check with Leilani Reklai – recruit for possible Capacity Building grant and as a way of engaging foreigners/minority groups)
Mechesil Belau	Peched Reds Organization
Meyuns Youth Organization	Rubekul Belau
Ngarabras, Traditional Men's Group; Orduml, Airai	Angel Center – School of Pacific - (Youth projects)
Northern Reef Fisheries Cooperative - Bridget Adachi	Sonsorol Women's Organization, Irene Kurterbis is their President
Ngelekel a Tiull Stars (NTS)	Kaudiais, Meiang Chin

### Past Successful Applicants

Belau Cares Inc.	Ngaramaiberel Women's Organization
Belau National Museum	Ngaramelemiak/Ngaratet EIDui
Didil Belau, Inc	Ngarameliwei, Inc.
Dini Faruya Mr. Joseph Kintoki	Ngarasechedui
Ebiil Society	Ngaratelok
Helen Reef Resource Management Program & Board	Ngarauchebungel (Men's Klobak of Oikull, Airai)
Emmaus High School	Ngarayaml-Ordomeil Women's Association
Hatohobei Women's Association	Ngetpong Kalbong
Edumael Club	Oldiais Women's Association
Kayangel Klobak	Pacific Academic Institute for Research
Kotel A Deurreng, Inc. / Complete Streets Partnership	PEACE (Pacific Endowment for Art, Culture and Environment)
L.I.F.E. Schools	Palau International Coral Reef Center
Ngara Ekil Traditional Women's Group	Palau Conservation Society
Ngara Lukes Women's Association	Peched Reds Organization
Ngarabesos	Protected Areas Network Fund
Ngarailulk/Ngeraus/Ngchesar State	SIUL Institute for Sustainable Living
Ngaraklidm Women's Organization	Traditional Chiefs of Ngaramaderrak
NgaraLukes Foundation	Traditional Leadership of Hatohobei

### **Pipelined Applicants**

Kotel A Deurreng, Inc. / CompleteSTREETS Working Group
Ngaramaiberel Women's Organization

### **Applicants who were turned down for funding**

Alla Club and TBP&J Association (Tourism, Business, Projects & Journalism Association)
Belau Cares
Coral Savers Foundation cooperating with Bureau of Marine Resources
Ebiil Society
Helen Reef Resource Management Program in partnership with Hatohobei Organization for People and Environment (HOPE); Hatohobei Women Association (HWA);
HOPE
Ngara Ilulk (Ngchesar)
Ngara Mekaeb Association (with Angaur State Government)
Ngara Tuich Organization
Ngaraard State Youth Organization
Ngarachosiukl (Ngaratemring men, Ngarangmui women) Ngchesechang Airai; c/o The Environment, Inc.
Ngarachosond (Ngerchemai men's group) Ngarcholkak (Ngerchemai women's group), c/o The Environment, Inc.
Ngarameliwei (Ngetkib) in partnership with Ngarabrokork, The Environment, INC., Pacific Academic Institute for Research
Ngaraseseb (Young men & women Organization of Ngebuked)
Ngaraseseb Women's Association (Airai)
Ngara-Telok Traditional Women's Organization (Ngchesar)
NgaraYolt Women's Organization(Ngaraard)
Peleliu State Nordersii Club Women's Association
Seeds of Promise Palau Inc.
Sima-liual Women's Organization (Ngiwal)
UAK - Ulkerreuil A Klengar

