

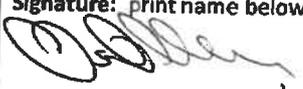
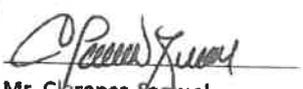


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**Government of the Republic of Marshall Islands  
and  
United Nations Development Programme**

## Project Document

|   |   |   |
|---|---|---|
| <b>Project title:</b> Reimaanlok – Looking to the Future: Strengthening natural resource management in atoll communities in the Republic of Marshall Islands employing integrated approaches (RMI R2R)  |   |   |
| <b>Country:</b><br>Republic of the Marshall Islands   | <b>Implementing Partner:</b><br>United Nations Development Programme<br><br><b>Responsible Party:</b><br>Office of Environmental Planning and Policy Coordination | <b>Management Arrangements:</b><br>Direct Implementation Modality (DIM) |
| <p><b>Regional UNDAF Outcome 1:</b> By 2017, the most vulnerable communities across the PICTs are more resilient and select government agencies, civil society organizations and communities have enhanced capacity to apply integrated approaches to environmental management, climate change adaptation/mitigation, and disaster risk management.</p> <p><b>RMI Outcome 1.1:</b> A functional regulatory system with a high degree of compliance at all levels to achieve sustainable development of natural resources and protection of the environment through strengthened gender inclusive climate change adaptation and disaster risk reduction.</p> <p><b>RMI Outcome 3.1:</b> Enhanced self-reliance and resourceful livelihoods for poverty reduction, increased food and water security for inclusive socio-economic development.</p> <p><b>RMI Outcome 5.1:</b> A society based on good governance whose people and institutions uphold traditional, national and international laws and conventions.</p> |   |   |
| <p><b>UNDP Strategic Plan Output:</b></p> <p><u>Output 2.5:</u> Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation</p>   |   |   |
| <b>UNDP Social and Environmental Screening Category:</b><br>Low   | <b>UNDP Gender Marker:</b><br>2   |   |
| <b>Atlas Project ID/Award ID number:</b> 00101900   | <b>Atlas Output ID/Project ID number:</b> 00104152  |   |
| <b>UNDP-GEF PIMS ID number:</b> 5685  | <b>GEF ID number:</b> 5544  |   |

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|--|--|--|
| GEF Agency (UNDP)  | USD 126,371  |  |
| Recipient Government   | USD 3,452,768  |  |
| Civil Society Organization (CSO)   | USD 478,000  |  |
| <b>(2) Total co-financing</b>  | <b>USD 4,057,139</b>   |  |
| <b>(3) Grand-Total Project Financing (1)+(2)</b>   | <b>USD 7,985,120</b>   |  |
| <b>SIGNATURES</b>  |  |  |
| <b>Signature: print name below</b><br><br>Mr. Clarence Samuel<br>Director of Office of Environmental<br>Planning & Policy Coordination (OEPPC)  | <b>Agreed by Government</b><br><br><br><br>                      | <b>Date/Month/Year:</b><br><br>Dec. 21, 2017 |
| <b>Signature: print name below</b><br><br>OSNAT LOBRANI<br>UNDP Resident Representative  | <b>Agreed by Implementing Partner<br/>(UNDP)</b><br><br><br><br> | <b>Date/Month/Year:</b><br><br>02/01/2018    |
| <b>Signature: print name below</b><br><br>Mr. Clarence Samuel<br>National Operational Focal Point to the<br>Global Environment Facility (GEF) | <b>Agreed by Responsible Party</b><br><br><br><br>               | <b>Date/Month/Year:</b><br><br>Dec. 21, 2017 |

### List of Acronyms and Abbreviations

|         |  |
|---------|--|
| ADB     | Asian Development Bank   |
| BD      | Biodiversity (GEF focal area)  |
| BPPS    | Bureau for Policy and Programme Support (UNDP)                             |
| CCA     | Climate Change Adaptation  |
| CMAC    | Coastal Management Advisory Council (RMI)                                  |
| CMI     | College of the Marshall Islands  |
| CSO     | Civil Society Organization   |
| CTA     | Chief Technical Advisor  |
| DIM     | Direct Implementation Modality   |
| DSA     | Daily Subsistence Allowance  |
| EA      | Executing Agency   |
| EEZ     | Exclusive Economic Zone  |
| EPA     | Environmental Protection Authority (RMI)                                   |
| ERC     | Evaluation Resource Centre   |
| FIA     | Forestry Inventory and Analysis  |
| FSP     | Full Sized project   |
| GCF     | Green Climate Fund   |
| GEF     | Global Environment Facility  |
| GEFSEC  | GEF Secretariat  |
| GIS     | Geographic Information System  |
| HPO     | Historic Preservation Office   |
| IA      | Implementing Agency  |
| IDA     | International Development Association (World Bank)                         |
| IEO     | Independent Evaluation Office  |
| IUCN    | International Union for Conservation of Nature                             |
| IUU     | Illegal, Unreported and Unregulated (Fishing)                              |
| IW      | International Waters (GEF focal area)                                      |
| JoJiKuM | <i>Jodrikdrik in Jipan ene eo e Kutok Maroro</i> (Environmental Youth NGO) |
| KBA     | Key Biodiversity Area  |
| KM      | Knowledge Management   |
| LPAC    | Local Project Appraisal Committee  |
| M&E     | Monitoring and Evaluation  |
| MCS     | Monitoring, Control and Surveillance                                       |
| MCEF    | Micronesia Challenge Endowment Fund  |
| MCT     | Micronesia Conservation Trust  |
| MICS    | Marshall Islands Conservation Society                                      |
| MIA     | Ministry of Internal Affairs   |
| MIMA    | Marshall Islands Mayors Association  |
| MIMRA   | Marshall Islands Marine Resources Authority                                |
| MIS     | Management Information System  |
| MIVA    | Marshall Islands Visitor Authority   |
| MPA     | Marine Protected Area  |
| MTR     | Midterm Review   |
| NGO     | Non-Governmental Organization  |
| NRAS    | Natural Resources Assessment Surveys                                       |
| OEPPC   | Office of Environmental Planning and Policy Coordination                   |
| PAN     | Protected Area Network   |

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## II. DEVELOPMENT CHALLENGE

### Introduction and Global Significance

1. The Republic of Marshall Islands (RMI) consists of 870 reef systems reaching up from 2.1 million km<sup>2</sup> of the vast deep Central Pacific<sup>1</sup>. Upon these reef systems are 29 coral atolls and 5 low-lying islands, respectively 22 and 4 of which are inhabited. These 1,225 sand cays and vegetated islets altogether comprise 182 km<sup>2</sup> of land which remain visible above water level during high tide, and although these small islands represent the only potentially habitable land with a mean elevation of less than 2 meters. It also has a vast maritime jurisdiction with more 6,500 km<sup>2</sup> of lagoon and more than 2 million km<sup>2</sup> of Exclusive Economic Zone (EEZ). RMI has some of the healthiest and robust coral reefs globally with high species diversity with more than 1,000 fishes, 360 corals, 2,500 invertebrates, 5 sea turtles and 27 marine mammals. On land in 4 atolls are home to globally important nesting seabird populations. Most atolls are dominated by agroforest, beach forest, and savanna. Rare natural semi-arid forests can be found in some of the northern atolls.
2. Coral reef ecosystems are relatively intact in RMI and provide key ecosystem services for local communities. The outer and less populated islands support particularly healthy and diverse communities of marine life; however, in recent years coral reefs in RMI have become increasingly threatened by pressures of fisheries, climate change, and loss of cultural traditions and social structures. Coastal ecosystems near the more urbanized centers of Majuro and Ebeye are more impacted by fishing and pollution than in the outer island regions of RMI.<sup>2</sup>
3. As with other Pacific Island countries, tuna fisheries are significant sources of revenue through licensing agreements and other indirect and direct benefits. Over the past 15-20 years, offshore industrial fishing has increased from very little to over 40,000 tons per year. Regionally, bigeye and Pacific blue tuna are over-harvested, while the rates for other tuna species are classified as fully developed, verging on over-developed.<sup>3</sup> In 2011 RMI banned the taking of sharks because of the dramatic decrease in their numbers, and declared its entire Exclusive Economic Zone (EEZ) a shark sanctuary, banning all activities associated with harvesting sharks and body parts for commercial purposes.

### Challenges, Root Causes, Impacts

4. Typical of small island ecosystems around the world, the harmony between nature and people in the Marshall Islands is being threatened in a number of fronts. First, traditional conservation and management practices such as sustainable management of different varieties of breadfruit, pandanus, and a salt-resistant strain of taro – altogether capable of supporting dense populations on these margins of land – and the *mo* (traditional no-take areas governed by the *Iroij* or chiefs) and other site restrictions, species and seasonal harvesting restrictions that are linked to land ownership and extended family lineages are, are slowly being eroded. Many traditional ecological knowledge (TEK) holders and practitioners have moved to more developed atolls and approximately one-quarter of all Marshallese have migrated to the United States<sup>4</sup>, risking loss of these traditional knowledge and management practices. Second, there is increasing commercial fishing pressure on reef and lagoon resources targeting reef fish, sharks, turtles, groupers and sea cucumbers for local and export markets. Illegal, unreported and unregulated (IUU) fishing does not only concern the EEZ but also impacts on nearshore fisheries with fishing companies approaching local communities to purchase giant clams, lobsters, coconut crabs, sea cucumbers and shark fins. On Wotho and Ebon, two of the five project sites, the Coastal Management Advisory Council (CMAC) members have documented such predatory fishing methods, with sea

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<sup>1</sup> Does not include Aneen Kio (Wake Island).

<sup>2</sup> Beger, M. et al., The State of Coral Reef Ecosystems of the Republic of Marshall Islands; Houk, P. et al., 2016, Micronesia Reef Health Scorecard

<sup>3</sup> Republic of Marshall Islands State of the Environment Report 2016, SPREP.

<sup>4</sup> US Census 2010 and RMI Census 2011

analysis, and therefore a deficiency in capacity to achieve integrated resources management. This scarcity of information also impedes development of scientific based climate change adaptation strategies, something that is increasingly a concern for the atoll communities throughout RMI.

**Barrier 2: Insufficient human resources for PAN management and biodiversity conservation, and lack of community-level capacity**

9. One of the key principles of the Reimaanlok approach is to empower local communities in quantifying and managing their ecosystem goods and services. Presently the PAN operates exclusively through the capital atoll of Majuro, with site visits to the outer islands by CMAC facilitators. As the PAN grows and expands to achieve the Micronesia Challenge goals of 20% terrestrial and 30% marine conservation, it will require additional resources to cover growing network management costs increasingly in the northern atolls of the RMI, and in some cases it will be increasingly important for outer island communities to take a leading role in sustainable natural resource management. Strengthening local capacities is imperative in order to overcome the limited support rendered to these remote communities due to poor communication infrastructure, expensive transportation options, etc. The communities participating in the Reimaanlok process have made great strides in becoming more active stewards in the management of their terrestrial and nearshore resources, but there is a general lack of local-level capacities and demonstrable sustainable use models. Realization of the Reimaanlok approach in the long run will depend on devolving natural resource management to the outer island communities, and developing cross-sectoral enabling conditions at the national level to support the process. Currently, the supply of qualified professionals in RMI is insufficient to meet these needs.

**Barrier 3: Weak legislative framework and institutional arrangements for PA network management**

10. Although legislation for the RMI Protected Area Network was approved in August 2015 and complementary PAN Regulations are slated to be in place in 2017, at present the RMI PAN is still in its infancy. In particular, a nationally articulated sustainable financing mechanism as well as communication, monitoring, and enforcement protocols are lacking. The Reimaanlok model for integrated resource planning, management, and development is not yet fully appreciated at all relevant sectors of the national government as a means to achieving national and international sustainable development goals applicable to the outer islands. Therefore, outer island local government efforts to develop conservation and sustainable development plans via the Reimaanlok process can occur exclusively within the “environmental sector” and in isolation of various complementary sectors.

**Barrier 4: Insufficient human resource capacity for sustaining effective PAN management**

11. Realization of the Reimaanlok approach in the long run will depend on devolving natural resource management to the outer island communities and developing cross-sectoral enabling conditions at the national level to support the process. Currently, there is no professional based resource management certification program in place to supply qualified professionals in the RMI to meet the needs. Moreover, regional training programs are often not comprehensively designed to the unique challenges of resources management in the RMI outer islands.

**Barrier 5: Erosion of traditional conservation and management practices, and insufficient awareness, knowledge, and access to available information**

12. Most all outer island communities in the RMI share a clear understanding of the importance of traditional conservation and management practices, as evidenced in the maintenance of traditional conservation areas (*mo*) in all of the selected 5 outer islands. However complementary elements of Marshallese language, experience, and traditional ecological knowledge (TEK) related to natural resource management, weather patterns, and navigation remain underutilized as a means to communicate and achieve modern PA

and shared purpose within the community and of the Reimaanlok facilitators, so that the process itself is an empowering experience for atoll communities and a vehicle for national cohesion and shared purpose among members of CMAC. In particular during Step 3, a Local Resource Committee is established by the municipal government which then oversees the development of the resource management plan in that atoll.

18. A “climate lens” dimension has been added to the Reimaanlok process over the past 5 years, i.e., 2011-2016. This includes the Island Height and Flood Risk Assessment (Appendix A13, A14, and A15 to the Reimaanlok guideline, as amended), the Vulnerability Assessment Local Early Action Planning or VA-LEAP Tool (Appendix A35 to the Reimaanlok guideline), and a climatized Socioeconomic Household Survey (Appendix A6 to the Reimaanlok guideline, as amended). The climate lens has been initiated at a few sites, but the processes need to be fine-tuned and associated costs integrated into the sustainable financing plan for the PAN.
19. Legislation for the RMI Protected Area Network was approved in August 2015 and commenced in October 2015 and complementary PAN Regulations are slated to be in place by early 2017. Once fully functional, the PAN is expected to accelerate implementation of concrete on-the-ground conservation efforts through regular disbursements from an endowment fund now accruing on the US stock market entrusted to the fiscal management of the Micronesia Conservation Trust. The Micronesia Challenge is envisaged to provide a lasting source of income to meet the gap to carry on the Protected Areas Network (PAN) of the three Micronesia countries, including RMI. As of 2016, capitalization of the RMI sub-account stands at over USD 3.5 million<sup>8</sup>. The amount is still a long way from the target of USD 13 million.
20. Due to limitations on knowledge about biodiversity endowments and status in RMI, the National Conservation Area Plan did not attempt to identify specific sites for conservation areas, but rather develops the principles, process and guidelines for the design, establishment and management of conservation areas that are fully owned, led and endorsed by local communities based on their needs, values and cultural heritage. The task of this project is to support ongoing national efforts aimed at operationalizing - and where necessary to update these principles, process, and guidelines.
21. In the past 10 years, RMI has been the recipient of a number of GEF investments, including the Pacific Islands Regional Oceanscape Program (PROP). The PROP project in RMI has a budget of USD 8.58 million, with USD 6.75 million from IDA and USD 1.83 million from GEF. The components funded by IDA are mostly associated with offshore fisheries, but there are synergies between GEF financed components and the R2R project, focusing on nearshore fisheries, which are taken into account in the design of this project.
22. The broad stakeholder commitment required under the integrated approaches promoted on the R2R project is partly demonstrated through the fact that there are 5 separate local cofinancing partners, with cumulative cofinancing contributions reaching USD 4.057 million. This cofinancing can be used to strengthen the enabling conditions required for effective management of the PAN, bolstering institutional capacities and regulatory frameworks, supporting natural resource surveys, promoting partnerships between the private sector and local communities, further developing and expanding academic training in natural resource management, etc.

## Relevance to Sustainable Development Goals (SDGs)

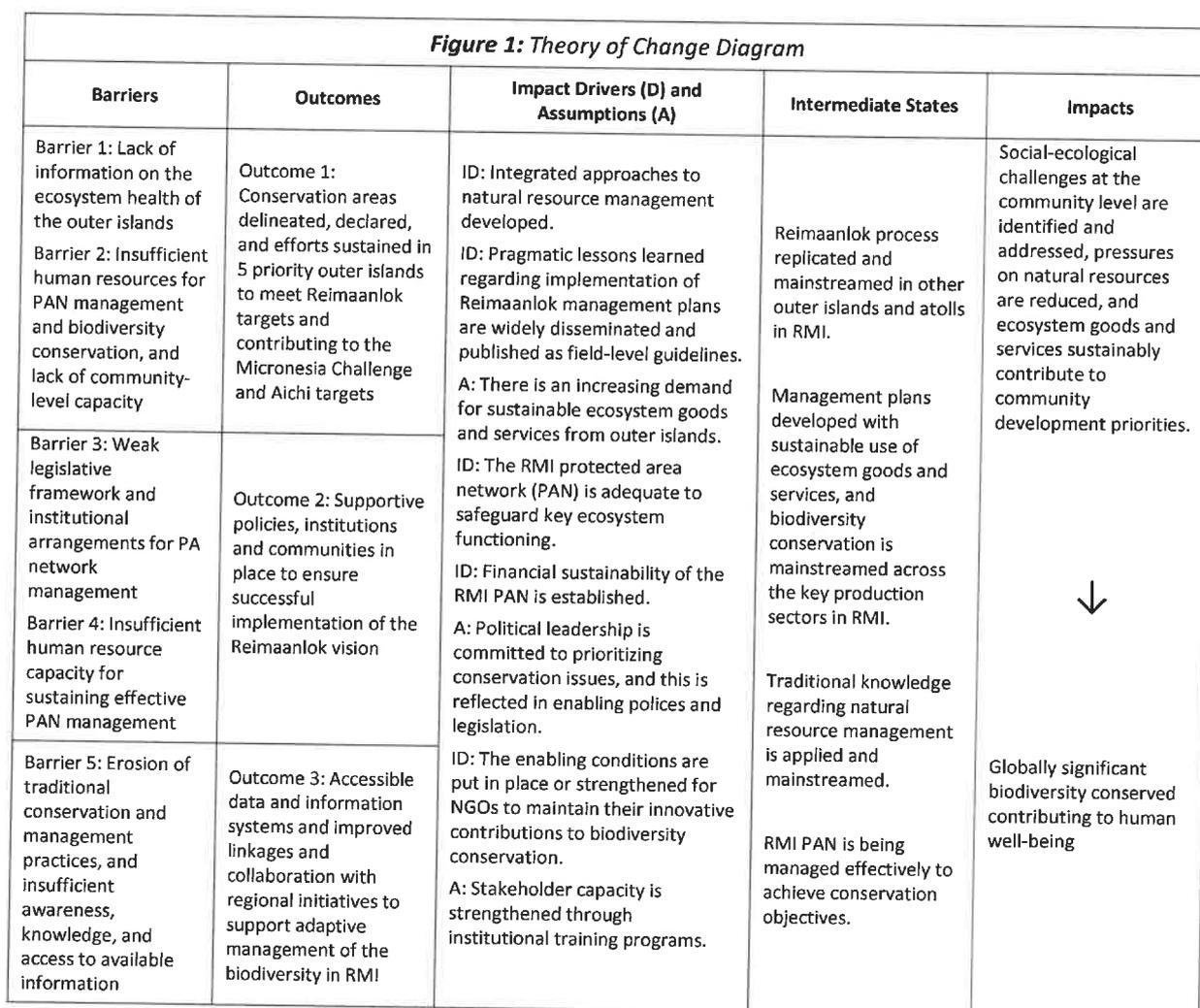
23. The project is relevant with respect to several of the sustainable development goals (SDGs), most notably the following, ranked according to relevance:

**SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development**  
*Target 14.2: By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.*

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<sup>8</sup> Micronesia Challenge Measures Working Group Meeting, August 2016.

