

OPERATIONAL PHASE 8 (OP8)

SGP COUNTRY PROGRAMME STRATEGY (CPS)

2023 – 2026



KIRIBATI

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

Total SGP Grants to date since Country Programme start date (2017)	USD 1,720,000
OP8 GEF Core Funds	USD 500,000 TBC
OP8 GEF STAR Funds	USD
Other funds (secured)	USD
Other funds (expected/to be mobilized)	USD

1. INTRODUCTION

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

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

The OP8 objectives reflect the key features of GEF Small Grants Programme 2.0, including new approaches to support youth, women and Indigenous Peoples, linking up with complementary mechanisms, such as the Microfinance Initiative and CSO Challenge Programme, cooperating with other GEF Agencies, and leveraging opportunities with GEF strategies, including the delivery of the GEF-8 Integrated Programmes. In addition, OP8 will facilitate opportunities for innovation and scaling up, catalyze multi-stakeholder alliances to test new approaches through CSOs, and leverage its dialogue platforms towards greater impact. OP8 will also align and contribute to the UNDP Strategic Plan (2022-2025).

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

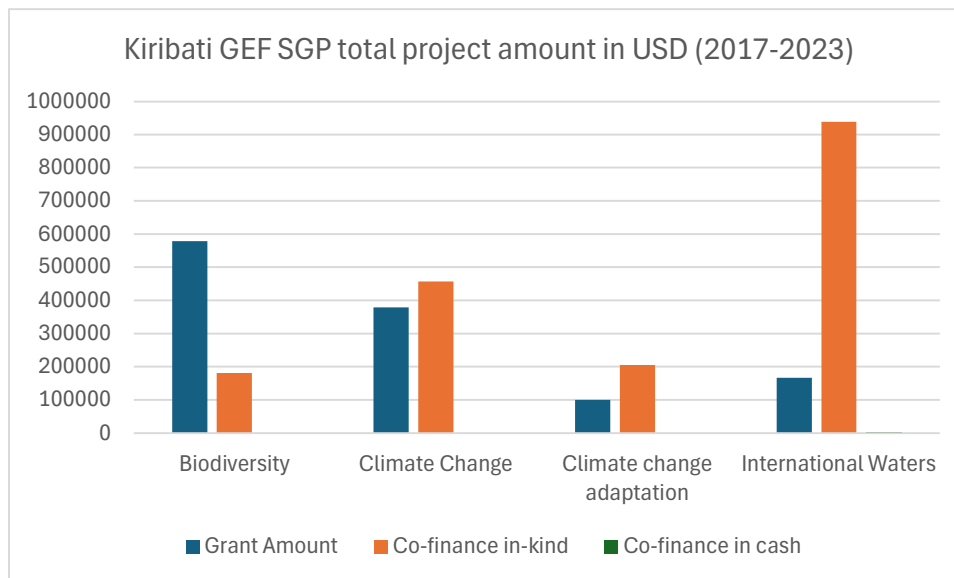
2. COUNTRY PROGRAMME SUMMARY: Key results and achievements

The Kiribati GEF Small Grants Program (SGP-KI) started in 2007 as a sub-regional programme under UNDP Fiji until 2015, with a total utilized grant amount of USD 100,000. In 2017, the Kiribati SGP became a Country Programme. Key results and achievements are discussed below in sub-headings.

A. Value of completed projects.

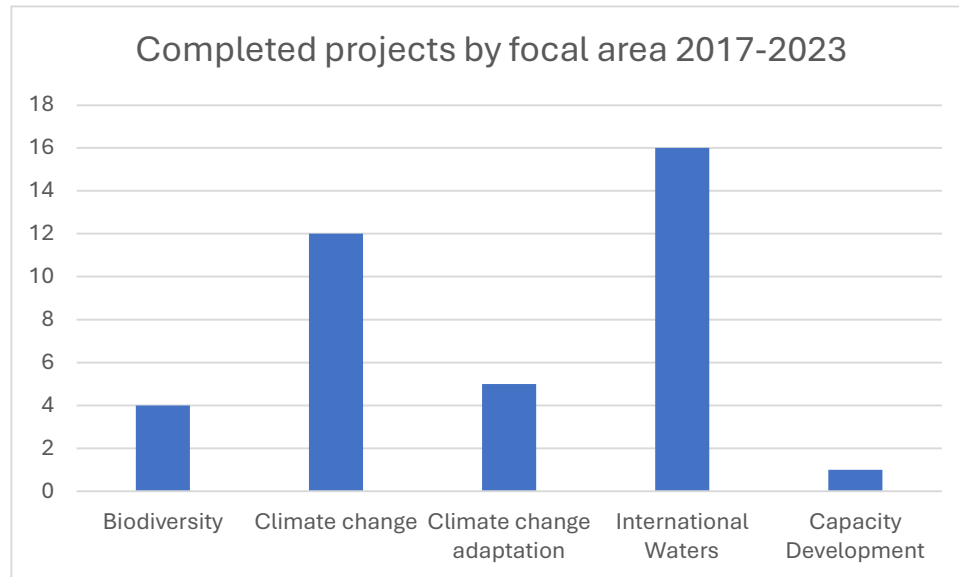
Up to date, a total of 37 GEF SGP projects including 5 Community Based Adaptation were completed, as recorded in graph 2. The total grant amount allocated to these completed projects is USD 1,223,428.22. The co-finance amount is also recorded in the graph below.