## 12. APPENDIX 4. NOTES FROM GROUP MEETINGS

<b>MEETING DATE</b>	October 19, 2016 - 11:30 to 1:30
<b>NAME OF GROUP</b>	Conservation Consortium
<b>NOTE TAKER</b>	Heather Ketebengang
<b>ATTENDEES</b>	13 participants
<b>1.1 DISCUSSION</b>	
<b>SGP:</b>	Also receive complaints and weaknesses so we can improve and strengthen program.
<b>Participants:</b>	Terminology is too technical to understand
<b>Participant:</b>	How to make it so that your measurements are developed for foundations of sustainable livelihoods. Management is more about protection. How do you increase efforts on management rather than just conservation. Improve use on resources. Palauan "bul" was about managing the 'use' of resources. Incorporate into their livelihood, resource management.
<b>Participant:</b>	Strategic projects can complement national projects. PAN is site based; if species-focused, this is another avenue.
<b>Participant:</b>	You have the flexibility and strength to work in private land. I.e. work with land-owners who have watersheds in their land. Gov't entities cannot have that flexibility but CSOs can.
<b>Participant:</b>	When we are NGOs we already show partnership with State, sense of ownership with resource managers. Will that jeopardize both proposals? So we are not competing for the same pool. Needs to be clear how State gov't and NGOs, CBOs can apply for this next phase
<b>Participant:</b>	The funding pool is the issue. So a solution is to separate their pool of funds. To complement one another rather than compete with one another?
<b>2.1 DISCUSSION: WHAT ACTIVITIES SHOULD CSO'S BE DOING</b>	
<b>Participant:</b>	Fisheries. Aquaculture
<b>Participant:</b>	Droughts; Desalination plants; more evident use of grey-water, use for agriculture, regularly. Pump don't dump - cruise ships and boats and how they use their water.
<b>Participant:</b>	More sustainable livelihood activities would be good. Issues about people needing money. New ways for community members to make additional income.
<b>Notetaker:</b>	Does money-generating initiatives translate to sustainable livelihoods? I think we also need to capture other livelihood activities as well... i.e. skills-based activities, leadership-based, etc.
<b>3.1 DISCUSSION: ANY CSOS THAT ARE READY TO IMPLEMENT COMMUNITY-BASED ENVIRONMENTAL PROJECTS?</b>	
	See list.
<b>Participant:</b>	Challenge is the proposal development and writing. Project management and project design. Workshops of capacity of development are needed.
<b>Participant:</b>	Are they ready or they not ready? They need help with the concept. Taking them through the process and the design and the solution. I.e. LFA. They (women of Ngardmau women's group) loved learning how to design a project.
<b>Participant:</b>	Encourage a person to apply through a video or writing in your language. There are ways to be creative to bring the opportunity to bring them. Contract out people to submit proposals. Capacity

	within SGP, we can also look at how to open up that opportunity.
Participant:	Aligning it to national priorities (type of projects).
Participant:	How do we use the projects to build on what we as a nation see. Findings show that the projects are not seen to inform national frameworks, so that it is part of the work. Systematic process.
Participant:	There is no basis on how much gov't should allocate to the SGP. It's more like, this is how much SGP got last phase so this is how much it will get.
SGP:	True, but the GEF usually provides the benchmark and then the gov'ts can each decide how much to allocate.
Participant:	There has to be a mechanism to also showcase projects. Fisheries and aquaculture.
Participant:	Partnership with private businesses.
Participant:	Once in a while they meet to share what they learned. SGP to fund that.
SGP:	Yes, need to fund another SGP information-sharing platform or SGP knowledge fair every 2 years? Or maybe every end of the operational phase?

<b>MEETING DATE</b>	October 17, 2016 - 12 to 1 pm
<b>NAME OF GROUP</b>	Koror State Youth Council
<b>NOTE TAKER</b>	Heather Ketebengang
<b>ATTENDEES</b>	11 participants
<b>1.1 DISCUSSION</b>	
	Youth representatives from all hamlets in Koror attended except for Ngerchemai youth representative.
Synopsis:	KSYC is a chartered organization. Other members of the KSYC are chartered as well, Ngerbeched and Ngermid. Meyuns are working on getting chartered. Only Ngerbeched youth are past SGP grant recipients. They got the grant through BEHST. All other youth representatives had very limited knowledge about SGP and that they are eligible to apply.
Do you know of any CBOs or NGOs that are ready to implement community-based environmental projects?	<i>Ngermid, Ngerbeched, Medalaii, KSYC</i>
What projects do you think SGP should fund?	<i>Restoration, Solar energy</i>
Do you think SGP funding should be prioritized by:	<ul style="list-style-type: none"> <li>• Type of project: <i>Yes. Those that help community</i></li> <li>• Location: <i>No</i></li> <li>• Group/grantee: <i>No</i></li> </ul>
As a group, prioritize the top 3 or 4 which you think Palau GEF SGP should fund	<i>Sustainable Management of agriculture land, Sustainable water systems management and protection of water sources, Transformation to low-emission development, Access to sustainable energy</i>
Which initiatives do you think communities are best able to work in and positively impact?	<i>Sustainable management of agriculture land, Sustainable water systems management and protection of water sources, Protected areas management for the protection of biodiversity and ecosystem services, information sharing</i>
Do communities/CBOs/NGOs need capacity building in any of these areas in order to work on	<i>Yes</i>

any particular initiative?	
Have you ever seen a "product" that communicated the knowledge a CBO gained from its SGP project?	<i>No</i>
What kind of help do NGOs and CBOs need in order to communicate the knowledge they gain from their projects?	<i>Media outlet</i>
What is the best way to link CBO project and lessons learned with higher level policymakers?	<i>Media</i>
How can we help you prepare and apply for grants?	<i>Help fill out application, help coordinate, provide procedures or steps to help with the process.</i>