25. The incremental support provided through the funding is designed to facilitate achievement of concrete outcomes by the end of the 5-year project, specifically (1) expansion of the protected area system and demonstration of community driven natural resource management, (2) strengthened policy framework supporting sustainable management of the protected area system, and (3) increased awareness and participation through improved knowledge management systems. The ultimate intended impact is conservation of globally significant biodiversity, by identifying and addressing social-ecological challenges at the community level and designing community driven resource management plans that reduce pressures on natural resources through sustainable use of ecosystem goods and services that local communities are reliant upon for their socioeconomic well-being. Impacts often require long-term time horizons to reach and are hinged on certain impact drivers and assumptions, which facilitate intermediate states along the outcomes to impact pathway. Such a pathway for the R2R project is illustrated in the theory of change diagram presented below in **Figure 1**.



26. The approach outlined above represents a conservation support strategy, which aims to garner community support for enhancing biodiversity conservation through increasing the benefits to them, e.g., through sustainable use arrangements. The viability of such a strategy depends upon commitment across the wider stakeholder community, in order to effectively mainstream biodiversity conservation across socioeconomic development priorities. Government has a key role in ensuring that requisite enabling policies and incentives are in place to encourage cross sectoral participation in biodiversity conservation. Supporting service

part of. The planning unit is the entire atoll and applying the principles of spatial planning that is driven by the communities, it is expected that the process of implementing integrated management plans will be more effective and efficient in realizing the goals of sustainable use or conservation.

32. With the financial resources available, the project will cover five outer islands to ensure that the processes outlined in Reimaanlok are followed. Sufficient resources are allocated for implementation of the management plans to be prepared for each site so that tangible progress towards achieving global environmental benefits is realized within the life of the project. The lessons learned from this project will guide future replication efforts in other sites. The project will coordinate closely with the activities of the PROP project and other complementary projects and initiatives, by capitalizing on synergies and avoiding duplication. Replications of lessons learned in other islands and atolls will be initiated towards the end of the project.

#### **Assumptions:**

33. The project strategy, described in detail within this project document, makes the following key assumptions in proposing the GEF intervention:

##### Internal Factors:

- a. Stakeholder consultations completed during project preparation sufficiently captured the relevant national and subnational priorities, and these are incorporated into the project design;
- b. Extrapolated baseline conditions are satisfactorily representative and provide;
- c. Capacities of the staff members recruited for the Project Implementation Unit (PIU), including the site coordinators, meet the requirements for effective project management;
- d. The executing agency receives consistent support from RMI governmental stakeholders throughout the lifespan of the project;
- e. Proactive collaboration with other projects and initiatives will be maintained throughout the project;
- f. Cofinancing partners provide the cofinancing support pledged at project approval;

##### External Factors:

- g. Increased awareness and capacity will lead to changes in behavior among key stakeholders involved in coastal and marine resource management and conservation;
- h. Traditional leaders and outer island landowners actively support the planned designation of protected areas and sustainable use of ecosystem goods and services;
- i. The integrated approaches applied under this project will be sustained after project closure, and local communities are able to implement the management plans with minimal external resources, other than capacity building support and certain enabling equipment and tools;
- j. The RMI government is committed to facilitate the requisite enabling conditions for encouraging private sector and civil society to make innovative and inclusive contributions to biodiversity conservation of the outer islands;

#### **Linkage with National and Regional Programmes:**

34. The following strategies, plans and documents were drawn upon with overall guidance provided by the sustainable development programme outlined in RMI's Vision 2018 Strategic Development Plan Framework, Goal 10 - Environmental Sustainability (2003-2018); Reimaanlok: Looking to the Future – National Conservation Area Plan for the Marshall Islands which serves the same purpose of the Marshall Islands Program of Work on Protected Areas; MC Business Plan (draft); National Coastal Management Framework 2008; Atoll Coastal Management Plans; National Action Plan for Disaster Risk Management, (DRM NAP) 2008-2018; Joint National Action Plan (JNAP - disaster risk reduction and climate change adaptation), National and Water Sanitation Policy (2014); Likiep Fisheries Management Plan (2007); draft Wotho Resources

approximately 4% of the total, the scope of the IW activities are modest. The project strategy is most closely linked with Objective 3 of the GEF-5 IW strategy which aims to “*Support foundational capacity building, portfolio learning, and targeted research needs for joint, ecosystem based management of trans-boundary water systems*”, specifically in general accordance with Outcome 3.2 of the IW strategy, with on-the-ground modest actions implemented in coastal fisheries. The majority of the IW funds are allocated for coordination with the regional R2R project, with respect to capacity building, and South-South collaborations.

#### Global Environmental Benefits:

40. The Marshall Islands contain some of the most diverse and pristine ecosystems in the world. Among the 5 outer islands selected for the R2R project, 4 of them are situated within 2 of the 15 key biodiversity areas (KBAs) identified in RMI: Northern Ratak (KBA site ID 23791) and Southern Ralik (KBA site ID 23792)<sup>12</sup>. These KBAs were identified in 2007, as part of the ecosystem profile of the Polynesia-Micronesia Biodiversity Hotspot, supported by the Critical Ecosystem Partnership Fund (CEPF).<sup>13</sup>
41. Biodiversity in terrestrial and marine ecosystems are essential to the culture, economy and livelihoods of the Marshallese people. In recent years, however, these resources are increasingly put under pressure due to development and growth, increasing population pressure and unsustainable harvesting of resources. It is remarkable that despite its limited natural resource base, RMI together with FSM and Palau has committed back in 2006 to effectively conserve at least 30% of the nearshore marine resources and 20% of the terrestrial resources by 2020. Subsequently in 2008, it has formulated its National Conservation Area Plan (Reimaanlok) which outlines the guidelines and principles on how to achieve the ambitious targets. This project fostering integrated approaches at the atoll/island level is primarily in support of the national and regional targets on conservation and to sustain the efforts towards lasting impacts to preserve biodiversity and therefore the Marshallese culture, economy, and livelihoods.
42. Expansion of the RMI nearshore marine and terrestrial protected areas by 305 km<sup>2</sup> and 5 km<sup>2</sup>, respectively, will also contribute towards the RMI Government’s effort in achieving relevant SDG’s, specifically Goal 14, “*Conserve and sustainably use the oceans, seas and marine resources for sustainable development*” and 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*”. Ensuring long-term health of marine and terrestrial ecosystems of the outer islands through generation of these global environmental benefits is closely linked to the well-being, livelihoods, and social equity of the local communities. The integrated R2R approach to natural resource management will also deliver a number of co-benefits, including enhancing resilience to climate change. For instance, promoting agroforestry for sustainable livelihoods and biodiversity conservation, also delivers improved soil conservation and ecosystem based adaptation benefits, e.g., by reducing the rate of erosion and providing increased protection against storm surge. These co-benefits are directly in line with SDG 13, “*Take urgent action to combat climate change and its impacts*”, specifically Target 13.b, “*Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities*”.
43. The incremental GEF funding will deliver the global environmental benefits outlined above through implementing sustainable development of fragile outer island ecosystems and good governance, e.g., by financing the operation of the RMI PAN Office, strengthening the capacities of the professional and scientific communities, and increasing awareness among local and national stakeholders.

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<sup>12</sup> BirdLife International (2017) *The World Database of Key Biodiversity Areas*. Developed by the Key Biodiversity Areas Partnership: BirdLife International, IUCN, Amphibian Survival Alliance, Conservation International, Critical Ecosystem Partnership Fund, Global Environment Facility, Global Wildlife Conservation, NatureServe, Royal Society for the Protection of Birds, World Wildlife Fund and Wildlife Conservation Society. Downloaded from <http://www.keybiodiversityareas.org> on 16 June 2017.

<sup>13</sup> CEPF, 2007. Ecosystem Profile, Polynesia-Micronesia Biodiversity Hotspot. Critical Ecosystem Partnership Fund

48. Profiles of each of the 5 sites are compiled in **Annex C** of the project document, and include island information on socioeconomic and biophysical conditions of the outer islands.

**Project Goal, Objective, Outcomes, and Outputs/Activities:**

49. The **project goal** is to maintain globally significant biodiversity and the ecosystem goods and services that it provides to the society of the Republic of Marshall Islands.
50. The **project objective** is to sustain biodiversity and livelihoods by building community and ecosystem resilience to threats and degrading influences through integrated management of terrestrial and coastal resources in priority atolls/islands.
51. In order to achieve the above objective, and based on the barrier analysis outlined above, which identified:  
a) the problems being addressed by the project, b) its root causes, and c) the barriers to overcome in order to actually address the problem and its root causes, the project's intervention has been organized in three components, under which three 'outcomes' are expected.

**COMPONENT 1: EXPANDING AND SUSTAINING RMI PROTECTED AREA NETWORK**

52. This component focuses on the implementation of RMI's commitment to its protected area network (PAN) and thus contributing to the Micronesia Challenge and Aichi targets. Since the declaration of the MC in 2006, RMI has made substantial progress with its PAN. It has developed and applied across 14 atoll sites a systematic framework for community-based conservation area planning protection. To date, this Reimaanlok framework has enabled the RMI to achieve enhanced protection of both nearshore marine and terrestrial areas. However, there has been limited ecological surveys made to support the delineation of the terrestrial and some of the marine PAs, management plans that do exist are light on terrestrial areas, and there is insufficient monitoring capacity in place. With respect to sustainable financing, RMI has progressed well with its MC Endowment Fund, at USD 3.5 million in 2016 although as mentioned earlier, this is lower than the target of USD 13 million.
53. As natural resource management is very much inter-linked with the well-being of outer island residents, improved ecosystem management also contributes toward strengthening climate resilience and community based adaptation. Several of the activities designed under Outcome 1 are specifically focused on supporting adaptation planning efforts; for example, flood risk assessments, hydrogeologic surveys, and groundwater monitoring. Linking conservation finance with climate finance, addressed in the sustainable financing activities in Output 1.4, is reflective of the integrated approach to natural resource management promoted on this project and also enhances the likelihood for securing funding.
54. The incremental value of the GEF investments in this component include the following:
  - a. Build on lacking or outdated biodiversity baseline survey data by undertaking additional terrestrial surveys to assess the status of biodiversity in terrestrial and nearshore marine ecosystems as basis for planning and management;
  - b. Formulate or update management at the atoll level, taking into account national and regional conservation guidelines and procedures, community cohesion and subsistence (food), and modern livelihoods opportunities to secure commitments in the PAN, MC and Aichi targets;
  - c. Ensure impacts through the formulation, implementation, and monitoring of management plans with community leadership and social systems integrated and participatory approaches; and
  - d. Contribute to sustainability by furthering sustainable financing mechanisms for biodiversity conservation within and outside the MC Endowment Fund.

|       |         |         |      |           |         |         |
|-------|---------|---------|------|-----------|---------|---------|
| Mejit | Not yet | Not yet | 2016 | 2001      | Not yet | Not yet |
| Wotho | 2016    | Not yet | 2016 | 2004/2016 | 2016    | 2015    |

58. One of the major gaps within the Reimaanlok process that the GEF funding will be filling is with respect to terrestrial ecological assessments, which have to date not been conducted in 4 of the 5 outer island sites. Specifically, in conjunction with Output 2.4, the project will build on the RMI Forestry Inventory and Analysis (FIA) pipelined by the Forest Service of the US Department of Agriculture in 2018 across 10 atolls, by enabling the inclusion of the project sites including Aur, Ebon, Mejit and Wotho. The FIA methodology has been adopted by the Micronesia Challenge for monitoring of all MC terrestrial conservation areas including in the RMI.<sup>14</sup> The project will moreover augment, as appropriate and in consultation with the Ministry of Resources Development, the FIA with the aid of unmanned aerial vehicles (UAV) combined with geo-satellite imagery.
59. Also, working with the Secretariat of the Pacific Community, Customary Law and Language Commission and RMI Historic Preservation Office, the project will address another gap within the Reimaanlok with respect to the meaningful application of the Reimaanlok Guidelines for the Collection of Local and Traditional Knowledge found in Appendix 8 of the Reimaanlok Facilitators Guide. In conjunction with Output 3.2 to enhance the Reimaanlok guidance of assessing indigenous knowledge, the project will support cultural surveys of the 5 outer islands, in order to better capture, document, and map site-based traditional ecological knowledge which will be incorporated into the community-driven integrated management plans. A summary of the resource surveys and assessments to be completed by the R2R project is presented below in **Table 3**.

**Table 3: Resource Surveys/Assessments to be completed by R2R Project**

| R2R Site | Marine              | FIA/Terrestrial (Output 2.1.4) | Socio-econ. | IK/Culture (Output 3.2) | Flood Risk | Groundwater Hydrology   |
|----------|---------------------|--------------------------------|-------------|-------------------------|------------|---|
| Aur      | 2017                | R2R                            | R2R         | 2001 / R2R              | R2R        | R2R will do one (1) site<br><br>Site TBD in conjunction with GCF proposal |
| Ebon     | 2016                | R2R                            | 2016 / R2R  | 2016 / R2R              | R2R        |   |
| Liekiep  | 2006 / R2R          | 2008/2018                      | 2009 / R2R  | 2001 / R2R              | R2R        |   |
| Mejit    | 2017                | R2R                            | 2016 / R2R  | 2001 / R2R              | R2R        |   |
| Wotho    | 2016 / R2R<br>CREEL | R2R                            | 2016 / R2R  | 2004/2016/<br>R2R       | 2016       | 2015  |

(5 sites)

Beneficial water resources of typical Small Island Developing States (SIDS) are particularly vulnerable to saline intrusion, over extraction of scarce freshwater groundwater supplies, and pollution of groundwater by unsafe management of wastewater. The effects of these pressures are increasingly being exacerbated by climate change, including extended periods of drought, extreme weather events, and sea-level rise. In response to these emerging threats, the GEF-5 International Waters Strategy promotes innovative solutions to water supply protection in SIDS through the application of integrated water resource management (IWRM) approaches. In conjunction with development and implementation of integrated natural resource management plans, the activities under this output are designed to reduce the impacts of pollution and enhance the water supply security in one of the 5 selected outer islands

**Activities for Output 1.1:** refer to **Annex D**.

<sup>14</sup> Micronesia Challenge Measures Working Group Meeting, August 2016

- Feasibility to sustain activities after GEF funding ceases; and
  - Opportunities for involvement of women and other vulnerable groups.
65. Following the process outlined in the Reimaanlok approach, area-based planning principles will be followed in developing the management plans, consistent with the marine spatial planning approaches. The management plans will provide a practical framework to local communities that consider environmental, social, cultural, and economic variables within the unique bio-geographic context of the respective outer islands. The spatial enabled data collected as part of the assessments carried out under Outcome 1 will be inform the management plans, by describing environmental characteristics; species and habitat distributions; ecosystem goods, services, and vulnerabilities; ways in which the local communities value terrestrial and coastal resources; and the cumulative impact that human activities or pressures are exerting on the outer island ecosystems. The management plans will also address community climate change adaptation, utilizing the scientific information gathered under Outcome 1, including the flood risk assessments. Community based adaptation will be assessed using tried and tested protocols, e.g., the PROVIA<sup>16</sup> five-stage iterative adaptation process: Stage 1: Identifying adaptation needs; Stage 2: Identifying adaptation options; Stage 3: Appraising adaptation options; Stage 4: Planning and implementing adaptation options; and Stage 4: Monitoring and evaluation of adaptation.
66. The integrated management plans include management of the designated terrestrial and nearshore marine protected areas for each of the five outer islands. Management of the protected areas will be carried out by the local communities, facilitated by the relevant Local Resource Committee. There are a number of tools available to help guide protected area managers with respect to management effectiveness – including the Management Effectiveness Tracking Tool, that has been adapted by GEF within the biodiversity portfolio. As there is only one existing MPA, among the 5 outer islands, a baseline METT score was established for the Likiep MPA during the consultative site visit made during the PPG phase. Local stakeholders also participated in establishing an end-of-project target for the METT score. These figures are integrated into the GEF biodiversity tracking tool for the project.
67. The project is designed to feed into and strengthen the Reimaanlok process. Scaling up the implementation of integrated natural resource management plans to other islands/atolls is one of the focuses of the replication strategy and will be realized through continued execution of the Reimaanlok, spearheaded by an operational PAN office and supported by a strengthened enabling environment.

**Activities for Output 1.3:** refer to **Annex D** for general activities; island-specific details are compiled in **Annex C**.