Graph 1: Represents the total amount for completed projects from 2017-2023



B. Key results/achievements by focal area.

Graph 2: Represents the total number of completed projects by focal area from 2017-2023



A total of 37 Community Based Organizations participated in the GEF SGP with more than 5,000 individuals who benefit directly. Below are some of the key results of focal area objectives.

Climate Change: 12 CBOs benefit from the CC projects, with 1800 individuals who directly benefit. 2 CBOs accessed solar renewable energy source. Additionally, one of the completed projects on the solar water system has been replicated on the outer island under the OP 7 CBA which is still ongoing and is expected to complete at the end of 2024.

International Waters: 16 CBOs with more than 5000 direct beneficiaries and an estimate of 0.6 ton of land-based pollution reduced and an estimate of 2 hectares of land are under improved management.

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

Climate Change Adaptation: 5 CBOs had benefitted from the climate change adaptation projects with 150 individuals participated.

C. COUNTRY PRIORITIES AND STRATEGIC ALIGNMENT

3.1 Alignment with national priorities

Table 1. List of relevant conventions and national/regional plans or programmes

Conventions + national planning frameworks	Date of ratification / completion
GEF-8 National Dialogues	December 2023
Convention on Biological Diversity (CBD) Global Biodiversity Framework (GBF)	1995 ratified to CBD
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2016
Nagoya Protocol on Access and Benefit-Sharing (ABS)	02 September 2021
UN Framework Convention on Climate Change (UNFCCC)	08 th May 1995
UNFCCC National Communications	1 st NC – 2008, 2 nd NC - 2013
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	
UNFCCC National Adaptation Plans of Action (NAPA)	January 2007
Nationally Determined Contributions (NDCs) for the Paris Accord	August 2015
UN Convention to Combat Desertification (UNCCD)	08th September 1998
UNCCD National Action Programmes (NAP)	2017
Stockholm Convention (SC) on Persistent Organic Pollutants (POPs)	07 th September 2004
SC National Implementation Plan (NIP)	2020
Minamata Convention (MC) on Mercury	28 th July 2017
UN 2030 Sustainable Development Goals (SDGs)	September 2015
Voluntary National Reviews (VNRs) for the UN SDGs	July 2018
Strategic Action Programmes (SAPs) for shared international waterbodies (IW)	August 1997
Kiribati Vision 2016-2036	2016

3.2 Gaps and opportunities

Since the last Country Program Strategy for OP 7, the contribution of the GEF Small Grants Programme (SGP) in Kiribati towards Multilateral Environment Agreements (MEAs) and national plans and frameworks remains inadequately represented in national reports to MEAs and implementation reports. Although the GEF programmes are mentioned in national plans as potential partners, specific references to the GEF SGP are absent, as reflected in national reports. The GEF SGP projects could have provided valuable information for environmental national reporting; however, there has been a lack of documentation on GEF SGP interventions.

The national government's reporting system needs to be strengthened to ensure inclusiveness, allowing all relevant agencies, including the GEF SGP, to contribute meaningfully to national reporting. OP 8 presents an opportunity for Kiribati to align GEF SGP activities with national plans, fully recognizing the significant contributions of the Small Grants Programme. The GEF SGP must stay informed about environmental priorities and existing national plans and promote the program across all levels, including the government, NGOs, and local communities, to ensure the implementation of national priorities through the work of the GEF SGP.

National priorities and plans, such as the NBSAP, National Communications, UNCCD NAP, and KJIP, are often formulated through problem analysis and wide stakeholder consultations, where communities and CSOs are predominant stakeholders. Therefore, the effective involvement of civil societies and communities is paramount in implementing national priorities, as they are at the forefront of addressing the multiple impacts of social and economic developments. They can best provide local solutions to address these impacts while promoting global environmental benefits through SGP projects.

The GEF SGP team will work collaboratively with NSC members and other partners including the UNDP, the GEF OFP and relevant bilateral donors to explore convening a joint national dialogue targeting Government Ministries, NGOs and CSOs. A dialogue will provide an avenue to showcase the GEF SGP work linking it to national policies progress reporting, regional frameworks and SDGs. The GEF SGP team will also explore creating a facebook page for GEF SGP Kiribati which is a common media platform being used in Kiribati. All publications, advertisement, pictures and video footage of the GEF SGP activities will be uploaded through this page.

3.3 OP8 strategic priorities of the SGP Country Programme:

The Kiribati GEF SGP will focus on the strategic initiatives that are aligned with the national priorities and these are shown in the table below.

Table 2. SGP Country Programme's alignment with SGP OP8 Strategic Initiatives and country priorities/projects/programmes

SGP OP8 Strategic Initiatives - Global	SGP Country Programme's OP8 Priorities	SGP Country Programme's complementarity with GEF, UNDP, and other projects and programmes
Community-based conservation of threatened ecosystems and species	<i>Improve community-led biodiversity friendly practices and approaches, including promoting blue economy approaches. Specific initiatives will be supported but not limited to the following :</i> <i>Community solutions in blue economy, including promotion of sustainable fisheries, aquaculture, eco-tourism and conservation and management of coastal habitats for sustainable community livelihoods</i>	Enhancing "Whole of Islands" Approach to strengthen Community resilience to Climate and Disaster Risks in Kiribati – GEF/UNDP/OB Program of Work on Protected Areas (PoWPA) GEF/UNEP/MELAD Climate Change and Ecosystem-based approaches for Sustainable Fisheries Management (PIOFMP) – GEF/UNDP/MFMRD