<b>MEETING DATE</b>	October 19, 2016 - 9:30 to noon
<b>NAME OF GROUP</b>	SGP National Steering Committee
<b>FACILITATOR</b>	Ms. Anu Gupta
<b>ATTENDEES</b>	7 participants - Andrew Tabelual, Carol Emaurois, King Sam, Gwen Sisor, Sharon Sakuma, Leonard Basilius, Kiblas Soaladaob
<b>ABSENT</b>	Umai Basilius, Lynna Thomas, Semdiu Decherong

### 1.1 DISCUSSION: VISION FOR SGP

Buy-in at the community level

Engage community in actions that are meaningful for them

In support of their goals and national goals

Building capacity at the community level

Strengthen / Enhance their ability to get and enhance resources to make life better.

Food Security: Taro and Water – meet their needs

So they can apply for other grants

Informed communities

Ensure they have the resources

Grow nationally as its own SGP (not just GEF but many funding sources)

### 2.1 DISCUSSION: WHAT DO YOU WANT PEOPLE TO KNOW ABOUT SGP?

Very serious. "This is a benefit for you."

SGP is a bottom-up approach, there are opportunities outside of state level support

Opportunity to come up with own initiative

Helps communities understand what the issues are and can link their issues and needs to a mechanism they can use to address it.

"I have access to"

"I know my resource"

They know they have a bigger voice than they think

They don't have to be a politician to make a decision for their communities

They should know they can make decisions

Communities don't see a direct link between MPAs and livelihoods



<b>3.1 DISCUSSION: IN 5 YEARS...</b>	
want all CBOs to know about SGP / opportunities	
can choose what to do based on their issues	
Take the Conservation Ethic → “yes I can author it myself”; Bring the conservation culture home	
<b>4.1 DISCUSSION: OTHER</b>	
Level of dialogue is somewhat disconnected	
It is an opportunity for states to be proactive	
Funding people to implement → but not governance	
Would be helpful to look back at funding stream and see where it all goes; how it relates to National Priorities	
<b>5.1 DISCUSSION: REVIEW EXISTING AND PAST PROJECTS</b>	
Projects that can scale up	Solar
	Food Security <ul style="list-style-type: none"> <li>• E.g. taro projects - how many / yield → more ways</li> <li>• Talking about farmers / taro broker – connect buyers to suppliers – PACC project is moving out where we are</li> <li>• Aquaculture – aligned with National efforts</li> <li>• Climate-smart</li> </ul>
	Tourism <ul style="list-style-type: none"> <li>• Community level</li> <li>• Strategic program with BTA – to make a Tourism Plan</li> </ul>
	Aquaculture – aligned, already aware, clam cultures
	Energy
	Fisheries
Food Security	Innovative
	Look at what works and inject steroids
	Co-ops - ? Agriculture co-ops or Supplying schools / consistent buyer
	Infrastructure to facilitate
	Social acceptance
	Marketing
	Where to sell 50 pounds?
	Climate smart
	Chemicals
	Diversity
Capacity for planning	
<b>6.1 DISCUSSION: GLOBAL VISION</b>	
Taro	Scale it up to global level
	Palau to be known as the resilient crop
Agro-ecological system	Palau to be known for our taro/ climate-resilient agro-ecological system
	Continued practice of traditional management (example of traditional piers – changes the way fish move – fund it and research, see if it’s climate smart
Gender?	Where is coordinating effort and dialogue?
	Other countries in the Pacific are doing projects in discrete / no support