**Output 1.4:** *Sustainable financing mechanisms from internal and external sources put in place to further build up the RMI sub-account in the Micronesia Challenge Trust in order to meet the costs of implementing the National Conservation Area Plan*

68. Sustainable financing of the management of a single protected area or a network of protected areas is of critical importance in ensuring the respective biodiversity values and ecosystem services continue to be safeguarded. According to the MC Sustainable Finance Plan, formulated in 2010, a USD 126,250 one-off establishment cost per atoll can be anticipated as the RMI Protected Area Network (PAN) grows, and at its full implementation and achievement, the RMI PAN is estimated to cost USD 1.85 million annually. Given existing resources, this represents an estimated annual budget shortfall of USD 1.3 million. To meet this shortfall, the RMI aims to introduce sustainable financing mechanisms capable of producing USD 0.53 million annually and establish an endowment fund with a perpetual target amount of USD 12.96 million and an 5% annual disbursement rate. The endowment currently stands at USD 3.5 million based on contributions as well fair performance of the MC RMI Sub-Account since it was established in 2010.

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<sup>16</sup>PROVIA: Global Programme of Research on Climate Change Vulnerability, Impacts and Adaptation.

to management of the national PAN. The alternative sustainable financial management plan will also serve as guidance for the activities under Component 2 of the R2R project which focuses on improving governance.

**Activities for Output 1.4:** refer to Annex D.

## **COMPONENT 2: IMPROVED GOVERNANCE FOR INTEGRATED ATOLL MANAGEMENT**

74. The focus of Component 2 is strengthening the enabling conditions realizing effective governance required for integrated atoll/island management. Outputs include supporting development of secondary legislation to the PAN Act, operationalizing the PAN Office, building institutional and individual capacities, and supporting proactive land use arrangements that facilitate the ecosystem based approach to natural resource management.
75. This component will provide the supportive governance framework to fully implement the Reimaanlok. The incremental value of GEF investments in this component include the following:
  - a. Advising on secondary legislation to support implementation of the PAN Act.
  - b. Supporting and building on existing institutional arrangements for the implementation of Reimaanlok, it will clarify the responsibilities of the different national agencies and do the same at the local level with the objective of improving efficiency and ownership at the community level;
  - c. Supporting the interim operation of the PAN office; and
  - d. Building capacities of national and local stakeholders towards integrated approaches through appropriate training, with a paramount focus on conservation, sustainable livelihoods, and community based adaptation.

### **OUTCOME 2: Supportive policies, institutions and communities in place to ensure successful implementation of the Reimaanlok vision**

76. The expected results under Outcome 2 include a pragmatic legislative framework developed advancing the implementation of the PAN legislation passed in 2015, and strengthened institutional and individual capacities, both at the central government and community levels, for managing the Reimaanlok process.

**Output 2.1:** *Action plan for developing secondary legislation to the Protected Area Network (PAN) Act 2015 formulated*

77. In 2015, the Republic of the Marshall Islands passed an Act to amend Title 35 (Environment) of the Marshall Islands Revised Code (MIRC) by inserting a new Chapter 5, to create the Protected Areas Network for the purposes of conservation and management of natural resources of the Marshall Islands. The short title of the Act is cited as "Protected Areas Network (PAN) Act 2015". This Act provides a legislative framework for the Reimaanlok process and was an important step towards realizing broader governmental commitment to conservation and sensible management of the valuable natural ecosystems of the RMI. The R2R project is being developed during an opportune time. Activities included under this output include carrying out a legislation gap analysis, conducting a regional assessment of legislative best practice, and developing recommendations for secondary legislation to the PAN Act.

**Activities for Output 2.1:** refer to Annex D.

**Output 2.2:** *The PAN Office is operationalized through agreed organizational arrangements formally adopted through an appropriate policy instrument*

**Activities for Output 2.4:** refer to **Annex D**.

### **COMPONENT 3: KNOWLEDGE MANAGEMENT**

83. The knowledge management strategy for the project is multidimensional. Firstly, resources are allocated for strengthening the management information system, ConservationGIS, with the aim of enhancing the content of the system and improving access as a knowledge sharing platform. Assessing progress of the interventions implemented at the 5 outer islands will provide a scalable monitoring and evaluation framework for the Reimaanlok process that will be shared among the scientific community in RMI as well as other local, national, and regional stakeholders. One of the other aspects of the project that is showcased in the knowledge management strategy is integrating traditional ecological knowledge into the management plans for the outer islands, working closely with custodians of the traditional knowledge on how best to collect, disseminate, and apply collective wisdom. Substantive resources are also earmarked towards increasing involvement and awareness among youth, regarding the importance of sustainable natural resource management in their communities and to nurture future transformative change agents. The R2R regional program functions partly as a South-South knowledge exchange platform and project implementation staff members will regularly share and learn from experiences on the national R2R projects. The project coordinator will also participate in regional workshops and conferences, in order to promote knowledge exchange.
84. The knowledge products generated during the project will also be shared on international platforms, including the Sustainable Development Knowledge Platform<sup>19</sup> maintained by the United Nations Division of Sustainable Development. As this Division also houses the SIDS Unit within the United Nations, there are also opportunities to utilize their outreach resources for disseminating information to other SIDS countries, in line with the SIDS Partnership Framework<sup>20</sup> and other collaborative mechanisms. Finally, 1% of the GEF IW grant for the project will be devoted for supporting the IW:LEARN<sup>21</sup> knowledge management platform.
85. The incremental value of GEF investments in this component is related to the implementation of activities already identified in Reimaanlok, as described in the preceding paragraph, which will strengthen the achievement of global environmental benefits by the project, and highlighting local engagement with respect to conservation and climate change adaptation planning and implementation.

**OUTCOME 3: Accessible data and information systems and improved linkages and collaboration with regional initiatives, including the Pacific R2R Program, to support adaptive management of the biodiversity in RMI**

86. Achievement of Outcome 3 will be measured by information on the RMI PAN being accessible to the public and supports effective management of RMI's PAN, and public involvement in the Reimaanlok process is enhanced through educational programs and awareness-raising campaigns. Also, traditional ecological knowledge will be an integral part of the community driven natural resource management structures, and TEK custodians in the RMI will be capacitated to actively contribute towards mainstreaming TEK regionally.

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<sup>19</sup> The Sustainable Development Knowledge Platform is maintained by the United Nations Division for Sustainable Development (DSD), which has a mandate to provide leadership and catalyse action in promoting and coordinating implementation of internationally agreed development goals, including the seventeen Sustainable Development Goals (SDGs). <https://sustainabledevelopment.un.org>

<sup>20</sup> On December 2015, the General Assembly decided (A/70/472/Add.2 - paragraph 11) to establish the Small Island Developing States Partnership (SIDS) Framework, in accordance with paragraph 101 of the SAMOA Pathway, to monitor and ensure the full implementation of pledges and commitments through partnerships for small island developing States

<sup>21</sup> IW:LEARN is the GEF International Waters learning exchange and resource network. <http://iwlearn.net>

91. The project will support implementation of the guidelines, by documenting traditional knowledge of the 5 selected outer islands based upon information collected during the cultural surveys completed under Component 1 and in conjunction with Output 2.4. As part of the replication strategy of the project, a stakeholder workshop will be held to share the developed guidelines and to disseminate the traditional knowledge documented for the 5 outer islands through Open Education Resources.

**Activities for Output 3.2:** refer to **Annex D**.

**Output 3.3:** *Support for expansion / continuation of education and awareness programs at the local and national levels, e.g., the 'Just Act Natural' initiative; complementary awareness programs implemented using various forms of media to mobilize support for conservation and livelihoods*

92. Sustainability of project results will be contingent upon garnering sufficient commitment by the general public, through increased awareness. RMI has initiated a number of campaigns which will be continued and expanded by the project to bolster awareness and application of existing national traditional knowledge programs in support of conservation management at the site level in support. Activities under this output are designed to enhance public awareness regarding the fragile ecosystems that support globally significant biodiversity and livelihoods of the people reliant on them. The target groups will be outer island youth and primary school children, who will be tasked with safeguarding the natural resources of the RMI in the present and future. Utilizing the guiding principles of the Atoll Habitats and "Just Act Natural" initiatives, the project will also facilitate youth groups in at least 1 of the 5 selected outer islands in activities designed to increase youth and primary school engagement in the Reimaanlok process.
93. The participants of the program will be enrolled in coursework at a higher education provider, to be developed within the R2R project in conjunction with Output 2.4. The young men and women will be team-trained by professors and affiliate organizations including the MICS, Jodrikdrik in *Jipan ene eo e Kutok Maroro* (Environmental Youth NGO), and Youth to Youth in Health. The college students will initially participate in a week-long leadership training to give them the necessary skills and understanding to lead, train and inspire outer island participants of the project. The students will then go to one of the project sites and spend two weeks identifying and learning about the traditional knowledge and livelihoods of this outer island from the outer island youth participants, and in turn work with the outer island participants to write about and perform legends, myths as well as learning sustainable lifestyles such as canoe building, traditional fishing skills, and weaving that capture the uniqueness of this outer island. Their shared writing, performances, and workshops will be captured through electronic books (e-books), as a means of documenting traditional knowledge and livelihood stories that could be shared on social media and websites including in georeferenced online formats within the National Spatial Analytic Facility. These "Just Act Natural"<sup>23</sup> activities will be part of the project's replication strategy – encouraging communities in other islands to implement similar activities, and strengthening the capacities of civil society organizations, in particular outer island youth groups, in writing proposals for funding from domestic and international donors. This output will apply good practices developed by RARE Pride<sup>24</sup> or other similar approach.
94. Partnering with the Ministry of Education, higher education providers, and Marshall Islands Conservation Society, the project will also support development of a primary school environmental education curriculum to be piloted in 2 of the 5 selected outer islands. Primary school students will learn basic marine and terrestrial ecology, climate change impacts, and monitoring techniques undertaken as part of their community's Reimaanlok process by participating in field trips to designated conservation sites. Within this curriculum,

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<sup>23</sup> Reimaanlok National Planning Team. (2008). Reimaanlok: National Conservation Area Plan for the Marshall Islands 2007-2012. p. 59, inclusive of financing the Reimaanlok appendices.

<sup>24</sup> The organization RARE partners with local organizations to design and run PRIDE campaigns, which use proven marketing tools like mascots, billboards and radio spots to inspire local communities' pride in their natural resources and motivate sustainable behaviors that benefit people and nature. [www.rare.org](http://www.rare.org)

| Partner                           | Partnership arrangements  |
|-----------------------------------|---|
| CMI                               | Member of the Project Board and implementing partner in relation to Agroforestry Certificate and National Spatial Analytic Facility project activities with MICS, JoJiKuM, and Land Grant Program |
| MICS                              | Member of the Project Board in relation to site management project activities; implementing partner on Just Act Natural project activities, share data from management plans                      |
| Land Grant Program                | Implementing partner in relation to agroforestry related project activities, working in coordination with R&D and CMI   |
| GEF Small Grants Program          | Coordination of GEF SGP projects in support of implementing management plans  |
| WUTMI                             | Implementing partner in relation to gender assessments and livelihood related project activities  |
| JoJiKuM                           | Implementing partner in relation to Just Act Natural project activities, working in coordination with Youth to Youth in Health  |
| Youth to Youth in Health          | Implementing partner in relation to Just Act Natural project activities, working in coordination with JoJiKuM   |
| Private Sector                    | Implementing partner in support of implementing livelihoods activities within management plans  |
| UNDP-Regional R2R program/project | Coordinating and implementing partner in relation to UNDP-Regional R2R program activities in country  |
| USFS                              | Coordinating and implementing partner of terrestrial survey activities  |
| SPC                               | Coordinating the Pacific Regional R2R Program   |

#### Coordination with other GEF financed and other Initiatives:

99. The project will build on and consolidate GEF investments through national and regional projects, particularly those related to biodiversity conservation and the R2R program. Of particular relevance here are a number of ongoing GEF-PAS projects, including the Micronesia Challenge and the Regional Pacific Invasive Species project both being implemented by UNEP. As mentioned above, stronger coordination with MC (the UNEP-GEF project) and the Micronesia Conservation Trust would be pursued during project design, particularly those activities relating to sustainable financing.
100. The Pacific Regional R2R program and the national R2R projects within the program and the regional program support project will be key collaborators in the RMI R2R project. Coordination with the regional project is through program reporting and regional training activities. Both are reflected in the project framework (Outputs 2.4 and 3.4). Exchanging experiences and lessons learned on the other national R2R projects will be shared twice per year during joint meetings organized by the R2R regional project coordination team. Project resources are also allocated for funding four RMI professionals, not members of the PIU, to complete the post-graduate programme, which is also organized through the regional project. Representatives from the 24 inhabited RMI atolls/islands will also be provided opportunities to complete online R2R training modules.
101. There will be close collaboration between the R2R project and the Pacific Islands Regional Oceanscape Project (PROP). The PROP project in RMI has a budget of USD 8.58 million, with USD 6.75 million from the International Development Association (IDA) and USD 1.83 million from GEF. Component 1 of the PROP project has the bulk of the IDA funding, roughly 80% of the total. Component 2 of the PROP project – Sustainable Management of Coastal Fisheries – is complementary with the R2R project.

| RMI PROP Project   | RMI R2R Project  |
|--|--|
| <p><b>Specific Items Supported under Component 2:</b></p> <ul style="list-style-type: none"> <li>Procurement of a medium-sized (approx. 12-13m) vessel capable of supporting resource assessment and management teams working in the outer islands;</li> </ul> | <p><b>Complementary Outputs:</b></p> <p><b>Output 1.1:</b> Marine and terrestrial biodiversity and socioeconomic surveys conducted (or updated) in 5 outer</p> |

of the key stakeholder engagement platforms. The CMAC, consisting of the following members, is defined as the Technical Advisory Committee in the Protected Areas Network (PAN) Act 2015 and has been guiding the Reimaanlok process over the past several years.

- Marshall Islands Marine Resource Authority (MIMRA)
- RMI Environmental Protection Agency (EPA)
- Ministry of Internal Affairs (MIA)
- College of the Marshall Islands (CMI)
  - Land Grant
  - Sea Grant
- Marshall Islands Visitors Authority (MIVA)
- Historic Preservation Office (HPO)
- Marshall Islands Conservation Society (MICS)
- University of the South Pacific (USP)
- Office of Environmental Policy & Planning Coordination (OEPPC)
  - SPREP
- Women United Together in the Marshall Islands (WUTMI)
- Ministry of Resources & Development (R&D)
- International Organization of Migration (IOM)

106. The CMAC will essentially act as the Technical Working Group, and along with the OEPPC as responsible party and UNDP as the GEF agency and implementing partner, will be responsible for providing technical and strategic guidance during implementation. The Council of *Iroij* and the Marshall Islands Mayors Association (MIMA) are other existing traditional and local governance structures that will be important stakeholder engagement partners for the project, closely involved in the development of the integrated management plans for the 5 selected islands, design and deliver capacity building activities, cultural surveys, and discussions on strengthening local repositories on traditional knowledge.
107. At the local level, Local Resource Committees (LRCs), formed as part of the Reimaanlok process, will be the main stakeholder engagement structures for facilitating development and implementation of the integrated management plans for the 5 outer islands. Also, local government units and church organizations will be utilized to help guide the activities on the islands.
108. Participation of the private sector is an important element with respect to enhancing the likelihood that the results achieved during the project's lifespan will be sustained after GEF funding ceases. Private sector enterprises have the business savvy and market entry points that could enable local communities in further developing sustainable use of certain ecosystem goods and services. The Marshall Islands Chamber of Commerce (MICOC) will be engaged as a focal point for private sector enterprises, and the Division of Trade and Investment of the Ministry of Resources and Development (R&D) will be involved, as part of their ongoing efforts aimed at promoting and facilitating trade and investment in the country.
109. The UNDP Pacific Office will be an important regional partner, not only as the GEF agency for this project but as a vehicle for sharing lessons learned and best practices on other projects and programs in the region, including the R2R regional program. As this project is designed to feed into the Reimaanlok process, part of the stakeholder engagement plan is to strengthen existing collaborative regional mechanisms, including the Micronesia Challenge (MC) and the various activities developed around this inter-governmental initiative. The project will support involvement of RMI stakeholders in MC annual meetings, for example, and the Micronesia Conservation Trust (MCT) will be an important stakeholder in assessing sustainable financing options. Engagement with other key regional stakeholders, including the Pacific Community (SPC) and the Secretariat for the Pacific Regional Environment Programme (SPREP), will be facilitated, largely through technical advisory arrangements and networking on complementary projects and initiatives.
110. The project stakeholders and their role on the project are described below in **Table 4**:

| Stakeholder   | Description   | Role in the Project   |
|---|---|---|
|   |   | MIMRA is also positioned to facilitate collaboration between the two projects. Also, as manager of the Fish Markets on Majuro and Ebeye, MIMRA is positioned to support livelihoods development activities.   |
| Environmental Protection Authority, EPA                                 | Government agency, responsible for enforcement of environmental legislation in RMI.   | Direct project role, as member of CMAC, and ensuring the project is aligned with national pollution, water, and sanitation priorities. Also, as executing agency for the UNDP-Regional R2R program/project in RMI, EPA is also positioned to facilitate collaboration between the two projects.   |
| Ministry of Resources and Development (R&D), Division of Agriculture    | Government agency responsible for implementing agricultural and forestry legislation.   | Direct role in fulfillment of government mandate to develop agroforestry and livestock livelihoods in rural atolls.   |
| Ministry of Resources and Development (R&D)                             | Government agency responsible for promoting and assisting the development of agriculture, energy, trade and investment sectors. | Indirect role, in facilitating private sector stakeholders with livelihood interventions in the 5 outer islands.  |
| Office of the Chief Secretary (OCS)                                     | The Chief Secretary is the head of the Public Service and the chief administrative and advisory officer of the RMI Government.  | Office of the Chief Secretary is leading a multiple stakeholder initiative to institutionalize integrated water resource management (IWRM) as manifested through legislation and policy establish a centralized national water office and implement the National Water and Sanitation Policy and Action Plan. The OCS is also leading an initiative to integrate the national climate change adaptation policy and action plan with the national disaster risk management plan into a single Joint National Action Plan (JNAP). |
| Office of the President   | Government Executive Branch   | Indirect, oversight role, ensuring alignment with national goals and sustainable financing for the protected area network.  |
| Ministry of Resources and Development, Division of Trade and Investment | Government agency, responsible for promoting and facilitating trade and investment in the country.                              | Direct project role, facilitating synergies between the private sector and community based organizations supported by the project.  |
| College of the Marshall Islands, CMI                                    | Autonomous community college (WASC accredited), State owned and operated  | Direct project role, as member of CMAC, and supporting capacity building activities, providing technical advisory services, and supporting traditional knowledge activities.  |
| Historic Preservation Office, HPO                                       | Government agency under the Ministry of Internal Affairs, responsible for preserving cultural heritage resources.               | Direct project role, as member of CMAC, and ensuring the project is consistent with identification and preservation of cultural heritage resources.   |
| The Council of <i>Iroij</i>   | One segment of the bicameral parliament and provides a consultative function concerning traditional laws and customs.           | Direct role envisaged in supporting the sustainable financing analyses for the protected area network.  |
| Marshall Islands Visitors Authority, MIVA                               | Government agency, responsible for promoting tourism in the RMI.  | Direct project role, as member of CMAC, and involved in strengthening capacities of community based organizations and identifying possible eco-tourism opportunities.   |
| Ministry of Finance   | Government agency, responsible for coordinating national development planning,  | Indirect, oversight role, ensuring financial management during project implementation. Also direct role envisaged in supporting the   |