	• <i>Species (threatened, endangered and endemic) conservation and management measures.</i> • <i>Ecosystems (mangroves, seagrass and coral reefs) conservation and management measures</i> • <i>Ocean and lagoon coastal zone management initiatives.</i> • <i>Support community-based efforts to improve and implement policies/plans that support conservation and sustainable use</i>	Global Programme on National Biodiversity Finance Plans – GEF/UNDP/MFED, MELAD Blue Economy Assessment GEF/UNDP/MFMRD Global Programme on National Biodiversity Finance Plans GEF/UNDP/MELAD, MFED
<i>Sustainable agriculture and fisheries, and food security</i>	<i>Increase diversification and livelihood improvement. Specific initiatives will be supported but not limited to the following:</i> • <i>Sustainable agricultural practices that avoid land degradation.</i> • <i>Management of land through proper land-planning, mechanisms to resolve conflicts over land use, community-based protection, rehabilitation of land through replanting or eradication of invasive species, fire management, avoid illegal mining, etc.</i>	Blue Economy Assessment GEF/UNDP/MFMRD Enhancing “Whole of Islands” Approach to strengthen Community resilience to Climate and Disaster Risks in Kiribati – GEF/UNDP/OB Climate Change and Ecosystem-based approaches for Sustainable Fisheries Management (PIOFMP) – GEF/UNDP/MFMRD Pacific Regional Oceanscape Program (PROP). GEF/WB/MFMRD Pacific Soil Management CSIRO/MELAD Strengthening Agricultural Resilience to Climate Change SPC/MELAD Kiribati Outer Island Food and Water Project IFAD/MELAD Community Based Fisheries Management DFAT/MFMRD FAO FishFAD Project

		Japan/MFMRD Climate Smart Agriculture QFFD/MELAD
Low-carbon energy access co-benefits	<i>Promote off-grid energy service needs in rural and urban areas.</i> • <i>Support the access to renewable energy sources</i> • <i>Promote energy efficient technologies</i>	Solarization of Head of State Residences in Pacific Island Development Forum (SHOS) GoI/UNDP/OB Promoting Outer Island Development through Integrated Partnership Roadmap (POIDIER). GEF/UNDP/MISE PV Solar mini off-grid systems for rural church communities CND/MISE PV Solar Off-grid systems for 4 boarding schools and village community IR/MISE South Tarawa Renewable Energy Project IR/MISE
Local to global coalitions for chemicals and waste management	<i>Promote plastics/solid waste management and circular economy.</i> • <i>Promote organic farming</i> • <i>Support the community's awareness and outreach programs on sound management of chemicals wastes and mercury management.</i> • <i>Support the community-based e-wastes management programs</i> • <i>Support the activities that promote the 3R concept.</i> • <i>Support communities' initiatives on POPs & mercury containing materials and products removed and disposed.</i> • <i>Support community-based scrap metal recycling initiatives</i>	South Tarawa Sanitation Project WB/MISE Solid Waste Management – Urban Development Program Phase II MFAT/MCIA PAC E-Waste Management SPREP/MELAD

Community-Based Adaptation (CBA Phase 3) <i>(with AusAID or other funding – not eligible with GEF funding)</i>	<i>Reduce vulnerability and improve the adaptive capacity of communities.</i>	GEF LDCF II – Enhancing whole of islands approach to strengthen community resilience to climate and disaster risks in Kiribati GEF/UNDP/OB Resilient Islands, Resilient Communities GEF/FAO/MELAD, MFMRD Strengthening Water Security of vulnerable island states SPC/MISE Ecosystems resilience MFAT/OB Kiribati Outer Island Resilience and Adaptation – IDA 19 World/OB Managing of water scarcity through strengthened water resource management SPC/MISE USAID-SPREP Support to Climate Change Adaptation Initiative US/SPREP/MISE
Enhancing social inclusion (mandatory) 1) Promote inclusive targeted initiatives. 2) Mainstream social inclusion in all projects. (e.g. women/girls, Indigenous Peoples, youth, and persons with disabilities).	Enhancing social inclusion 1) Promote targeted inclusive initiatives. 2) Mainstream social inclusion in all projects.	Gender Equality and Women's Development Policy in Kiribati Disability Unit Strengthening DFAT/MWYSSA
Knowledge Management (KM) (mandatory)	Knowledge Management 1) Capture knowledge and lessons from projects and activities. 2) Improve capacities of CSOs/CBOs. 3) Conduct South-South Exchanges to promote technology transfer and replication of good practices.	Piggery training GoK/MelAD Statistical Innovation & Capacity Building in Kiribati WB/MFED Kiribati Trade Capacity Development and Institutional Strengthening project

Results Management, Monitoring & Evaluation (M&E) (mandatory) 1) Administer new M&E strategy in Country Programme and project design, implementation and overall decision making using participatory mechanisms.	Results Management, Monitoring & Evaluation 1) Administer new M&E strategy in Country Programme and project design, implementation and overall decision making using participatory mechanisms.	Monitoring of implementation of activities (Assurance & Oversight) UNICEF/MOE Social Protection System Evaluation and Support DFAT/MYWSSA
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D. OP8 PRIORITY LANDSCAPES/SEASCAPES & STRATEGIC INITIATIVES

4.1 Grantmaking within the priority landscape/seascapes

a) Process for selecting priority landscapes and seascapes

In the context of Kiribati as an atoll country, the selection of landscape/seascapes follows the national concept of a “whole of island” approach, which will focus on the ocean to land to lagoon inclusive of reef-flats which are exposed during low tides. The approach taken to develop this OP 8 CPS was guided by some key principles and concepts such as connectivity, a multi-focal approach, sustainability, empowerment, and being proactive and risk-informed.