	NSC – how does it work?
NSC	Access to build capacity of the NSC
	Consistent awareness raising of the NSC
	To be able to access exchanges
	How to access other funds? To have a more sustainable mix of funding?
NC	Need a schedule for the NC to be more proactive
	NC can access more training
	NC needs to be matched up with a true peer – or even a “Stretch” connection – simply doing exchanges with other regional countries is not effective as Palau is in a different place and time in its SGP
<b>7.1 DISCUSSION: PROJECTS TO INCLUDE</b>	
Diversification – e.g. foreign groups, urban underclass, vulnerable groups	
Knowledge management in Calls for Proposals	
Require grantees to link to some other National Plan	
<b>8.1 DISCUSSION: CAPACITY NEEDS</b>	
How to design proposals --→ applying	
Even bank accounts	
Same issues as with PAN	
Room to synergize with PAN, especially on project design and reporting	
CBOs – taking lessons learned and communicating up and out	
Help making knowledge products	
Review standards for proposals and perhaps new templates?	
Co-finance not required by heavily encouraged – 1:1	
<b>9.1 DISCUSSION: CAPACITY BUILDING</b>	
Tie to Governance project / CB2	
State Governments can apply	Don't want them competing for the same pool of money.
	States can take a mentoring / paid partnership role
	Limit to 2-3 states/States could only access 20-30% of funding, require co-finance requirement for States. Recall GEF cannot be used to cofinance.
	States can take a mentoring / paid partnership role
<b>10.1 DISCUSSION: SGP</b>	
Would be good to build in some sort of National Program Evaluation	
Lessons learned and the gaps	
Evaluate the OP5 Strategy within a bigger context	
Involve the stakeholders and their ownership of the projects	
How have other countries been evaluated? What is the global evaluation?	
Perhaps consider setting up a TAG (Technical Advisory Group) for NSC	

### **13. APPENDIX 5. INDIVIDUALS WHO CONTRIBUTED IN SOME WAY TO THIS STRATEGY**

THIS INCLUDES INDIVIDUALS WHO COMPLETED SURVEYS, PARTICIPATED IN A GROUP DISCUSSION ABOUT THE SGP, WERE CONSULTED IN PRIVATE MEETINGS ABOUT THE SGP, OR WERE CONSULTED FOR OTHER PROJECTS THAT HAD RELEVANCE TO FOOD SECURITY, SUSTAINABLE TOURISM, OR CAPACITY BUILDING.

- |                          |                                   |
|--------------------------|-----------------------------------|
| 1. Andrew Tabelual       | 37. Lolita Gibbons-Decherong      |
| 2. Ann Kitalong          | 38. Mingrang Kloulechad           |
| 3. Ann Singeo            | 39. Noe Yalap                     |
| 4. Anthony Rudimch       | 40. Bridget Adachi                |
| 5. Bena Sakuma           | 41. Pauline Theodore              |
| 6. Bernie Besebes        | 42. Phoebe Sengebau               |
| 7. Bibbie Kumangai       | 43. Regis Emesiochel              |
| 8. Blaire Phillips       | 44. Remurang Albert               |
| 9. Carol Emaurois        | 45. Sarah Sugiyama                |
| 10. Charlene Mersai      | 46. Sharon Patris                 |
| 11. Clarence Polloi      | 47. Sharon Sakuma                 |
| 12. Danka Ledgerwood     | 48. Steven Victor                 |
| 13. Daysi Ngeltengat     | 49. Surech Bells Hideyos          |
| 14. Dwight G. Alexander  | 50. Tanalynn Alfonso              |
| 15. Fabian Iyar          | 51. Tino Kloulchad                |
| 16. Fernando M. Sengebau | 52. Toluk Sakaziro                |
| 17. Geraldine Rengiil    | 53. Toluk Sakuma                  |
| 18. Heather Ketebengang  | 54. Joe Tutii Chilton             |
| 19. Ilebrang U. Olkeriil | 55. Victor M. Yano                |
| 20. Isebong Katosang     | 56. Victor Nestor                 |
| 21. J Maireng Sengebau   | 57. Xavier E. Matsutaro           |
| 22. Jerome Temengil      | 58. Yalap P. Yalap                |
| 23. Joel Miles           | 59. Yimnang Golbuu                |
| 24. Juliet Ngotel        | 60. Yvonne Ueda                   |
| 25. Kadoi Ruluked        | 61. Chris Kitalong                |
| 26. Kebesei Mesubed      | 62. Ebiil Society – Fishers       |
| 27. Kei’ili Mikel        | 63. Northern Reefs Coop – Fishers |
| 28. Kevin Mesebeluu      | 64. BOA – Agriculture Farmers     |
| 29. Kevin Polloi         | 65. PACA – Aquaculture farmers    |
| 30. Kiblas Soaladaob     | 66. Melekeok State Leadership     |
| 31. Kimie Ueki           | 67. Umai Basilius                 |
| 32. King Sam             | 68. Tarita Holm                   |
| 33. Kolea Schonwalter    | 69. Roberta Louch                 |
| 34. Leilani Reklai       | 70. Happy Fish Market – staff     |
| 35. Leonard Basilius     | 71. Bernice at PCS                |
| 36. Lily Kerradel        |                                   |

## 14. DIGITAL APPENDICES

Available directly from the SGP NC:

1. Copy of raw data from online and paper surveys (Excel and PDF)
2. Powerpoint Presentation given to the NSC summarizing Scoping Exercise