| Stakeholder  | Description   | Role in the Project   |
|--|---|---|
| <b>Private sector stakeholders:</b>                              |   |   |
| Marshall Islands Chamber of Commerce, MICOC                      | Local organization of businesses and companies in Majuro with the intention to develop and further the interests of local companies and businesses in Marshall Islands.   | Indirect project role, facilitating the sustainable financing analyses for the protected area network   |
| Atoll Marine Aquaculture Ltd.                                    | Private sector enterprise, engaging local communities in collection of aquarium fish and supporting aquarium coral and clam farming.  | Possible synergies with community livelihood activities, e.g., in Aur. Also, there could be opportunities to collaborate with respect to transportation to/from the sites.  |
| MMMA (Clam Farm)   | Private sector enterprise involved in clam farm development and operation.  | Possible synergies with community livelihood activities, e.g., in Wotho. Also, there could be opportunities to collaborate with respect to transportation to/from the sites.  |
| <b>Regional stakeholders:</b>                                    |   |   |
| The Pacific Community, SPC                                       | Scientific and technical organization in the Pacific region owned and governed by 26 country and territory members.   | Direct project role, as program coordinator for the Pacific Regional R2R program.   |
| Micronesia Challenge   | Inter-Governmental Initiative   | Direct project role, as a platform for reporting progress towards the MC goals  |
| Micronesia Conservation Trust (MCT)                              | Financial mechanism for the Micronesia Challenge Endowment Fund. MCT now hosts Micronesians in Island Conservation (MIC) network, a vital resource for building natural resource management capacity in the region.   | Direct project role, as a key stakeholder with respect to sustainable PA financing , MCT now hosts Micronesians in Island Conservation (MIC) network, a vital resource for building natural resource management capacity in the region.         |
| Pacific Island Marine Protected Area Community, PIMPAC           | Long term capacity sharing program and social network of site based managers, non-governmental organizations, local communities, federal, state, and territorial agencies, and other stakeholders working together to collectively enhance the effective use and management of managed and protected areas in the Pacific Islands | Possible direct role, providing technical support to site coordinators and local community groups.  |
| Secretariat of the Pacific Regional Environment Programme, SPREP | Regional organization established by the Governments and Administrations of the Pacific charged with the protection and sustainable development of the region's environment   | SPREP has actively assisted the RMI Government on a number of issues, including completing the State of the Environment report in 2016. Possible direct role as a service provider on the project.  |
| International Union for Conservation of Nature, IUCN             | Membership union composed of both government and civil society organizations.   | IUCN is assisting the RMI Government in preparing project concepts for the GEF-6 funding cycle. Potentially direct project involvement, regarding development of secondary legislation to the PAN Act and operationalization of the PAN Office. |
| The Nature Conservancy, TNC                                      | International conservation organization   | As a contributor to the MC endowment fund, TNC will have an indirect role on the project, e.g., through capacity building, sharing lessons learned. Also, possible direct role as a service provider.   |
| Conservation International, CI                                   | International conservation organization   | As a contributor to the MC endowment fund, CI will have an indirect role on the project, e.g., through capacity building, sharing lessons learned. Also, possible direct role as a service provider.  |

institutions will be carried forward as baseline for the implementation of the project. The employment of time-tested processes, building on completed and ongoing work and use of available data ensure cost efficiency and effectiveness.

117. A substantive proportion of the GEF funds are allocated for capacity building activities, aimed at strengthening the enabling conditions of the institutional and individual stakeholders tasked with long term management and conservation of RMI ecosystems. This investment is seen as a cost-effective approach at mainstreaming priority actions into national development programming and budgetary frameworks.
118. Strengthening community based management capacities is also a long-term cost-effective approach. Considering the geographic remoteness and limitations with respect to logistical arrangements of the RMI outer islands, community management of natural resources is essentially the only viable option.
119. Cofinancing contributions are pledged from 5 separate partners, signifying the high level of cross-sectoral importance in the RMI for this project. Implementation of community driven integrated natural resource management plans at the 5 selected outer islands has a strong replication potential, i.e., scaling up similar approaches for other islands. While Component 1 of the project focuses on demonstration of implementation of integrated natural resource management plans at the community level, Components 2 and 3 cover the dimension of the RMI protected area network, with improvements in governance and knowledge management, respectively. This combination of local and network levels is a pragmatic and inclusive strategy.
120. Efficiency gains are integrated into the project through synergies with ongoing initiatives, such the PROP project and RMI Forest Inventory Analysis to take place in 2018, through sharing information, such as the results of the marine and terrestrial surveys carried out by the PROP and FIA projects, collaborating on logistical arrangements, whenever possible, etc. A number of cost-effective considerations were also incorporated into the design of the project implementation arrangements and activities, for example:
  - a. Among the criteria applied for project site selection, local commitment, represented by the outer island government having previously requested to implement the Reimaanlok process, was seen as a measure of ensuring local ownership and, hence, money well spent.
  - b. The designed project activities are envisaged to be implemented by qualified local service providers, NGOs, research institutions, and/or local consultants.
  - c. The PIU will be hosted in office space provided by the Government of RMI, and local governments have indicated that site coordinators would be offered with in-kind assistance, to the degree practicable.

ii. **Risk Management:**

121. The key risks that could possibly adversely affect the delivery of outcomes set forth in the project are outlined below in **Table 5**, along with an assessment of the potential impact and estimated probability of each risk, what measures have been taken to mitigate the risks, and an indication of who the owner of each separate risk is.

**Table 5: Project Risks**

| Project risks                                 |                    |  |  |                      |                      |
|---|--------------------|--|--|----------------------|----------------------|
| Description                                   | Type <sup>25</sup> | Impact & Probability <sup>26</sup>                     | Mitigation Measures  | Owner                | Status <sup>27</sup> |
| Limited pool of qualified individuals to lead | Operational        | The effectiveness and timeliness of delivering project | Focus on capacity development to build human resource pool; explore national and international | Implementing Partner | No change            |

<sup>25</sup> Includes the following eight categories: environmental; financial; operational; organizational; political; regulatory; strategic; and other.

<sup>26</sup> Impact and probability rated on a scale of on a scale from 1 (low) to 5 (high).

<sup>27</sup> Status indicated as over, reducing, increasing, or no change.

| Project risks   |                    |   |   |       |                      |
|---|--------------------|---|---|-------|----------------------|
| Description   | Type <sup>25</sup> | Impact & Probability <sup>26</sup>  | Mitigation Measures   | Owner | Status <sup>27</sup> |
| Climate change events hinders implementation and limits impacts of projects               | Environmental      | Incentives for participating in sustainable use of natural resources would be negated by the adverse impacts of climate change on the ecosystem goods and services that the incentives are based upon.<br>Impact: 3<br>Probability: 3 | Collaborate with other national and regional projects on improving resilience to climate change and to mitigate the negative impacts on biodiversity conservation. The strengthening of the RMI Protected Areas Network is envisioned to improve resilience of the natural ecosystems to climate change | PIU   | No change            |
| Relatively higher costs of project implementation in an geographically spread-out country | Organizational     | The costs of implementation outweigh the potential benefits delivered.<br>Impact: 2<br>Probability: 4   | Plan for higher costs. Explore more cost-efficient partnerships with other projects and stakeholders through joint undertaking of activities  | PIU   | No change            |

122. As per standard UNDP requirements, the Project Coordinator will monitor risks quarterly and report on the status of risks to the UNDP Pacific Office. The UNDP Pacific Office will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (i.e. when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher). Management responses to critical risks will also be reported to the GEF in the annual PIR.

**iii. Social and environmental safeguards:**

123. Potential social and environmental risks associated with implementation of the project were assessed through the UNDP Social and Environmental Screening process (SESP); results of the screening are compiled in **Annex K**. Based on the results of the SESP, the project is characterized as **low risk**.

124. The integrated approaches included in the project strategy require certain changes in behavior, in order to achieve sustainable use of terrestrial and nearshore resources in the 5 selected outer islands. Substantive resources are allocated for training and awareness-raising on biodiversity friendly land use practices. One of the barriers to effective and financially sustainable management of terrestrial and nearshore ecosystems that the project is addressing is the erosion of traditional ecological knowledge (TEK). The project is supporting strengthening the documentation and application of TEK in natural resource management. Qualified and experienced specialists will support the project, with particular attention placed on integrating TEK in a manner that is respectful to the rights and customs of the local communities.

125. A central part of the Reimaanlok process is establishment of Local Resource Committee (LRCs), which not only acts as a supervisory body but also is a platform for local residents to raise concerns. Consistent with participatory human rights principles, the LRCs work closely with local government units, religious institutions, and other enabling stakeholders, ensuring proper representation, in particular marginalized individuals and groups. The project is also supporting improved access to information and enhanced application of traditional knowledge with respect to natural resource management, consistent with the Subregional programme Pacific

use” and push forward the GEF’s goal to advance the multiple win of sustainable food production, rural development, climate change mitigation and adaptation, and ecosystem resilience in the RMI. An increased understanding of terrestrial, coastal, and marine resources and demonstration of merged modern and traditional ecological knowledge and sustainable use of the limited resources available will also help sustain the ecosystem goods and services that the local communities are reliant upon.

**Potential for Scaling Up:**

132. The project will promote scaling-up on a number of fronts, including:
  - a. Focus on strengthening institutional and individual capacity building, fostering the local knowledge base. Identify and train “change agents”, enabling them to advocate and facilitate replication of the project results;
  - b. Design and implement community-driven integrated approaches that deliver scale-able frameworks for capacitated national and local stakeholders to replicate in other areas.
  - c. Facilitate broader inclusion of women and local people into the processes of natural resource management and conservation (e.g., business and financial management, alternative livelihood training, etc.).
  - d. Promote adjustments to policy and regulatory frameworks that provide incentives for involvement of non-governmental stakeholders, including the private sector.
  - e. Strengthen collaborative partnerships, including inter-governmental, with civil society, with academia, and with the private sector.
  - f. Assess sustainable financing mechanisms and pilot implementation of at least one at a local level;
  - g. Distill project results into informative, easily understood knowledge products that can guide replication efforts after project closure;
  - h. Coordinate with other complementary initiatives, ensuring that lessons learned and best practices are exchanged across sectors, and synergies capitalized upon for mutually supporting replication.
  - i. Facilitating existing and new knowledge management platforms, including the GIS based PAN information management system and a repository of traditional knowledge.
  
133. The project will work primarily in the selected 5 outer islands. The integrated natural resource management framework and the tools and approaches to be employed in the project will be refined for subsequent implementation in other atolls. RMI internal resources, including MC Trust and future GEF replenishments could support such scaling up.

|  | Objective and Outcome Indicators   | Baseline  | Mid-term Target  | End of Project Target  | Assumptions   |
|--|--|---|--|--|---|
|  |  |   | Coverage of new nearshore marine PAs: 10,000 ha  | Coverage of new nearshore marine PAs: 30,550 ha  |   |
|  | Number of Resource Management Plans (NRMPs), inclusive of integrated terrestrial and coastal resource assessments and management strategies, approved by local resource committees and under implementation  | 1 (Aur)NRMP completed   | 2 NRMPs completed  | 5 NRMPs completed and adopted  | <ul style="list-style-type: none"> <li>Local stakeholders in the 5 selected outer islands remain committed to implementing the Reimaanlok process</li> </ul>  |
| <b>Component 2:</b> Improved Governance for Integrated Atoll Management<br><b>Outcome 2:</b> Supportive policies, institutions and communities in place to ensure successful implementation of the Reimaanlok vision<br><b>3 indicators maximum</b>  | Position of PAN Coordinator, overseeing operation of the PAN office, is institutionalized  | PAN Office is not operational, and there is no PAN Coordinator in place   | PIU functioning as interim PAN Office and PAN Coordinator financed with project funds  | Position of PAN Coordinator is institutionalized as a permanent position   | <ul style="list-style-type: none"> <li>Institutional will is in place to make this position permanent</li> </ul>  |
|  | Number of RMI professionals trained in integrated approaches through Regional Pacific R2R Program  | 0, by the project   | 2  | 4, including 2 women   | <ul style="list-style-type: none"> <li>Sufficient interest in this opportunity is realized</li> </ul>   |
| <b>Component 3:</b> Knowledge Management and Monitoring & Evaluation<br><b>Outcome 3:</b> Accessible data and information systems and improved linkages and collaboration with regional initiatives to support adaptive management of the biodiversity in RMI<br><b>3 indicators maximum</b> | National repository for spatial biodiversity and resource management information enhanced and sustained  | ConservationGIS database and online clearing house established with user access protocols established and operational   | ConservationGIS database and online clearing house updated with new data from 5 project sites  | ConservationGIS database and online clearing house updated with new data including TEK data from all 5 project sites   | Use of the ConservationGIS database and management information system is mainstreamed inclusive of sustainable financing source(s), user access protocols, and intellectual property rights protocols   |
|  | Cultural expressions (stories, chants, dances, oration, material production, proverbs) linked to resource management documented and mapped in the 5 project sites management plans, and celebrated annually via inter-generational knowledge transmission events | The relationship between RMI expressions of culture and resource management is not appreciated and celebrated, and younger generations lack understanding of the relationship | TEK surveys completed in the 5 project sites, and their management plans incorporate materials and activities linking cultural expressions and resource management | The 5 project sites hold and document (including at least one video documentary) a public event linking cultural expressions and resource management and which is organized by, with and for an intergenerational gathering of community members | <ul style="list-style-type: none"> <li>Governmental partners and NGOs are willing to support mapping of cultural knowledge and expressions</li> <li>Sufficient number of cultural custodians and practitioners are willing to participate and transmit cultural resource management knowledge to the younger generations</li> </ul> |

an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response. In order to facilitate adaptive management, one of the two annual board meetings will be held in successive outer islands over the course of the 5 year project. The meetings held in the outer islands will also serve as monitoring visits, allowing the board members first-hand opportunities to observe project progress and also better understand possible implementation or development challenges.

142. **Project Implementing Partner:** The Implementing Partner, the UNDP Pacific Office, is responsible for providing any and all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used by and generated by the project supports national systems. The UNDP Pacific Office will support the Project Coordinator as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. The UNDP Pacific Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the *independent mid-term review* and the independent terminal evaluation. The UNDP Pacific Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.
143. The UNDP Pacific Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP Pacific Office and the Project Coordinator.
144. The UNDP Pacific Office will retain all M&E records for this project for up to seven years after project financial closure in order to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).
145. **UNDP-GEF Unit:** Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed. Monitoring visits may be undertaken together with the Pacific Office.
146. **Audit:** The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on DIM implemented projects.<sup>28</sup>

**Additional GEF monitoring and reporting requirements:**

147. **Inception Workshop and Report:** A project inception workshop will be held within three months after the project document has been signed by all relevant parties to, amongst others:
  - a. Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project implementation;
  - b. Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
  - c. Review the results framework and finalize the indicators, means of verification and monitoring plan;

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<sup>28</sup> See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report will be available in English and will be cleared by the UNDP Pacific Office and the UNDP-GEF Regional Technical Advisor, and approved by the Project Board.