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

1. A desktop review on the following:

- Review of OP 7 CPS, projects under OP 7
- collection and review of existing national plans
- collection and review of existing national projects (multi-funded projects, bilateral aids, etc)

2. A stakeholder consultation through a GEF 8 dialogue on national environmental priorities. Stakeholders include NGOs, church-based organization’s representatives, government representatives and disabled groups.

3. NSC consultation.

Following the consultation process, there is strong support and agreement to allocate and focus 70% of the funding on the entire country as a designated LS/SS. Additionally, adopting an integrated, inclusive, and bottom-up approach is essential to fully maximize the economic, social, and environmental benefits of this funding. This approach would empower marginalized groups, including grassroots communities, to participate in meaningful discussions and engage in decision-making processes. Furthermore, it was

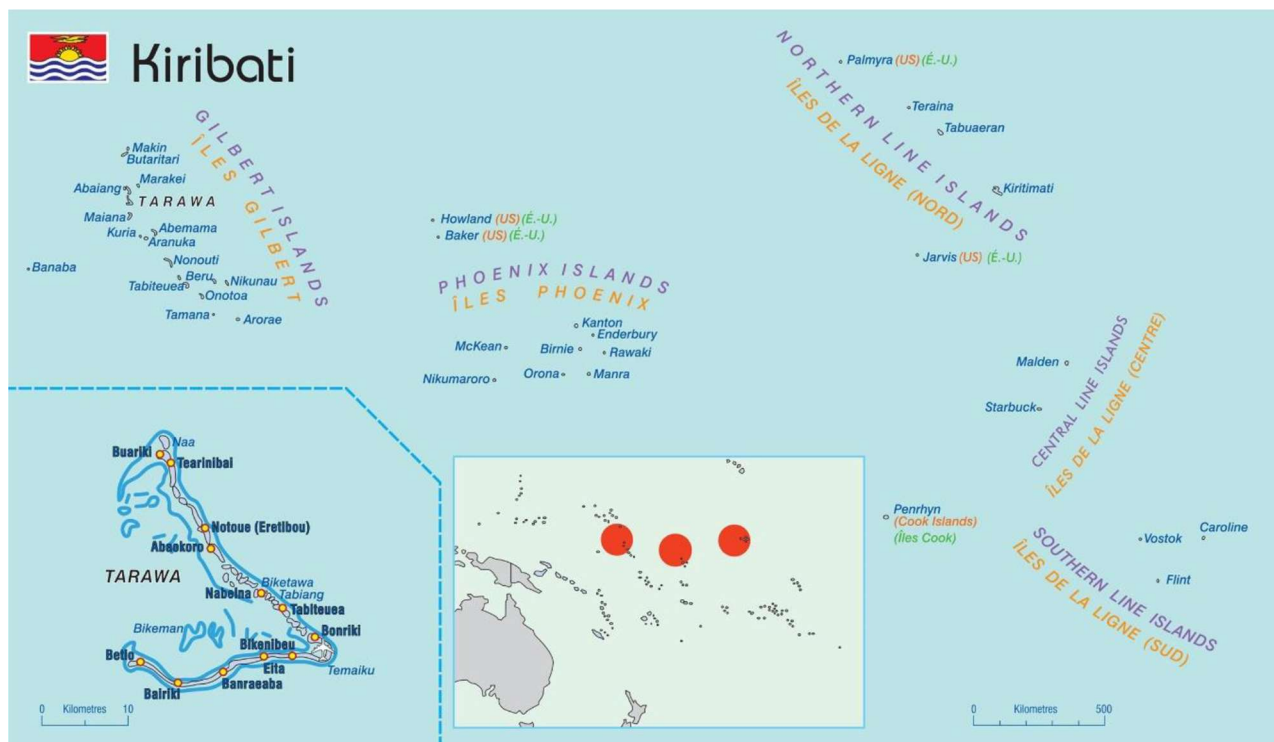
suggested that the GEF SGP serve as a mechanism to support the implementation of existing national plans and policies through community involvement and innovative project ideas.

b) Selected landscapes/seascapes for OP8

Kiribati is a small country consisting of 32 coral atoll and one raised atoll straddling the equator. Due to its geographical setting, Kiribati faces environmental challenges, including rising sea levels, coastal erosion, poor waste management and ground freshwater contamination which are exacerbated by climate change impacts. These issues threaten not only the country's poor ecosystem but also the economic development and the very survival of its communities, as they struggle to adapt to the impacts of climate change.

As a result of the national consultation process, the entire country has been designated as a priority LS/SS, under the OP8. This selection will complement the Kiribati GEF 8 STAR, and GEF LDCF programming directions to maximize the impact of GEF projects across its focal areas. The GEF SGP must build synergy and leverage its partnerships with existing and future national GEF-related projects to provide meaningful contributions to the SGP and, most importantly, achieve its OP 8 indicators and targets. The whole-country approach emphasizes inclusiveness, considering all stakeholders, including marginalized and vulnerable groups (such as grassroots communities, women, and people with disabilities), as well as potential partners. It also embraces multifaceted processes, enabling the SGP to address environmental issues and threats in an integrated manner and through collective efforts while supporting the implementation of sectoral and national priorities.

Figure 1: Map of Kiribati



c) OP8 Strategic Initiatives in the landscapes/seascapes

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

The SGP Kiribati will collaborate with relevant government ministries, island councils, village elders, NGOs, the private sector, potential financial partners, and local communities to promote the conservation and sustainable use of threatened ecosystems and species across terrestrial, coastal, and marine habitats.

Strategic Initiative 2: Sustainable agriculture and fisheries and food security

SGP Kiribati will keep advancing community-driven climate-resilient sustainable agriculture, fisheries, and food production while ensuring adherence to environmentally friendly practices. The program will also build upon the food security initiatives of the government and other donors, involving CSOs/NGOs/CBOs for ongoing and sustainable efforts, and aims to maintain its support to previously targeted sectors. Despite Kiribati's poor soil conditions, organic small-scale farming has been successfully promoted on several islands, which SGP could potentially support in scaling up, such as through supply chains.

Strategic Initiative 3: Low-carbon energy access co-benefits

SGP Kiribati aims to support the implementation of the Kiribati Energy Roadmap and the Kiribati INDC target by promoting renewable energy sources and energy-efficient technologies at the community level, in collaboration with Kiribati Green Energy Solutions and relevant government ministries. By advocating for low-carbon emission solutions, the community will enhance their climate resilience, adaptive capacity, and benefit from these initiatives.

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

SGP Kiribati will assist NGOs and CBOs in their efforts to reduce and manage pollution and solid waste through innovative reuse and recycling initiatives. Addressing pollution and solid waste management necessitates an integrated approach and collaborative efforts, involving partnerships with government ministries, private sectors, schools, and international agencies.

Strategic Initiative 5: Community-Based Adaptation (not eligible for GEF funding)

As Kiribati stands at the forefront of climate change impacts, SGP will continue to enhance local community capacity and reduce their vulnerability through concrete climate change adaptation measures. This strategic initiative will involve various stakeholders, including regional partners.

The strategic initiatives will be guided and coordinated by the NSC, which includes both governmental and non-governmental representatives, with the latter focusing on the capacity-building needs of CBOs, CSOs, and NGOs. The SGP team will supervise and coordinate the implementation of OP 8 to ensure compliance with the CPS. The team will provide capacity building and technical assistance to CBOs, CSOs, and NGOs throughout the development, implementation, and completion of community-led projects. During OP 8, several key factors must be considered:

- Adopt a whole-island approach, emphasizing integration and inclusiveness.
- Increase collaboration with government agencies, NGOs, academic institutions (such as KIT and USP off-campus), and private sectors in implementing SGP projects.
- Stay informed about national plans and the existing and future national projects to ensure full alignment with SGP initiatives.
- Establish partnerships with other funding agencies to leverage co-financing, replicate successful projects, and avoid duplication to ensure efficient resource utilization.

Grantmaking outside the priority landscapes/seascapes

The entire country has been designated as a priority landscape and seascape, therefore, a whole of island approach through a multi-stakeholder engagement and an integrated participatory spatial planning will be undertaken in the process of grant-making within the selected LS/SS.

4.2 CSO-government-private sector dialogue platforms

SGP will support the NGO-Private Sector-Government dialogue as a platform to raise awareness on OP 8 implementation, establish partnerships to leverage co-financing for project sustainability at the community level, exchange project ideas for potential upscaling and replication, and promote the critical role of local communities in national planning and decision-making. This dialogue will serve as a mechanism for data sharing (e.g., data generated from SGP projects such as mangrove coverage and the number of households accessing renewable energy sources), which can be utilized in national reports (e.g., NBSAP, UNCCD National Action Plans, National Communications under UNCCD). It will also provide an opportunity to hear community voices, identify urgent and critical environmental issues that could be addressed through SGP projects, and potentially influence policy making. The dialogue's outcomes will help map out areas where SGP intervention is most needed for future planning and consideration in subsequent operational phases.

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

It is crucial for SGP to recognize the cultural and contemporary governance systems ensuring social inclusion is highly valued at all levels of planning and decision-making. SGP aims to elevate the status of social inclusion beyond the norm, giving special attention to marginalized groups, including disabled individuals, women, and children/youth, during OP 8 implementation. Social inclusion will be integrated into all aspects of the program/project and regarded as a cross-cutting theme. Integration and inclusiveness are central to OP 8 project implementation, providing marginalized people with equal participation opportunities and empowering them to enhance their adaptive capacities to address and tackle any confronted issues and risks.

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

During OP 8, SGP will ensure that:

1. The NSC includes a representative specializing in gender and marginalized group mainstreaming.
2. Screening criteria/checklists are developed to consider gender and marginalized group considerations.
3. Awareness materials are created to be understood by illiterate individuals.
4. Projects that are women-led and women-focused are promoted.
5. Projects for disabled individuals are promoted.

4.4 Knowledge Management

Effective knowledge management is crucial for efficiently handling information and resources. However, in Kiribati, there is a significant gap due to scattered and un-centralized information and resources. SGP will help address this gap to ensure that lessons learned, success stories, and best practices are readily available for sharing. SGP Kiribati will undertake the following initiatives throughout OP 8 to capture, share, and disseminate lessons learned:

1. Establish the SGP Kiribati website as a central information-sharing platform for the public.
2. Develop and disseminate SGP Kiribati promotional materials.
3. Promote knowledge fairs that bring together local communities and NGOs to share knowledge and experiences with other stakeholders, enhancing capacity to address environmental issues at the community level.

4. Demonstrate successful innovative projects at national events for potential replication and upscaling.
5. Network with relevant bodies to promote SGP programs.
6. Implement a South-South exchange program to promote knowledge exchange between SGP Kiribati, the Pacific region, and global programs for potential replication of best practices.
7. Update the digital library with publications from Kiribati, including fact sheets, reports, and other relevant documents.