155. **Terminal Evaluation (TE):** An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Project Coordinator will remain on contract until the TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the [UNDP Evaluation Resource Center](#). As noted in this guidance, the evaluation will be ‘independent, impartial and rigorous’. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report will be cleared by the UNDP Pacific Office and the UNDP-GEF Regional Technical Advisor, and will be approved by the Project Board. The TE report will be publically available in English on the UNDP ERC.
156. The UNDP Pacific Office will include the planned project terminal evaluation in the UNDP Pacific Office evaluation plan, and will upload the final terminal evaluation report in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP IEO will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.
157. **Final Report:** The project’s terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

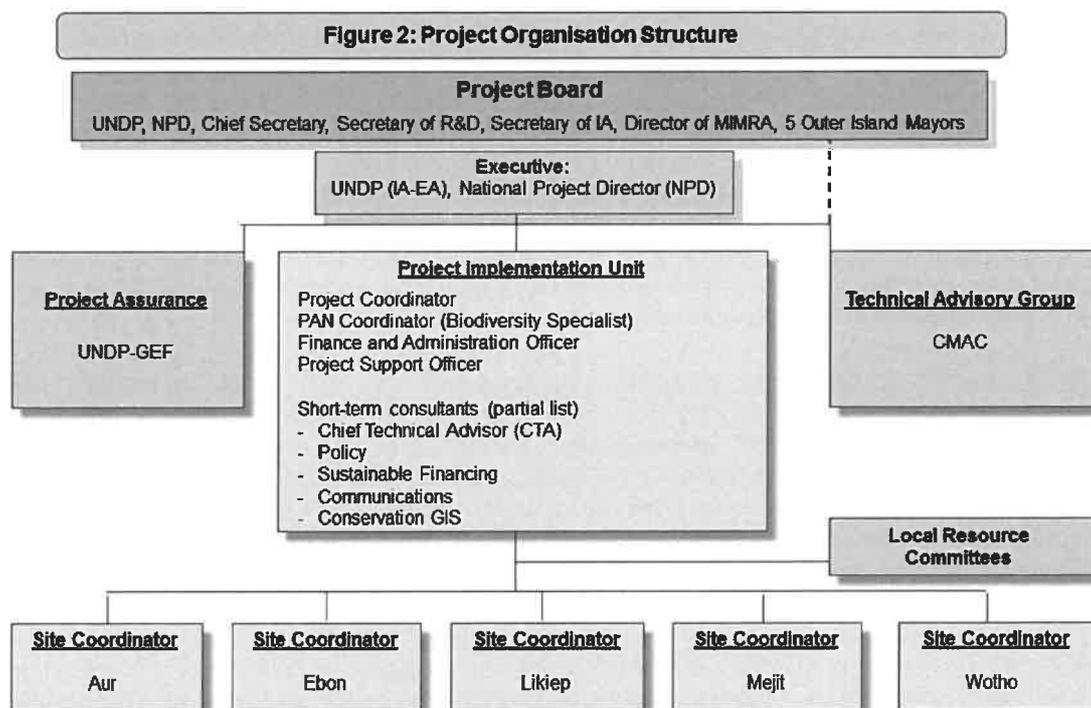
**Table 6: M&E Requirements and M&E Budget**

| GEF M&E requirements   | Primary responsibility | Indicative costs to be charged to the Project Budget <sup>29</sup> (USD) |             | Time frame  |
|--|------------------------|--|-------------|---|
|  |                        | GEF grant  | Cofinancing |   |
| Inception Workshop   | UNDP Pacific Office    | USD 11,000   |             | Within three months of project document signature |
| Inception Report   | Project Coordinator    | None   | None        | Within two weeks of inception workshop            |
| Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP | UNDP Pacific Office    | None   | None        | Quarterly, annually                               |
| Monitoring of indicators in project results framework                            | Project Coordinator    | None   |             | Annually  |

<sup>29</sup> Excluding project team staff time and UNDP staff time and travel expenses.

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

158. Roles and responsibilities of the project’s governance mechanism: The project will be implemented following UNDP’s direct implementation modality (DIM), according to the Standard Basic Assistance Agreement (SBAA) between UNDP and the Government of the Republic of Marshall Islands, and the Sub-regional Programme for the Pacific Island Countries and Territories (2013-2017).
159. The **Implementing Partner** for this project is the UNDP. The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources.
160. The project organisation structure is graphically represented below in **Figure 2:**



161. The **Project Board** is responsible for making by consensus, management decisions when guidance is required by the Project Coordinator, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP’s ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. The Project Board will have the highest level of decision making authority. In case a consensus cannot be reached within the Board, UNDP as implementing agency will be responsible for making the final decision. The terms of reference for the Project Board is contained in **Annex J**. The Project Board is comprised of individuals from the following organizations:
1. Chief Secretary (Senior Beneficiary)
  2. National Project Director (Responsible Party)
  3. Secretary of Ministry of Resources and Development
  4. Secretary of Ministry of Internal Affairs

funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy<sup>31</sup> and the GEF policy on public involvement<sup>32</sup>.

170. Project management: Project management will be administered by the Project Implementation Unit (PIU). The envisaged composition of the PIU is enumerated below.

- a. National Project Coordinator
- b. PAN Coordinator / Biodiversity Specialist
- c. Finance and Administration Officer
- d. Project Support Officer
- e. Site Coordinators (one for each of the 5 selected outer islands)

171. The PIU staff members will be recruited for the duration of the project. Additional staff may be hired, under long-term agreement (LTA) or short-term consultancy agreements, as necessary to ensure adequate support. Relevant procurement of services required to support the implementation of the project will be managed by the PIU, following established rules and procedures of the UNDP, which are objective, transparent, and participatory. The Government of RMI will sit in the selection panels for procurement of goods and services. Since the PIU will be located at the OEPPC, the director as national project director will oversee the PIU and hence will share responsibility with UNDP in the management of the project.

172. The PIU office will be hosted by the Government of RMI, and it will be located in Majuro in office space provided by the the OEPPC.

## IX. FINANCIAL PLANNING AND MANAGEMENT

173. The total cost of the project is USD 7,985,120. This is financed through a GEF grant of USD 3,927,981, and USD 4,057,139 in parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.

174. Parallel co-financing: The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. The planned parallel co-financing will be used as follows:

| Cofinance Source   | Cofinancing Type | Cofinancing Amount | Planned Activities/Outputs  | Risks   | Risk Mitigation Measures   |
|--|------------------|--------------------|---|---|--|
| Office of Environmental Planning and Policy Coordination (OEPPC) | In-kind          | USD 500,000        | <ul style="list-style-type: none"> <li>• Output 2.2, Operationalize the PAN Office</li> <li>• Project Management</li> </ul> | <ul style="list-style-type: none"> <li>• Decline in continuity in case of personnel changes</li> <li>• Office space and services not provided as planned</li> </ul> | <ul style="list-style-type: none"> <li>• Approval of prodoc will supersede institutional staff changes</li> <li>• Requirements will be clearly articulated in agreement between UNDP and RMI Government</li> </ul> |

<sup>31</sup> See [http://www.undp.org/content/undp/en/home/operations/transparency/information\\_disclosurepolicy/](http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/)

<sup>32</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)

| Cofinance Source | Cofinancing Type | Cofinancing Amount | Planned Activities/Outputs   | Risks  | Risk Mitigation Measures   |
|------------------|------------------|--------------------|--|--|--|
|                  |                  |                    | <ul style="list-style-type: none"> <li>Output 3.2, Traditional knowledge integrated into local planning</li> <li>Output 3.3, Public awareness</li> </ul>   |  |  |
| UNDP             | In-kind          | USD 126,371        | <ul style="list-style-type: none"> <li>Output 1.4, Sustainable financing</li> <li>Output 2.3, Strengthening community structures</li> <li>Output 2.4, Capacity building on integrated approaches</li> <li>Output 3.1, Strengthen and improve access of MIS</li> <li>Output 3.2, Traditional knowledge integrated into local planning</li> <li>Output 3.3, Public awareness</li> <li>Output 3.4, Coordination with R2R regional program and other regional and south-south initiatives</li> </ul> | <ul style="list-style-type: none"> <li>Decline in continuity in case of personnel changes</li> </ul> | <ul style="list-style-type: none"> <li>UNDP involvement will occur at several levels, including the Pacific Office and Asia-Pacific Hub</li> </ul> |

175. **Budget Revision and Tolerance:** As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the Project Coordinator to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Coordinator and UNDP Pacific Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF:
- Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more;
  - Introduction of new budget items/or components that exceed 5% of original GEF allocation.
176. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).
177. **Refund to Donor:** Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.
178. **Project Closure:** Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from UNDP Pacific Office colleagues and then the UNDP-GEF Executive Coordinator.
179. **Operational completion:** The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. The Implementing Partner through a Project Board decision will notify the UNDP Pacific Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.
180. **Financial completion:** The project will be financially closed when the following conditions have been met:
- The project is operationally completed or has been cancelled;
  - The Implementing Partner has reported all financial transactions;

## X. TOTAL BUDGET AND WORK PLAN

|                                    |  |   |  |
|------------------------------------|--|---|--|
| <b>Total Budget and Work Plan</b>  |  | Atlas Primary Output Project ID: 00104152 |  |
| Atlas Proposal or Award ID:        | 00101900                               | Atlas Primary Output Project ID: 00104152 |  |
| Atlas Proposal or Award Title:     | Marshall Islands R2R                   |   |  |
| Atlas Business Unit                | FJ10                                   |   |  |
| Atlas Primary Output Project Title | Marshall Islands Ridge to Reef Project |   |  |
| UNDP-GEF PIMS No.                  | 5685                                   |   |  |
| Implementing Partner               | United Nations Development Programme   |   |  |

| GEF Component/Atlas Activity  | Responsible Party/[1] (Atlas Implementing Agent) | Fund ID | Donor Name | Atlas Budgetary Account Code | ATLAS Budget Description          | Amount Year 1 (USD) | Amount Year 2 (USD) | Amount Year 3 (USD) | Amount Year 4 (USD) | Amount Year 5 (USD) | Total (USD)      | See Budget Note: |
|---|--|---------|------------|------------------------------|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------|------------------|
| <b>COMPONENT/ OUTCOME 1:</b><br><i>Conservation areas delineated, declared and efforts sustained in up to 5 priority atolls to meet Reimaanlok targets and contributing to the Micronesia Challenge and Aichi targets</i> | UNDP   | 62000   | GEF        | 71200                        | International Consultants         | 11,000              | 13,750              | 49,500              | 2,750               | 2,750               | 79,750           | 1                |
|   |  |         |            | 71300                        | Local Consultants                 | 9,000               | 123,000             | 51,000              | 9,000               | 9,000               | 201,000          | 2                |
|   |  |         |            | 71400                        | Contractual Services - Individual | 93,249              | 149,457             | 149,457             | 149,457             | 149,458             | 691,078          | 3                |
|   |  |         |            | 71600                        | Travel                            | 8,310               | 10,810              | 19,380              | 8,310               | 8,310               | 55,120           | 4                |
|   |  |         |            | 72100                        | Contractual Services-Companies    | 169,200             | 397,800             | 325,750             | 312,750             | 285,500             | 1,491,000        | 5                |
|   |  |         |            | 72200                        | Equipment and Furniture           | 5,000               | -                   | 44,000              | 31,000              | 25,000              | 105,000          | 6                |
|   |  |         |            | 72400                        | Communic & Audio Visual Equip     | 10,000              | -                   | -                   | -                   | -                   | 10,000           | 7                |
|   |  |         |            | 72800                        | Information Technology Equipmt    | 5,000               | -                   | 2,000               | -                   | -                   | 7,000            | 8                |
|   |  |         |            | 74200                        | Audio Visual & Print Prod Costs   | -                   | 1,000               | 2,000               | 2,750               | 1,000               | 6,750            | 9                |
|   |  |         |            | 74700                        | Transport, Shipping and handle    | 2,300               | 2,300               | 2,300               | 2,300               | 2,300               | 11,500           | 10               |
| 75700   | Training, Workshops and Confer                   | 9,375   | 8,250      | 3,000                        | 17,135                            | 3,000               | 40,760              | 11                  |                     |                     |                  |                  |
|   |  |         |            |                              | <b>sub-total GEF</b>              | <b>322,434</b>      | <b>706,367</b>      | <b>648,387</b>      | <b>535,452</b>      | <b>486,318</b>      | <b>2,698,958</b> |                  |
|   |  |         |            |                              | <b>Total Component 1</b>          | <b>322,434</b>      | <b>706,367</b>      | <b>648,387</b>      | <b>535,452</b>      | <b>486,318</b>      | <b>2,698,958</b> |                  |
| <b>COMPONENT/ OUTCOME 2:</b><br><i>Supportive policies, institutions and communities in place to ensure successful implementation of the Reimaanlok vision</i>  | UNDP   | 62000   | GEF        | 71200                        | International Consultants         | 19,250              | 19,250              | 24,750              | 5,500               | -                   | 68,750           | 12               |
|   |  |         |            | 71300                        | Local Consultants                 | 15,000              | 27,000              | -                   | 9,000               | 6,000               | 57,000           | 13               |
|   |  |         |            | 71400                        | Contractual Services - Individual | 31,843              | 31,843              | 31,843              | 31,843              | 31,842              | 159,214          | 14               |
|   |  |         |            | 71600                        | Travel                            | 2,400               | 9,450               | 9,870               | 5,400               | 5,400               | 32,520           | 15               |
|   |  |         |            | 72100                        | Contractual Services-Companies    | 20,250              | 17,250              | 17,250              | 18,250              | 19,250              | 92,250           | 16               |
|   |  |         |            | 72200                        | Equipment and Furniture           | 32,000              | -                   | 25,000              | -                   | -                   | 57,000           | 17               |
|   |  |         |            | 72400                        | Communic & Audio Visual Equip     | -                   | 1,000               | 1,500               | -                   | -                   | 2,500            | 18               |

| GEF Component/Atlas Activity | Responsible Party/[1] (Atlas Implementing Agent) | Fund ID | Donor Name | Atlas Budgetary Account Code | ATLAS Budget Description        | Amount Year 1 (USD) | Amount Year 2 (USD) | Amount Year 3 (USD) | Amount Year 4 (USD) | Amount Year 5 (USD) | Total (USD)      | See Budget Note: |
|------------------------------|--|---------|------------|------------------------------|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------|------------------|
|                              |  |         |            | 74100                        | Professional Services           | -                   | 754                 | 754                 | 754                 | 754                 | 3,016            | 42               |
|                              |  |         |            | 74596                        | Services to Projects - GOE      | 21,476              | 20,879              | 16,469              | 12,060              | 13,261              | 84,145           | 43               |
|                              |  |         |            | 75700                        | Training, Workshops and Confer  | 9,300               | 3,625               | 3,625               | 3,625               | 3,625               | 23,800           | 44               |
|                              |  |         |            |                              | <b>sub-total GEF</b>            | <b>33,903</b>       | <b>28,385</b>       | <b>53,975</b>       | <b>19,566</b>       | <b>50,766</b>       | <b>186,595</b>   |                  |
|                              |  |         |            |                              | <b>Total Project Management</b> | <b>33,903</b>       | <b>28,385</b>       | <b>53,975</b>       | <b>19,566</b>       | <b>50,766</b>       | <b>186,595</b>   |                  |
|                              |  |         |            |                              | <b>SUB-TOTAL GEF</b>            | <b>563,955</b>      | <b>968,963</b>      | <b>1,001,242</b>    | <b>730,153</b>      | <b>663,668</b>      | <b>3,927,981</b> |                  |
|                              |  |         |            |                              | <b>PROJECT TOTAL</b>            | <b>563,955</b>      | <b>968,963</b>      | <b>1,001,242</b>    | <b>730,153</b>      | <b>663,668</b>      | <b>3,927,981</b> |                  |

[1] Only the responsible parties to be created as Atlas Implementing Agent as part of the COAs should be entered here. Sub-level responsible parties reporting directly to NIM Implementing Partners should not be entered here.

[2] Should not exceed 5% of total project budget for FSPs and 10% for MSPs. PMU costs will be used for the following activities: Full time or part time project manager (and or coordinator); Full time or part time project administrative/finance assistant; Travel cost of the PMU project staff; Other General Operating Expenses such as rent, computer, equipment, supplies, etc. to support the PMU; UNDP Direct Project Cost if requested by Government Implementing Partner; Any other projected PMU cost as appropriate. Audit should be funded under Outcome 3 on KM and M&E or under project outcomes.

**Budget Notes:**

| Component 1: |  |
|--------------|--|
| 1.           | 71200. International consultant costs at USD 79,750 at an indicative rate of USD 11,000 per month; including USD 46,750 for the chief technical advisor for miscellaneous support for Component 1 activities; USD 11,000 for miscellaneous support from international consultants under Output 1.1; USD 11,000 for support in the design and implementation of the planned hydrogeologic survey at one of the outer islands; USD 11,000 for supporting the PAN financial sustainability planning.  |
| 2.           | 71300. Local consultant costs at USD 201,000 at an indicative rate of USD 6,000 per month; including USD 6,000 for monitoring and evaluation support under Output 1.1; USD 9,000 for monitoring and evaluation support under Output 1.3; Output 1.1: for each of the 5 outer islands, USD 8,400 per island for consolidating findings of the biophysical and socioeconomic/cultural surveys; Output 1.2: USD 6,000 for facilitating training of site coordinators; for each of the 5 outer islands, USD 6,000 per island for preparing documentation for declaring protected areas (PAs) for designation, and facilitating the legislative procedures for designating the PAs; for Output 1.3: for each of the 5 outer islands, USD 6,000 for a feasibility study of livelihood interventions; for Output 1.3: for Aur, Ebon, and Likiep, USD 6,000 for preparation of integrated natural resource management plans; for Output 1.3: for Mejit and Wocho, USD 6,000 for updating existing natural resource management plans; for Output 1.4, USD 18,000 for preparation of a sustainable financing case study and concept note.  |
| 3.           | 71400. Contractual services (individual) for project implementation unit broken down as follows: 7 months per year, 58% time, for the Project Coordinator for each of the 5 years of implementation at USD 3,820 per month; 6 months per year, 50% time, for the PAN Coordinator/Biodiversity Specialist at USD 2,998 per month for each of the 5 years of project implementation; 7.5 months per year, 63% time, for the Finance/Administration Officer at USD 1,441 per month for each of the 5 years of project implementation; 7.5 months per year, 63% time, for the Project Support Officer at USD 1,441 per month for each of the 5 years of project implementation; and 12 months per year (except for year 1, when 6 months per year), 100% time, for the Site Coordinators at each of the 5 outer islands at USD 1,441 per month for each of the 5 years of project implementation.  |
| 4.           | 71600. Travel expenses at USD 55,120, including under Output 1.1, USD 1,810 for domestic airfare for the external M&E consultant (one trip per year), and USD 1,250 for DSA for external M&E consultant (5 days per year); under Output 1.1, USD 724 for domestic airfare (2 persons, return) for hydrogeologic survey field visit, USD 3,000 for international airfare for international consultant for hydrogeologic survey field visit, USD 1,470 for DSA for 7 days of international consultant in the field, and USD 700 for DSA for 2 local consultants at the Government rate for outer islands; under Output 1.2, USD 500 for each of the 5 outer islands for renting a boat to gather GPS data; under Output 1.3, USD 1,810 for domestic airfare for the external M&E consultant (one trip per year), USD 1,250 for DSA for external M&E consultant (5 days per year), USD 5,430 for domestic airfare for site visits by project coordinator (3 trips per year), and USD 3,750 for DSA for site visits by project coordinator to outer islands (15 days per year); under Output 1.4, USD 3,000 for international airfare for international consultant for PAN sustainable financing task, and USD 2,100 for DSA for the international consultant for 10 days in Majuro at the UN rate; for Output 1.3 (Aur), USD 2,000 for local travel at USD 400 per year, USD 890 for domestic airfare for one trip per year to main PIU office, and USD 1,250 for DSA for the site coordinator; for Output 1.3 (Ebon), USD 2,000 for local travel at USD 400 per year, USD 1,930 for domestic airfare for one trip per year to main PIU office, and USD 1,250 for DSA for the site coordinator; for Output 1.3 (Likiep), USD 2,000 for local travel at USD 400 per year, USD 1,870 for domestic airfare for one trip per year to main PIU office, and USD 1,250 for DSA for the site coordinator; for Output 1.3 (Mejit), USD 2,000 for local travel at USD 400 per year, USD 1,810 for domestic airfare for one trip per year to main PIU office, and USD 1,250 for DSA for the site coordinator; and for Output 1.3 (Wocho), USD 2,000 for local travel at USD 400 per year, USD 2,550 for domestic airfare for one trip per year to main PIU office, and USD 1,250 for DSA for the site coordinator. |
| 5.           | 72100. Contractual services (companies) costs at USD 1,491,000; including under Output 1.1, USD 6,000 for gender/social inclusion support services; under Output 1.3, USD 16,000 for gender/social inclusion support services; under Output 1.4, USD 50,000 for a hydrogeological survey; under Output 1.4, USD 1,000 for design and facilitation of the PAN sustainable financing workshop, and USD 30,000 for piloting an alternative financing mechanism; under Output 1.1, for Aur, USD 113,000 for marine survey, terrestrial biophysical survey, and socioeconomic survey, IK/cultural assessment, and flood assessment; under Output 1.1, for Ebon, USD 95,000 for marine survey, terrestrial biophysical survey, and socioeconomic survey, IK/cultural assessment, and flood assessment; under Output 1.1, for Likiep, USD 115,000 for marine survey, terrestrial biophysical survey, and socioeconomic survey, IK/cultural assessment, and flood assessment; under Output 1.1, for Mejit, USD 70,000 for marine survey, terrestrial biophysical survey, and socioeconomic survey, IK/cultural assessment, and flood assessment; under Output 1.1, for Wocho, USD 95,000 for marine survey, terrestrial biophysical survey, and socioeconomic survey, IK/cultural assessment, and flood assessment; under Output 1.3, for each of the 5 outer islands, USD 5,000 per island for capacity building services for particular field interventions delivered, and USD 175,000 per island for implementation of field interventions.   |
| 6.           | 72200. Investment costs in equipment at USD 105,000; including USD 1,000 for office furniture and equipment for each of the 5 site coordination offices; USD 20,000 for each of the 5 outer islands for miscellaneous monitoring equipment, such as cameras, GPS units, field testing probes, which will be determined based upon completion of the integrated management plans.   |
| 7.           | 72400. Investment costs for communication and audio-visual equipment at 10,000; including USD 2,000 for each of the 5 site coordinators, covering costs of communication equipment and cameras for documenting project activities.   |