E. COMMUNICATION PLAN

Communication is a vital tool for promoting effective participation, building relationships, and fostering partnerships. SGP Kiribati will tailor the global SGP communication strategy to raise awareness among all levels of stakeholders and highlight its contributions to national, regional, and global priorities.

During OP 8, SGP Kiribati will focus on the following initiatives:

1. Strengthening direct engagement to foster partnerships with private sectors, bilateral donors, academic institutions, well-established NGOs, and government agencies.
2. Creating the SGP Kiribati website and Facebook page to promote SGP to the general public.
3. Developing promotional materials, including factsheets and pamphlets, and translating them into the vernacular language.
4. Sharing and promoting successful SGP projects and stories through social media (radio, TV, Facebook, and newspapers).
5. Conducting outreach programs, including visits to schools and local communities, to promote understanding of environmental and sustainable development issues and the importance of local solutions.
6. Convening workshops to promote inclusive participation, build relationships, and foster partnerships for leveraging co-financing and resource mobilization.
7. Supporting national events as opportunities to raise the profile of SGP at the national level.

F. RESOURCE MOBILIZATION AND PARTNERSHIP PLAN

SPG will seek close collaboration with potential partners, including Government, other donors, private sectors, and NGOs to build synergy and relationships and to establish partnerships to support resource

mobilization in order to i) effectively, efficiently and successfully deliver the SGP project at community's level ii) increase the sustainability of the SGP programme iii) avoid duplication efforts for efficient resource utilization iv) contribute to cost-saving of the GEF resource as a whole.

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

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

Project level: Communities are required to provide co-financing using their own resources and efforts to match the SGP co-financing requirement, which is 1:1 ratio. The co-financing can be in the form of in-kind through community's time and effort invested in the project's implementation and/or cash support through mobilization of resources from other relevant sources. During OP 8, the SGP Kiribati will ensure that selected grantees have the necessary resources and capacities to meet the co-financing requirement of the SGP project.

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

b) Co-financing opportunities

SGP Kiribati will actively engage in face-to-face consultations and national dialogues with multilateral and bilateral donors, academic institutions, and relevant partners to garner their support for implementing the OP 8 CPS Strategic Initiatives and addressing the UN 2030 SDGs. The SGP will continue to seek support from AusAID's Community Based Adaptation (CBA) program to enhance climate change resilience among local communities in Kiribati. Additionally, SGP Kiribati will collaborate with relevant ministries and private sectors to leverage their support for the effective delivery of the GEF mandate and to achieve significant environmental benefits.

Funding source	Funding type
Multi-lateral	Global Environment Facility (GEF), Green Climate Fund (GCD), World Bank, Asian Development Bank, UNDP, Least Developed Country Fund (LDCF), FAO, UNICEF
Bilateral	Australian Aid (AusAID), New Zealand AID programme (NZAID), Japanese International Coop-eration Agency (JICA)

Government	Ministry of Environment, Lands & Agricultural Development, Ministry of Infrastructure and Solar Energy (MISE), Office of the President (OB), Ministry of Women, Youth, Sport and Social Affairs (MYWSSA)
NGO/CSOs	Kiribati Association for NGOs (KANGO), Kiribati Red Cross Society, KHIFA, AMAK, Teitoin-ingaina, KILGA, USP
Private	ANZ Bank, ATHKL, Kiribati Chamber of Commerce and Industries (KCCI)
Funding source	Funding type
Multi-lateral	Global Environment Facility (GEF), Green Climate Fund (GCD), World Bank, Asian Development Bank, UNDP, Least Developed Country Fund (LDCF), FAO, EU, UNICEF

G. PARTNERSHIP OPPORTUNITIES

The Kiribati SGP will ensure that CSOs, CBOs, and NGOs are equipped to develop sustainability plans when seeking resources from multilateral and bilateral donors, as well as local funding facilities, to increase the flow of resources to SGP stakeholders. These sustainability plans will help communities maintain the projects initiated by SGP. The NC and NSC members will support national workshops with CSOs, CBOs, and NGOs to build their capacity in project development, enabling them to access additional funding sources. When needed, the SGP team will assist these organizations with proposal development through site visits and face-to-face discussions to secure additional resources. Successful projects that have been co-financed will be selected to share lessons learned and provide guidance to other CSOs, CBOs, and SGP for future consideration.

H. RISK MANAGEMENT PLAN

Anticipated risks during the OP 8 implementation may encompass environmental, social, financial, and other potential challenges. Table 5 outlines these risks, providing their estimated severity, probability, and corresponding mitigation measures.

Table 3. Description of risks identified in OP8

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
ENVIRONMENTAL RISKS			
Natural disasters, extreme weather events (drought, high rainfall).	Medium	Low	Projects need to mainstream DRM into project plans.
SOCIAL RISKS			

Political/religious influence and interference	Medium	Low	Consultations/dialogue/mediation to reach consensus
Land issues that may delay the project	High	Medium	NSC will make sure that land issue is considered in the review and selection criteria for projects. Grantees will ensure to urgently clear any land issues before project's implementation.
Lack of trust from CSOs/CBOs	Medium	Medium	Involvement of the whole community members at the start of the project to gain ownership of the project.
Disorganization within Communities	High	Medium	NSC will ensure to include in their review and selection criteria that communities are registered with the Island Council or the MWYSSA
Project sustainability	High	High	Make sure that grantees have sustainability plan in place.
FINANCIAL RISKS			
Mismanagement of the SGP fund and unclear financial reporting	High	Low	Inclusion of capacity workshop across projects on financial reporting.
Slow disbursement of fund from SGP	High	Medium	Grantees to guarantee alternative sources of fund as part of their co-financing.
OTHER RISKS			

Grantees need continued management support from SGP office	High	Low	SGP office and grantees will continue to management activity and funding. NC will ensure effective monitoring.
The change/loss of project's contact	Medium	Low	The technical ground partner would select a suitable alternate contact/replacement on experience with the grantee.

The risks outlined above will be monitored throughout the implementation of OP 8 CPS and reviewed annually during the CPS review and AMR preparation. Any emerging risks should be promptly reported to the NSC, particularly when evaluating project submissions. Workshops and consultations with grantees should be organized to discuss strategies and mechanisms to mitigate and avoid potential risks, ensuring the project's timely execution. The NC will also collaborate closely with UNOPs and CMPT focal points to address and mitigate any unforeseen financial risks effectively.

I. MONITORING AND EVALUATION PLAN

9.1 Monitoring approaches at project and country levels

Monitoring and Evaluation (M&E) is a crucial tool for tracking project results and assessing the effectiveness of the OP 8 CPS. It enhances understanding of what works and what doesn't, enabling the identification of corrective actions and adaptive strategies during the simultaneous implementation of the project and program. During OP 8, SGP Kiribati will propose integrating its M&E Plan system across projects and at the country level to ensure cohesiveness and adaptive management, applying informed decisions and actions to learn from both successes and failures. The M&E focus will be inclusive of gender, youth, women, and persons with disabilities (PWD), ensuring the participation of all key stakeholders in monitoring during the implementation and post-implementation stages.

The following approaches will ensure reliable and inclusive evidence-based reports, accurate recording and updating of qualitative and quantitative data, and effective project management and implementation coordination:

- **Project Planning and Preparation:** SGP Kiribati will guide grantees to set practical, realistic, and achievable indicators in their project proposals and work plans, which will determine and measure project success.
- **Clear Reporting Guidelines:** Grantees will receive clearly communicated guidelines with well-defined deadlines for progress, final, and financial reports to ensure effective implementation.
- **M&E Workshops:** Practical workshops will be conducted with CSOs/CBOs/NGOs to provide technical and M&E capacity building.
- **Site Visits and Meetings:** The National Coordinator and NSC members will conduct quarterly site visits and meetings with grantees and relevant stakeholders to observe project implementation and verify information in the quarterly progress reports (both narrative and financial).
- **Post-Implementation Evaluation:** Upon project completion, evaluation visits will be undertaken to discuss the final M&E report with grantees and stakeholders.
- **Presentation and Validation:** Information and indicators from project M&E will be presented to NSC and relevant government agencies for verification and validation. Feedback will be incorporated, and validated results will be updated in the SGP database.
- **Independent Overall Assessment:** At the end of OP 8 CPS for Kiribati, an independent overall assessment will be conducted.

SGP Kiribati will partner with the Government, Island Councils, and co-financers to ensure that the results from SGP projects align with their strategic plans. Additionally, partnerships for M&E will provide grantees with the technical support needed during project implementation. Further support from research agencies, such as Academic Institutions (e.g., USP), will be sought to enhance the M&E process.

Table 4. M&E Plan at the Country Programme level

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
Country Programme Strategy elaboration	Framework for action including identification of community projects	NC, NSC, country stakeholders, grantees	A SGP planning grant to engage consultants may be used to update OP8 CPS	At start of OP8
As part of NSC meetings, ongoing review of	Assess effectiveness of projects, country portfolio;	NC, NSC, UNDP Country Office. Final deliberations	Staff time, Country Operating Budget	At least one annual CPS review to ensure OP8 CPS is on track to achieve its results and make timely and

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
project results and analysis. This includes an Annual CPS Review	learning; adaptive management	shared/ analyzed with CPMT colleagues		evidence-based modifications to CPS as may be needed ²
Annual Monitoring Report Survey ³	Enable efficient reporting to CPMT and GEF. It serves as the primary tools to record and analytically present results to donors	NC/PA in close collaboration with NSC. CPMT provides technical guidance support and receives final country submission for further action	Staff time	Once per year in June- July
Country Portfolio Review	Methodological results capture of the portfolio at a given point to note impact level change as well as broader adoption. The goal is to support reporting to stakeholders, learning, and support to strategic development/	NC, NSC	SGP planning grant to engage consultants may be used to undertake previous operational cycles impact review and utilize lessons for both OP8 CPS development and its implementation Global technical M&E support can be expected	Once per operational phase

² It is recommended that the Annual CPS review is done close to AMR submissions for both processes to benefit from each other (suggested timeframe is May- July). Note that OP8 CPS will be regarded as a dynamic document and can be updated by the SGP country team and NSC on a periodic basis to reflect any necessary adjustments to ensure maximum impact.

³ Timely and quality country level submissions to Annual Monitoring Process are mandatory. As a Global Programme, it enables aggregated reporting by CPMT to GEF, UNDP and other stakeholders.

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

9.2 CPS Results Framework

Table 5: Results Framework of SGP OP8 Country Programme Strategy

Alignment with SDGs

Goal 1 – No poverty
 Goal 3 – Ensure healthy lives and promote well-being for all at all ages
 Goal 5 – Achieve gender equality and empower all women and girls
 Goal 6 – Ensure availability and sustainable management of water and sanitation for all
 Goal 7 – Ensure access to affordable, reliable, sustainable and modern energy for all.
 Goal 10 – Reduce inequality within and among countries
 Goal 13 – Take urgent action to combat climate change and its impacts
 Goal 14 – Conserve and sustainably use the oceans, seas and marine resources for sustainable development
 Goal 15 – Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
 Goal 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development

Synergy with Pacific UNDP Country Programme Document (CPD):

Outcome 1: Planet

- By 2027, people, communities and institutions are more empowered and resilient to face diverse shocks and stresses, especially related to climate variability impacts, and ecosystems and biodiversity are better protected, managed and restored.