|                           |  |
|---------------------------|--|
| 25.                       | 75700. Training, workshop, and conference costs at USD 95,000; including USD 5,000 per year for online R2R learning modules; and USD 70,000 for supporting 4 RMI environmental professionals to participate in the post-graduate programme at USD 17,500 per person.   |
| <b>Component 3:</b>       |  |
| 26.                       | 71200. International consultant costs at USD 33,000 total, at an indicative rate of USD 11,000 per month; including USD 22,000 for the chief technical advisor for miscellaneous support; and an international traditional ecological knowledge (TEK) expert at USD 11,000.  |
| 27.                       | 71300. Local consultant costs at USD 66,000 total, at an indicative rate of USD 6,000 per month; including for tasks associated with supporting documentation of traditional ecological knowledge at USD 6,000; supporting development of primary school curriculum at USD 12,000; supporting development of Just Act Natural youth program at USD 16,000; developing and maintaining project website and posting project information on social media platforms at USD 30,000; and contributing to IW:Learn and other knowledge management platforms at USD 12,000.  |
| 28.                       | 71400. Contractual services (Individual) for project implementation unit broken down as follows: 2 months per year, 17% time, for the Project Coordinator for each of the 5 years of implementation at USD 3,820 per month; 1 month per year, 8% time, for the PAN Coordinator/Biodiversity Specialist at USD 2,998 per month for each of the 5 years of project implementation; 1 month per year, 8% time, for the Finance/Administration Officer at USD 1,441 per month for each of the 5 years of project implementation; and 1 month per year, 8% time, for the Project Support Officer at USD 992 per month for each of the 5 years of project implementation.  |
| 29.                       | 71600. Travel costs at USD 18,500, including USD 6,000 for the project implementation unit estimated at USD 100 per month miscellaneous transportation and travel expenses, and USD 2,500 per year to cover the travel expenses for an annual UNDP monitoring mission.   |
| 30.                       | 72100. Contractual services (companies) at USD 100,000 total, including USD 30,000 for enhancing the GIS-based information management system at USD 30,000; demonstration of MIS use; piloting of the primary school curriculum at USD 20,000, at USD 10,000 for 2 sites with cofinancing from the Local Government and Ministry of Education; and for facilitating youth involvement Reimaanlok at USD 20,000, for one site with a youth NGO.   |
| 31.                       | 72200. Investment cost for office equipment and furniture for the project implementation unit at USD 750.  |
| 32.                       | 72400. Investment cost for communication and audio visual equipment for the project implementation unit at USD 1,953.  |
| 33.                       | 72500. Office supplies and stationary at USD 3,000 for the entire 5-year project duration, at USD 50 per month.  |
| 34.                       | 72800. Investment cost for information technology equipment, including USD 13,000, including USD 7,500 for tablets with accessories and e-book publishing software; USD 1,000 for a multifunctional printer/scanner, USD 1,250 for a laptop for the project coordinator, USD 1,250 for a laptop for the national project director, USD 1,000 for a laptop for the finance officer, and USD 1,000 for a laptop for the project support officer.   |
| 35.                       | 73300. Rental and maintenance of IT equipment, including USD 8,000 for maintaining ArcGIS for Server user license, at USD 2,000 starting in Year 2.  |
| 36.                       | 74100. Professional services at USD 9,484 for auditing and other professional services at USD 2,371 per year for years 2, 3, 4, and 5.   |
| 37.                       | 74200. Audio visual and print production costs for various knowledge products at USD 13,397.   |
| 38.                       | 74500. Miscellaneous expenses at USD 9,000 for office services, including telephone and Internet, at USD 150 per month.  |
| 39.                       | 75700. Workshop/training/conference related expenses totaling USD 93,250, which includes USD 9,000 for training on the GIS-based management information system; USD 875 for DSA for participants of the GIS training; USD 10,000 for a TEK workshop in Year 3; USD 1,810 for domestic flights for 5 people at USD 400 per person for the TEK workshop; USD 375 for DSA for 3 of the mayors for the TEK workshop (2 mayors have residences in Majuro); USD 5,000 for miscellaneous public awareness campaigns, i.e., USD 3,000 per year for each of the 5 years of implementation; USD 6,000 for participation in regional workshops and professional meetings; and USD 60,000 for participating in twice per year regional R2R project meetings. |
| <b>Project Management</b> |  |
| 40.                       | 71200. International consultants for midterm review (USD 30,000) and terminal evaluation (USD 30,000).   |
| 41.                       | 71400. Contractual services (Individual) for project implementation unit broken down as follows: 0.5 month per year, 4% time, for the Project Coordinator for each of the 5 years of implementation at USD 3,820 per month; 0.5 month per year, 4% time, for the Finance/Administration Officer at USD 1,441 per month for each of the 5 years of project implementation; and 0.5 month per year, 4% time, for the Project Support Officer at USD 992 per month for each of the 5 years of project implementation.   |

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## XI. LEGAL CONTEXT

182. This project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of the Republic of Marshall Islands and the United Nations Development Programme, signed by the parties. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”. The host country responsible party shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.
183. The Resident Representative of UNDP Pacific Office, as Primary Project Representative (PPR) Offices is authorized to effect in writing the following types of revision to this project document, provided that he/she has verified the agreement thereto by the UNDP-GEF Regional Coordination Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:
- a. Revision of, or addition to, any of the annexes to the project document;
  - b. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
  - c. Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility, and
  - d. Inclusion of additional annexes and attachments only as set out here in this project document.
184. Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.
185. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).
186. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]<sup>33</sup> [UNDP funds received pursuant to the Project Document]<sup>34</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
187. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
188. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

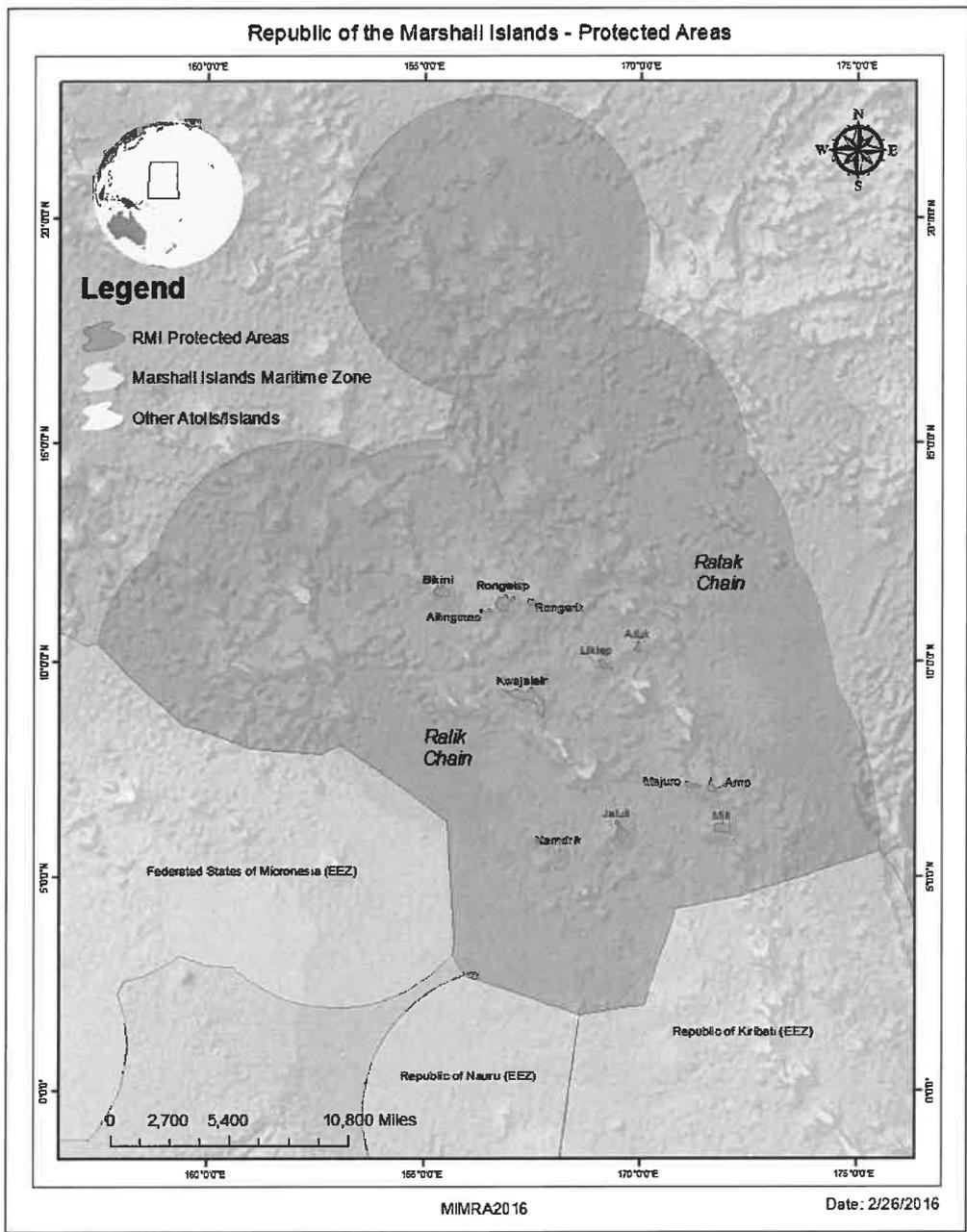
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<sup>33</sup> To be used where UNDP is the Implementing Partner

<sup>34</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

**ANNEX A. Protected Area Network (PAN) of RMI and Description of PAN Office:**

To date, RMI has designated protected areas in 16 of the 34 total atolls/islands. Nearshore marine area in RMI is defined as high water mark to 100 m depth; this is important when considering the vast expanse of the EEZ in the country, as illustrated below.



**Map showing Protected Areas in RMI<sup>35</sup>**

<sup>35</sup> Source: Republic of Marshall Islands State of the Environment Report 2016, SPREP. This map is only for the purpose of showing the protected areas and in no way indicate the geopolitical boundaries of RMI.

**Description of the PAN Office:**

The Protected Areas Network (PAN) Act 2015 establishes the PAN office, defined as the Protected Area Network administration under the Ministry of Resources and Development, and described in Part III of the Act, copied below.

**Excerpt from the Protected Areas Network (PAN) Act 2015 (Part III- PAN Office)****PART III – PAN OFFICE****§507. Establishment of PAN Office**

(1) There is hereby established a PAN Office within the Ministry of Resources and Development that shall assist with the implementation of this Act pursuant to Section 510.

**§508. Establishment of a Technical Advisory Committee**

(1) There is hereby established a Technical Advisory Committee. This committee will be formed by the Coastal Advisory Management Council from its members. The function of the committee will be to review applications for funding from the PAN Fund and make recommendations to the PAN Office for funding up to the amount available for disbursement each year.

**§509. Powers and Duties of the National Government.**

The Republic, primarily through the PAN Office, shall have, among others, the following powers and duties:

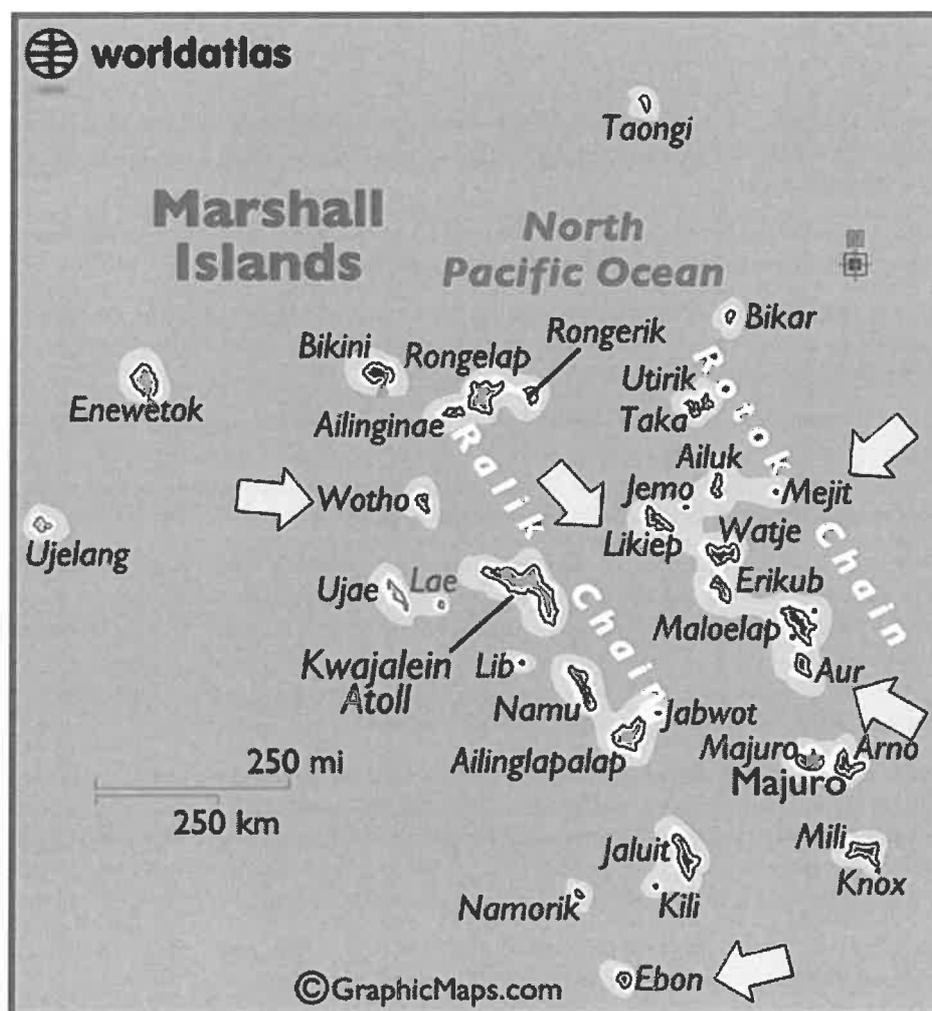
- (1) Provide guidelines outlining criteria and standards that apply to areas that are eligible to be included in the Protected Areas Network, to effect the purposes of this Act.
- (2) Provide guidelines outlining the requirements for management plans for Protected Areas.
- (3) Provide guidelines for the composition and duties of a Technical Advisory Committee to advise the PAN Office on the allocation of funds to LRCs.
- (4) Provide guidelines to the Technical Advisory Committee for determining what actions, training, infrastructure and equipment are eligible for funding.
- (5) Provide guidelines to the PANF Board and the Technical Advisory Committee on ranking of applications for funding from the PAN Fund.
- (6) Provide guidelines on the form and content of budgets and reports by the LRCs.
- (7) Provide guidelines on commercial use within Type I Protected Areas including high value species, acceptable type and extent of associated infrastructure, unacceptable environmental impacts and unacceptable and acceptable practices.
- (8) Enforce regulations and ordinances relating to Protected Areas, which shall have the full force and effect of law, in cooperation with the LRCs and local government where relevant.
- (9) Collect information and establish record keeping, monitoring, and reporting requirements as necessary and appropriate to carry out the purposes of this Act.
- (10) Provide or arrange technical assistance to the LRCs for management of their protected areas including, but not limited to, assistance in surveying, monitoring, developing site management plans, identifying and establishing sustainable use practices, conducting scientific investigations, and educating the public about conservation and protected areas.

## ANNEX C. Site Profiles

Site profiles and descriptions of field intervention options are presented for the following outer islands:

1. Aur
2. Ebon
3. Likiep
4. Mejit
5. Wotho

The Republic of the Marshall Islands (RMI) is a coral island-nation of 29 atolls and 5 single islands that is located in the Central Pacific Ocean between the State of Hawaii to the east and the Territory of Guam to the west, and the country is made up of two parallel chains (groups) of islands called the "Ratak" (Sunrise) Chain, and the "Ralik" (Sunset) Chain.



Country map showing locations of 5 outer islands selected for the R2R project

pay the fishermen. The reason MIMRA does this is to ensure fish quality, size limits, and restrictions, and to check for fish that has ciguatoxin. Accordingly, MIMRA has an active fish operation in the other outer islands besides Aur such as in Arno, Maloelap, Wotje, Jaluit, Likiep, Namu, Mili, Ailuk, and Ebon. All the fish that are caught and collected from Aur, and are then shipped to Majuro to be marketed at the Outer Island Fish Marketing Center (OIFMC), which is located at the Majuro's Uliga dock.

Tourism is another potential source of income for the Aur residents simply because Aur is close to Majuro and that Aur has some of the most beautiful and seclusive islets that have clean and beautiful white sandy beaches. However, due to lack of the infrastructure needed to support tourism, coupled with the extremely high cost of travel between the tourist countries and the RMI, tourism is thus nonexistent at this stage, albeit the R2R project encourages ecotourism as one of the potential means to further boost the community's income prospects, and hence their livelihoods.

#### 4. FIELD INTERVENTION OPTIONS UNDER THE R2R PROJECT

The following Aur atoll field intervention options for potential supported under the R2R project, are the activities identified and proposed by the people of Aur during the site visit to that atoll that took place during 20-27 June 2016, conducted and carried out by the Mayor of Aur and one of the local consultants as the site visiting team:

| Sector                                | Description  |
|---------------------------------------|--|
| Agroforestry, sustainable agriculture | Drawing from past projects and in close collaboration with the stakeholders at the grassroot level, will do the following activities: 1. Replant Coconut Trees; 2. Replant Unmaang (Kou) Pandanus Trees; 3. Replant Breadfruit Trees; and Replant other food crops.  |
| Mariculture                           | 1. Taab Wod (Coral Farming); 2. Taab Mejenwod (small clam farming); and do other possible mariculture activities.  |
| Fisheries                             | 1. Turn the "Long Reef" between Pikien and Mumot into a "Major Marine Conservation Site" under R2R; 2. Designate the Flying Fish (Jojo) as an Endanger Species and conserve it; 3. Install Buoys with Light at Identified Fishing Ground.  |
| Eco-tourism                           | Aur has very good potential to become a tourist destination henceforth, a further study, or an expert meeting with the landowners, is carried out, to assess the possibility and viability of a small tourist resort to be built on one of the islets in Aur, as a pilot project, that would lead to greater opportunities for the handicraft sector, entertainment sector, etc. in Aur Atoll. |
| Handicrafts                           | 1. Develop and Introduce New Methods (with training and tools) to Increase Speed, Efficiency, and improve Quality and Volume of both Women and Men's Handicraft Products   |
| Other:                                | 1. Install appropriate Buoys with Lights at the two Main Passages, or Channels, for Ships entering Aur Atoll.  |
| Other:                                | 1. Train and boost the Aur's Law Enforcement to make sure all the ordinances, activities, etc., regarding law and order, including abide by R2R conservation activities, are followed and observed by everyone (20 from Aur and 20 from Tobal)   |

#### 5. CONSERVATION AREAS AND DESCRIPTIONS

The Reimaanlok was completed in April 2008 and serves as an overarching framework for conservation area planning through RMI. Efforts to continue the national cohesion developed through the Reimaanlok to address environment conservation is taking place throughout the Marshall Islands; case in point, the R2R PPG stakeholder community consultative meetings in Aur Atoll in June 2016, during which it was recognized that many of the increasingly visible environmental challenges facing Aur atoll, emanate both from human activities and from climate change.

The Reimaanlok process has not yet been formally enacted in Aur Atoll, and to date no conservation areas have been established in Aur Atoll. That being said, the long reef between Pikien and Mumot Islet was identified during the June PPG site visit meetings as a potential area of biological significance, and in August during a meeting of their local government, the proposal was extended to include also part of the long reef between Aur Aur and Arjel Islet which is on the "opposite end" of Aur Atoll. Efforts are currently underway by the Marshall Islands Marine Resources Authority to initialize the Reimaanlok process in Aur Atoll. The R2R project is needed to help the Aur people integrate

## **7. ADDITIONAL INFORMATION**

The additional information is that the Aur people, through their local government, have presented two major proposed marine conservation sites in Aur instead of one as known earlier, whereas support from the R2R project and the Reimaanlok are now needed to help them produce the necessary Marine Resources Management Plan for these sites they have identified and designated through their Local Government via a Local Government Ordinance No. 01-1, passed and approved on 30 August 2016.

To have a smooth going forward, it is thus highly recommended that the R2R build on previous Reimaanlok efforts with the existent LRC as a good community strategy already in place prior to and during project implementation, to achieve successful project outcomes and maintain national cohesion of Reimaanlok activities.

## Site Profile: Ebon Atoll

### 1. INTRODUCTION

Ebon is one of the atolls located in the Ralik Chain, which has a total of 23 islets with a combined total landmass of 2.22 square miles (5.75 square kilometers) and a total lagoon area size of 40.09 square miles (103.83 square kilometers).

The atoll is known as "the most southern atoll in the Marshalls" that was the first atoll, or island, in the Marshall Islands to be visited by and permanently settled with Christian Missionaries from Boston Massachusetts in 1857. Its southern location has endowed it with more rainfalls than any atoll or island in the RMI which has resulted in Ebon having some of the lush and green islets and having some of the highly fertile taro patches in the country. In 1994, Ebon was the last of the inhabited atolls to get an airport runway finally removing its fame as one of the most isolated places on the planet. Its more recent claim to fame, however, is that on January 30, 2014, castaway Jose Salvador Alvarenga landed on Ebon's shores after drifting 6,700-miles over 13 months in a small boat.

The atoll's location on the world map is at 4.6333° N, 168.7167° E.

### 2. DEMOGRAPHICS

Ebon atoll's total population as revealed by the government's latest Census of 2011, stands at 706 of which the numbers of females and males are 326 and 380, respectively. The 1999 Census shows that the population was 902 of which the numbers of females and males were 446 and 456, respectively. In other words, the Ebon's total population has come down by almost 200, or fallen by 28%, during the two Intercensal periods.

As opposed to Aur atoll where there is a high dependent population of more than 50% of total population, Ebon's dependent population as a percentage share of total population is less than 50%, which is a good thing for the working age population.

The total number of households registered in Ebon during the latest census was 136 as compared to 122 in the 1999 census showing an increase in the number of households. However, the household average size fell from 7 persons per household in the 1999 census to only 5 persons in the 2011 census.

In terms of the internal migration, or movement of people in and out of Ebon atoll shows that during the intercensal period, there were more people moving to Ebon than there were people moving out of the atoll and as opposed to Aur, Ebon experienced a *net inflow* (as opposed to a *net outflow*) of 9 people (105 minus 96).

### 3. SOCIOECONOMIC BACKGROUND AND IMPORTANT RESOURCES

Ebon atoll has all the similar socioeconomic as well as the physical and environmental characteristics of an atoll which is low-lying, small in size with a narrow resource base, far away from any potential or major market—the closest is Majuro atoll, and being an atoll where the taste for as well as consumption of foreign goods and services have become normal part of the people's daily life.

Local demand for foreign goods such as rice and flour is relatively high, and these imported food products have become the mainstay besides the other important local foods such as breadfruit and taro. Foreign building materials such as aluminum tins, plywood, lumbers, plastic sheeting, etc., for building of houses, schools, health dispensary, etc. have also become essential for everyday living, and these have made not only Ebon, but also the rest of the RMI, to be highly dependent on foreign goods and services and hence highly vulnerable to external shocks.

With increasing environmental threats posed by climate change and occasional instability in the world market due to wars, and other global anomalies, Ebon is highly vulnerable and the R2R project's objective is to make Ebon and the other four project sites, to become resilient against all these adverse external as well as harmful environmental impacts.

Like Aur, Ebon's important resources are coconut, breadfruit, banana, pandanus, taro, and fisheries. Ecotourism is another potential source of income but like many of the outer islands, development of such an important sector is

Efforts are currently underway by the Marshall Islands Marine Resources Authority to implement the Reimaanlok process in Aur Atoll. The effort is part of a USD 1,000,000 Pacific Regional Oceanscape Project dedicated to the Reimaanlok in the RMI over five years.

Reimaanlok develops the principles, processes and guidelines for the design, establishment and management of conservation areas that are fully owned, led and endorsed by local communities based on scientific evidence, cultural values and future needs. With the implementation of the Reimaanlok National Conservation Area Plan of 2008, the Marshall Islands has seen more community-based resource management planning including the designation of protected areas throughout the RMI. Currently, various atolls are in different stages of the Reimaanlok 8-step process. Moreover, a dedicated, long-term monitoring program that began in 2011 to survey reefs across Majuro and several neighboring outer atolls such as Ebon Atoll is now in place. Specifically, Ebon Atoll is in Step 5 of the Reimaanlok 8-step process, having completed a baseline socioeconomic survey and an atoll wide marine survey in April-May 2016. As per the Reimaanlok Step 5, an Ebon Resources Management Plan is now in the process of drafting resulting from the community consultations with the Ebon LRC and other Ebon Stakeholders, and from the results of a SWOT analysis (Ebon Mission Report, 2016). The R2R project is needed to integrate consideration of other natural and cultural resources located in Ebon Atoll into the ongoing Ebon Reimaanlok project. Indeed, the R2R PPG community visit to Ebon Atoll occurred in concert with the Step 5 field trip conducted by MIMRA under the PROP project.

#### **Ongoing Project: UN FAO Enhancing food and nutrition security in the Republic of Marshall Islands through an integrated approach**

The Ministry of Resources & Development is overseeing a three-year food security project in Ebon Atoll and Majuro Atoll with USD 394,000 funding support from the UN FAO. (UN FAO Website) In Ebon, the FAO project is targeting 20 households from the main island of Ebon and Taka, the second largest community on Ebon, and supplying them with gardening materials to pilot a variety of crops. All other households will be provided with the same materials by the Ebon Atoll Local Government. The project will also provide Ebon a “Kitchen Center” expected to start operation in September so residents of Ebon Island have an indoor processing center for their projects. The new Kitchen Center, with its associated processing equipment, is expected to lower the cost of production of local products, as well as to provide catering for the school lunch program. (Marshall Islands Journal Online, 17 April 2017).

## **7. ADDITIONAL INFORMATION**

The local community obtained a USD 50,000 grant from the Small Grants Program, for a water storage project (Mayors Workshop 21 April 2016).

Good communication between the local community members and any project is vital for smooth and successful project implementation and so, it is recommended that the R2R build on previous Reimaanlok efforts with the existent LRC as a good community strategy already in place prior to and during project implementation in Ebon.

## Site Profile: Likiep Atoll

### 1. INTRODUCTION

Likiep is one of the atolls in the Ratak Chain that has a total of about 65 islets with a combined total landmass of 3.96 square miles (10.26 square kilometers) and a total lagoon area size of 163.71 square miles (424 square kilometers).

Likiep is known for being the atoll of the locally well-known DeBrum and the Capelle families whom are the descendants of two Germans traders Anton DeBrum and Adolph Capelle, who purchased the atoll in 1877 and turned it into a plantation to set up copra trading operation station in Likiep. Likiep is the only place in the Marshall Islands that has a representative in the House of Iroij (Traditional Chiefs) with the title "owner", which has emanated from the plantation and represents the DeBrum and the Capelle families in the House of Iroij that is part of the government whose sole interest under the Constitution, is to review and scrutinize any legislated bills to make sure they are in harmony with the Marshallese local custom and traditional culture.

The Likiep atoll's location on the world map is at 9.9000° N, 169.1333° E, and it is the only R2R project site that is well advance in the Reimaanlok process at Step 7 as it has already produced a Resources Management Plan.

### 2. DEMOGRAPHICS

According to the 2011 Census, Likiep's total population is around 401 of which the number of females and males were 193 and 208. And in the 1999 Census, the total population was 527 of which the female population was 269 while the male population was 258, respectively. This however indicates that the total population over the years has shrunk by almost 25 % due mainly to falling population growth rate.

Likiep's age dependency ratio as revealed by the Census is around 52 % of total population thus showing a relatively dependent population.

The number of households captured by the two respective censuses were as follows: In 2011, the total number of households in Likiep was 74, but prior to that or in 1999 the total number was 82 therefore, showing a decline in the number of households in that atoll. However, during the same period the average household size also came down from 6 persons per household in 1999 to about 5 persons per household in 2011.

In the terms of the movement of people age 5 years and over from 2006 to 2011 shows that the number of people who migrated out of Likiep was 39 while the number that migrated into Likiep was 42 thus showing a net inflow of 3.

Regarding education of young children, 97.3 % of children 6-13 years of age and 85 % of children 14-18 years of age were in school as recorded by the 2011 Census. But for the 1999 Census it shows 98.7 and 73.4 % of children 14-18 and 6-13 attended school, respectively, thus showing that attendance for the primary school age children sort of fell while the attendance for the youth improved significantly during the same period.

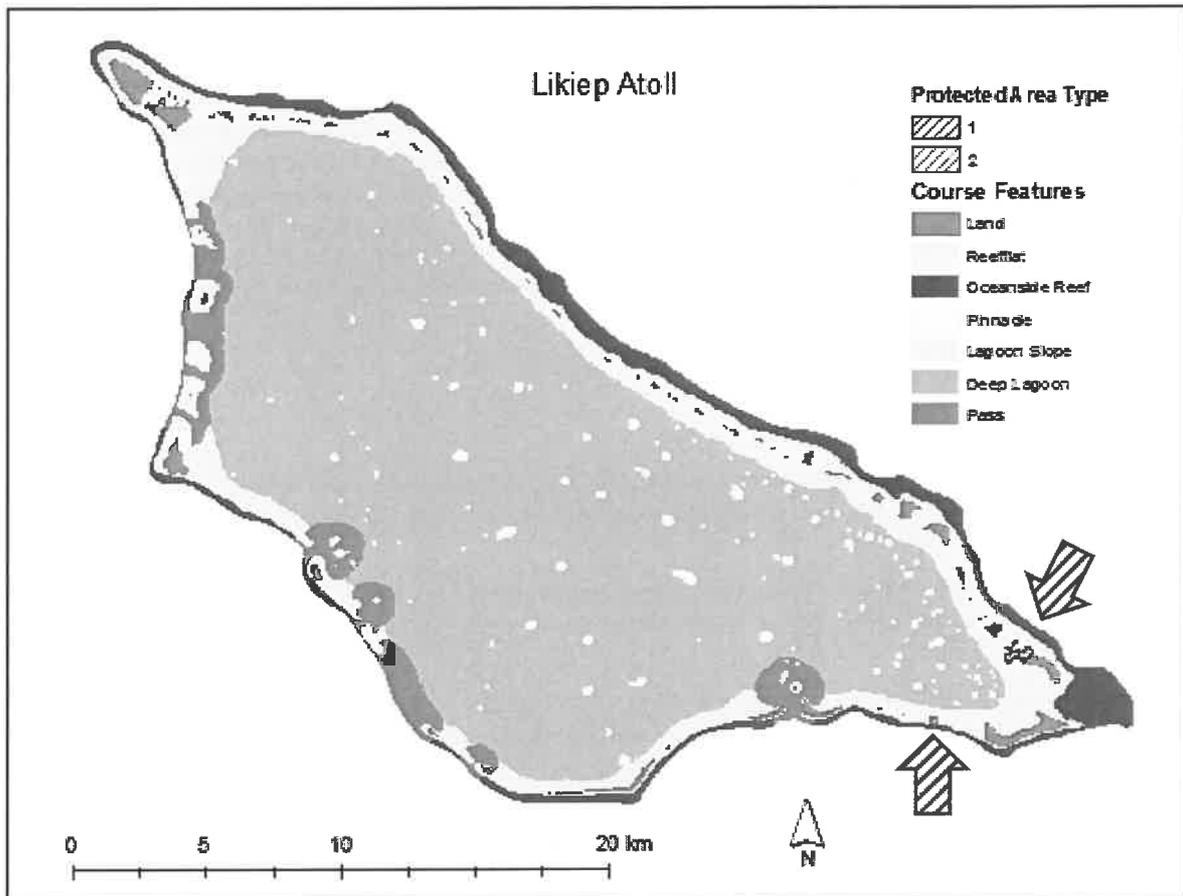
### 3. SOCIOECONOMIC BACKGROUND AND IMPORTANT RESOURCES

At daytime after school, there are always school children playing on the road. Likiep Atoll has small communities where everyone knows one another. At nighttime, women prepare food for their families. There is a strong tendency for communities to preserve their traditional norms and customs in welcoming guests who are visiting the islands. Examples include women from the Likiep community entertaining visitors at the hotel with Marshallese songs and local food.

Like all its counterpart atolls and islands in the country, Likiep atoll's important resources are those commonly available subsistence agricultural resources such as coconut, breadfruit, pandanus, taro, and marine resources such fish and sea clams. Eco-tourism based on Likiep's navigational and plantation heritage also has potential to play an important role. However, the main sources of monetary income include handicrafts, remittances, and copra.

Good communication between the local community members and any project is vital for smooth and successful implementation and so it is recommended that the R2R build on previous Reimaanlok efforts and reestablish the LRC has a good community strategy needing to be in place prior to and during the project implementation.