Outcome 2: Prosperity

- By 2027, more people, especially those at risk of being left behind, contribute to and benefit from sustainable, resilient, diversified, inclusive and human-centered socio-economic systems with decent work and equal livelihoods' opportunities, reducing inequalities and ensuring shared prosperity.

Outcome 3: Peace

- By 2027, people enjoy and contribute to more accountable, inclusive, resilient and responsive governance systems that promote gender equality, climate security, justice and peace, ensure participation, and protect their human rights.

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

1 OP8 SGP CPS Strategic Initiatives	2 CPS Indicators and Targets	3 Means of Verification
<u>Strategic Initiative 1:</u> <i>Improve community-led biodiversity friendly practices and approaches, including promoting blue economy approaches (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.).</i>	1 hectares of landscapes under improved practices (excluding protected areas) (GEF core indicator 4.1 and 4.3) 1 hectares of marine protected areas created or under improved management (GEF core indicator 2) 1 hectares of marine habitat under improved practices (GEF core indicator 5) 8 (Number of) monitoring done to community based marine protected areas. 3 (Number of) marine species that are under protection.	Individual project reporting by SGP country teams (as part of midterm and final Progress reports) Baseline assessment comparison variables (use of conceptual models and partner data as appropriate) Annual Monitoring Report (AMR), SGP global database Country Programme Review

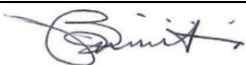
<u>Strategic Initiative 2:</u> <i>Increase diversification and livelihood improvement.</i>	0.5 hectares of land and ecosystems under restoration (GEF core indicator 3.1) 1 (number of) partnerships to advance sustainable agriculture and fisheries and/or food security (such as diversification, sustainable intensification, sustainable fisheries management, agroecological farming practices, climate-smart agriculture, certification programmes, local sourcing initiatives, waste reduction and circular economy, etc.)	Individual project reporting by SGP country teams (as part of midterm and final Progress reports) Annual Monitoring Report (AMR), SGP global database Country Programme Review Socio-ecological resilience indicators for production landscapes (SEPLs)
<u>Strategic Initiative 3:</u> <i>Promote off-grid energy service needs in rural and urban areas.</i>	30 kW increase in installed renewable energy capacity from community-scale systems (eg solar systems, etc.) 1 (number of) locally adapted solutions promoting low-carbon technologies (such as new/modified biogas technology, locally developed energy-efficient stoves, innovative uses of solar/wind energy, etc.)	Individual project reporting by SGP country teams (as part of midterm and final Progress reports) Annual Monitoring Report (AMR), SGP global database Country Programme Strategy Review (NSC inputs)
<u>Strategic Initiative 4:</u> <i>Promote plastics/solid waste management and circular economy.</i>	1 (number of) policy recommendations or advocacy initiatives related to land-based pollution as a result of SGP project 1 (number of) local to global coalitions for chemicals and waste management strengthened and/or established 0.7 tons of solid wastes disposed and managed	Individual project reporting by SGP country teams (as part of midterm and final Progress reports) Strategic partnership with IPEN and Mercury GOLD country partners Annual Monitoring Report (AMR), global database

		Country Programme Review
<u>Strategic Initiative 7:</u> Enhancing social inclusion	2000 (number of) people benefitting from GEF-financed investments disaggregated by sex (GEF core indicator 11) 2 (number of) projects with focused interventions promoting gender equality and women's empowerment 1 (number of) projects that demonstrate models of engaging (a) Indigenous Peoples, (b) youth, and (c) persons with disabilities. 1 (number of) grants with targeted support for 1) women or women groups; 2) youth or youth-led groups; 3) Indigenous Peoples' groups USD 50,000 (amount of grant funding) of total grant portfolio accessed by 1) women or women groups; 2) youth or youth-led groups; 3) indigenous peoples' groups	Individual project reporting by SGP country teams Annual Monitoring Report (AMR), SGP global database Country Programme Review
Strategic Initiative 8:	10 (number of) projects with meetings involving local CSOs/CBOs or communities to monitor project results, assess impacts, and identify lessons learned	Individual project reporting by SGP country teams

Monitoring and Evaluation and Knowledge Management	1 (number of) knowledge exchange/sharing events with participation of local communities 1 (number of) online knowledge repository developed as a result of SGP project 1 (number of) country/cross-country impact reviews conducted with evidence of SGP impact and lessons learned. 1 (number of) South-South exchanges between communities, NGOs/CSOs, or other partners within or across countries to transfer knowledge, replicate technology, tools or approaches on global environmental issues	Annual Monitoring Report (AMR), SGP global database Country Programme Review
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J. NATIONAL STEERING COMMITTEE ENDORSEMENT

NSC members involved in OP8 CPS development, review and endorsement	Signatures
Ms. Erimeta Barako (Chairperson)	Contributed to the discussion and endorsement but deceased.
Mr. Ierevita Biriti (NSC representative)	
Mr. Teuea Tebau (NSC representative)	
Mr. Tiare Erekanā (NSC representative)	
Ms. Victoria Hnanguie (GEF OFP alternate)	