## 8. BASE MAP



Likiep Atoll Base Map. Note green arrows indicating Type 2 Protected Areas.  
(Data Source: CMAC ConservationGIS)

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sustainable source of income, beside copra, to the people of Mejit. Nearly every night the men in the village go out to catch this fish using mostly small private canoes to bring home the "jojo" for household consumption with a portion made into salt fish for sale. According to a short survey carried out during the consultative meetings during the site visit, many of these products have great income potential that if marketed efficiently, their value will surpass that of the copra making sector. Nonedible seaweed also grows near the shore and is picked by the women to make the famous Mejit lei. (Mejit R2R Mission Report 2016 and Mejit LEAP 2016)

Priority food crops on Mejit include breadfruit, taro, coconuts, pandanus, lime, bananas, papaya, pumpkin, and arrow root. The island's vegetation is especially diverse and lush in the southern half, with expansive taro patches and a deep underground water reservoir capable of sustaining rigorous agroforestry, even over longer periods of drought. In contrast along the northern half along western coastline, breadfruit trees have had poor yields and yellowing leaves due to both drought and seawater over wash within in the past 15 months. In the southern half of Mejit, however, breadfruit yields have generally remained consistent. (Mejit LEAP 2016) Breadfruit is particularly important to the people of Mejit, as it is the primary ingredient in local dish called bwiro, which is a preserved mashed ripe breadfruit that is stored underground overtime. It is even sold to people on Majuro. Mejit is well-known for its popular and marketable bwiro (fermented breadfruit) which is produced from the most abundant variety on Mejit called *Petaaktak*. Other valuable marketable products derived from vegetation and food crops on Mejit include woven mats or jaki made from the pandanus tree called "Kou"; copra or waini (from coconut trees), and jenkwini (pandanus juice turned into a solid). (Mejit R2R Mission Report 2016).

#### 4. FIELD INTERVENTION OPTIONS (PROPOSED ACTIVITIES) FOR THE R2R PROJECT

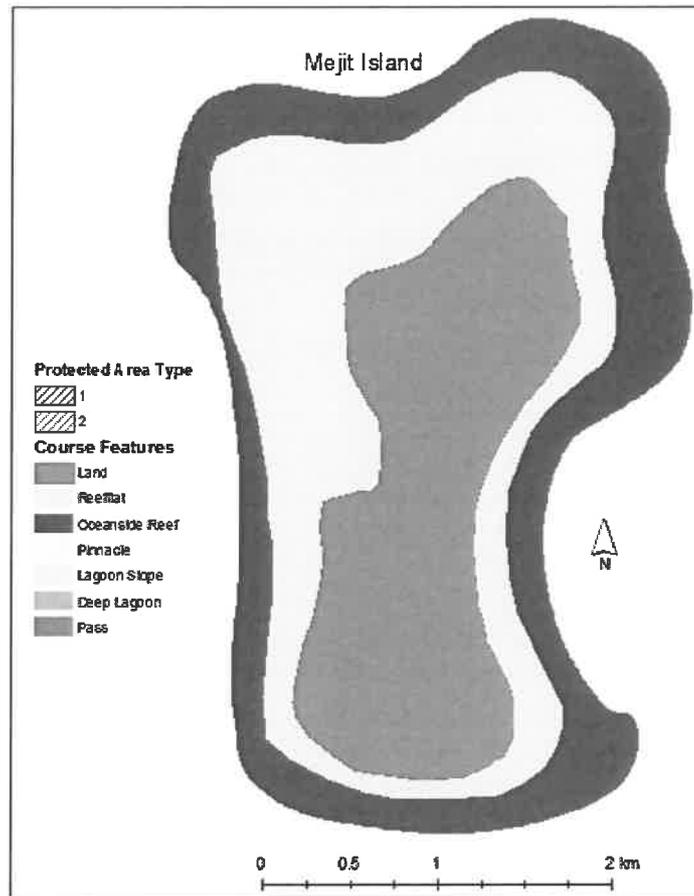
The following field intervention options are the activities that were identified during the community consultative meetings during the site visit to Mejit, and they are the activities the Mejit folks consider priority areas that should come under the R2R project. Many of these are also Mejit's livelihood areas which constitute activities that involve the women of Mejit as well as the men.

| Sector                                | Description  |
|---------------------------------------|--|
| Agroforestry, sustainable agriculture | In collaboration with RMI's R&D and CMI Land Grant and MICS, re-energize the Food Security Project that consists of Piggery and Agroforestry. Specifically, 1. Replant Betaaktak Breadfruit Trees; 2. Replant Kou Pandanus Trees; and 3. Replant all other breadfruit types that are important for Mejit people's livelihood.  |
| Mariculture                           | 1. Aqua-farming of the Sea Weed used in making of the beautiful Mejit Lei  |
| Fisheries                             | 1. Designate the Flying Fish (Jojo) as an Endanger Fish Species and Conserve it under R2R with the appropriate tools to monitor its extraction, and harvest; 2. Help Mejit (with appropriate tools, equipment, and training) Establish and Enforce Ordinances Regarding Foreign Fishing Boats fishing inside Mejit's 5-Mile EEZ, to enable the Island to seize and fine such boats, accordingly. |
| Eco-tourism                           | Help Mejit Local Council and the landowners develop a Tourist Resort Development Plan for Mejit.   |
| Handicrafts                           | 1. Replant Kou Pandanus Trees; and 2. Help with marketing such as pushing for a tourist development project. (Mejit is split 50/50).   |
| Other                                 | 1. In collaboration with RMI's R&D, re-energize the Food Security Project that consists of Piggery and Nursery.  |
| Other                                 | 1. Carry out a Feasibility Study on the "potential" uses of the Mejit's Inland Lake; 2. Train and boost the Mejit's Law Enforcement to make sure all the ordinances, activities, etc., regarding law and order, including abide by R2R conservation activities, are followed and observed by everyone.   |

#### 5. CONSERVATION AREAS AND DESCRIPTIONS

None as of October 2016. However, a social marketing campaign connected to the "Mejit Reimaanlok" project described below is in process of encouraging the community of Mejit to convert a coconut plantation along the east/northeast shoreline of Mejit into a conservation area that contributes towards the 20% terrestrial MC goal. This area and its surroundings have been highlighted as a potential biologically important site due to its former role as a intertidal channel for sea water to enter the current inland lake and former mangrove forest and intertidal lake,

## 8. BASE MAP



**Mejit Island Base Map**  
(Data Source: CMAC ConservationGIS)

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#### 4. FIELD INTERVENTION OPTIONS UNDER THE R2R PROJECT

During the CC meetings in Wotho resulting from the site visit, the following are some of the potential areas, and activities, requested by the people of Wotho to be supported by the R2R project.

| Sector                                | Description   |
|---------------------------------------|---|
| Agroforestry, sustainable agriculture | 1. Develop a program of assistance to help the Wotho resident people, to increase yield and quality of their local products such as Pinaap (coconut oil); and other food crops that are important for their food security and hence livelihood.   |
| Mariculture                           | 1. To increase yield and quality of Jookra (preserved mejen wod in jars like pickles) by doing an aqua-farming of Mejen Wod.  |
| Fisheries                             | As per the approved Wotho Resolution 14-16 passed on 2 July 2016, it is highly recommended that a (1) Strict Marine Resources Conservation and Safeguard Program is urgently developed to help preserve and stop the increasingly detrimental coastal resources crisis caused by persistent over-fishing caused or induced by ongoing commercial interests. |
| Eco-tourism                           | No specific activity is indicated in Mission Report.  |
| Handi-crafts                          | 1. Identify and then implement any projects that advance the handicraft trade, including but not limited to implementation of project aimed at increasing quality and quantity of handicrafts produced by Wotho women, such as the "beautiful iEEP" or basket which is hand-woven.  |
| Other                                 | 1. Help Complete Women's Center on Wotho as requested during the CC meeting; and 2. also develop alongside it a Men House to be used as a place to build canoes and traditional skills learning center.   |
| Other                                 | Continued Work on the Wotho Draft Management Plan as part of their sustainable livelihood program, is recommended to follow Steps in the Reimaanlok Process, to stay consistent with other Reimaanlok projects.   |

#### 5. CONSERVATION AREAS AND DESCRIPTIONS

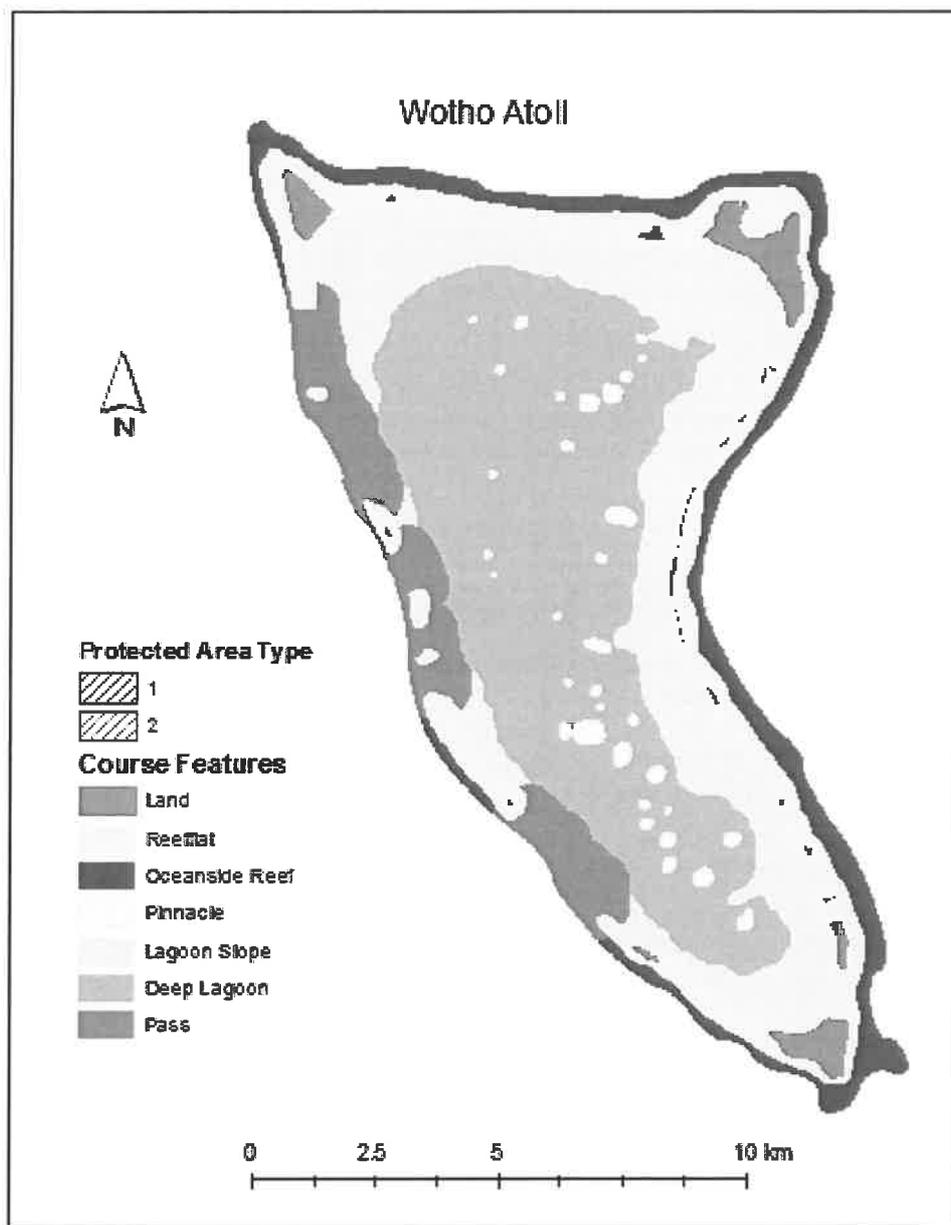
None as of October 2016, but proposed areas contained within the draft Wotho Resource Management Plan identifies Type II sites expanding on traditional *mo* located in the southeastern quadrant of the atoll, as well as seasonal protection measures for certain species throughout the atoll.

According to a fishing effort survey conducted in 2015 and an atoll-wide marine survey conducted in 2016, fishing pressure is unsustainably intense in the northeastern quadrant of Wotho Atoll moderately distant (1-2 miles) from the population center. Some community members indicate concerns over traditional fishing practices typically conducted in fishing grounds more distant from the main island of Wotho being lost due to lack of use. (Wotho LEAP 2016) In these areas further away from the population center along the western stretch of Wotho Atoll, the reef is characterized by its lack of accumulated sand and coral growth, which has caused the outer reefs to be very similar to inner lagoon patch reefs in species composition and biomass. Productivity of the reef is greatest in the south and potentially the eastern stretches of the atoll. A preliminary ranking of fish biomass productivity from most to least was developed from data gathered during reef surveys conducted by the CMAC consortium in June 2016 and suggests the same. (MIMRA Wotho Marine Survey 2016)

It is worth reiterating that the southern stretch of reef in Wotho Atoll houses a traditional protected area (*mo*) and therefore receives less pressure. This *mo* however is not regularly monitored, so it is uncertain if these resources are benefiting from traditional practices. That said, it may also have the most reef habitat for fish to occupy. It is impossible to know at this point the true biological influence the wind-ward reef has, because it was not able to be surveyed in June 2016. But based off the neighboring atolls of Lae and Ujae, one could expect to see a resilient reef of low growing coral along the eastern, windward stretch of the atoll. Although windward sides usually hold less fish biomass, any continuous reef habitat would be very important for the fish population (i.e. food security) on Wotho.

From a terrestrial standpoint, Wotho is a well-known source of the kojbar medicinal tree. The kojbar forest found in Wotho Atoll is still intact, and worthy of conservation management as well. An integrated Wotho Resources

## 8. BASE MAP



**Wotho Atoll Base Map**  
(Data Source: CMAC ConservationGIS)

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| No.  | Activity Description  |
|--|---|
| 2.1.2  | Sponsor an assessment of regional and international best practice in legislation for protected area financing and management.   |
| 2.1.3  | Prepare a 5-year action plan for developing secondary legislation to the Protected Areas Network (PAN) Act 2015.  |
| <b>Output 2.2: The PAN Office is operationalized through agreed organizational arrangements formally adopted through an appropriate policy instrument</b>  |   |
| 2.2.1  | Support development of operational guidelines for the functioning of the PAN Office, and run office.  |
| 2.2.2  | Facilitate approval of a policy instrument that operationalizes the PAN Office.   |
| 2.2.3  | Develop synthesis report on the interim operation of the PAN Office during the implementation phase of the project.   |
| <b>Output 2.3: Strengthened community-based management structures recognizing traditional ownership of resources (land, coastal, etc.) and local-national arrangements to enable communities to take ownership and leadership in the formulation and subsequent implementation of integrated resource management plans</b>                               |   |
| 2.3.1  | Prepare a study on land rights issues in the RMI in the context of community driven natural resource management.  |
| 2.3.2  | Support development of culturally appropriate land use and enforcement arrangements for community driven natural resource management.   |
| 2.3.3  | Consolidate lessons learned of pilot implementation of the enabling land use arrangements into case study report  |
| <b>Output 2.4: Capacity building on integrated approaches for conservation and livelihoods benefitting key national government agencies, community leaders and residents in all 24 outer islands in the entire country; participation by key project stakeholders in regional training programs conducted by the Pacific R2R program support project</b> |   |
| 2.4.1  | Support higher education providers in developing coursework and testing a curriculum for an Agroforestry/Terrestrial Certification Program at the college. The coursework will include regionally accepted sampling and estimation procedures and Open Education Resources development. |
| 2.4.2  | Facilitate stakeholders from each of the 24 outer islands to participate in the Pacific R2R Network online learning modules and other trainings.  |
| 2.4.3  | Support four (4) RMI environmental professionals in completing a post-graduate programme organized by the R2R regional programme.   |
| <b>Component 3: KNOWLEDGE MANAGEMENT</b>   |   |
| <b>Outcome 3: Accessible data and information systems and improved linkages and collaboration with regional initiatives to support adaptive management of the biodiversity in RMI</b>  |   |
| <b>Output 3.1: GIS based management information system (MIS) developed under the Reimaanlok project improved as an accessible repository for all spatial biodiversity and resource management information to aid in policy formulation, enforcement, monitoring, evaluation and adaptive management</b>  |   |
| 3.1.1  | Enhance the formulation of the GIS-based MIS, by supporting the National Spatial Analytic Facility monitoring and evaluation platform that is accessible to both the public and policy makers.  |
| 3.1.2  | Provide hardware and software support for sustaining use of the MIS.  |
| 3.1.3  | Organize a MIS training course, in conjunction with activities under Outputs 3.2 and 3.3.   |
| 3.1.4  | Demonstrate application of the MIS for reporting progress towards achieving Reimaanlok and Micronesia Challenge targets.  |
| <b>Output 3.2: Local and traditional knowledge documented and compiled in the MIS for easy access and preserved for inputs in the development of integrated management plans</b>   |   |
| 3.2.1  | Support review and update of guidelines for collecting and documenting traditional knowledge, specifically for outer islands of RMI.  |
| 3.2.2  | Based upon the results of the cultural surveys completed under Component 1 and in conjunction with Output 2.1.4, document traditional knowledge for each of the 5 selected outer islands.   |
| 3.2.3  | Organize a stakeholder workshop with the aim of scaling up collection, documentation, and dissemination of traditional knowledge in other parts of RMI through the development of Open Educational Resources.   |

**ANNEX E. Multi-year Work Plan:**

| Task/Activity   | Responsible Party | Year 1 |    |    |    | Year 2 |    |    |    | Year 3 |    |    |    | Year 4 |    |    |    | Year 5 |    |    |    |
|---|-------------------|--------|----|----|----|--------|----|----|----|--------|----|----|----|--------|----|----|----|--------|----|----|----|
|   |                   | Q1     | Q2 | Q3 | Q4 |
| <b>Component 1: EXPANDING AND SUSTAINING RMI PROTECTED AREA NETWORK</b>   |                   |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| Outcome 1: Conservation areas delineated, declared, and efforts sustained in 5 priority outer islands to meet Reimaanlok targets and contributing to the Micronesia Challenge and Aichi targets   |                   |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| Output 1.1: Marine and terrestrial biodiversity and socioeconomic surveys conducted (or updated) in 5 outer islands to assess status and threats and serve as a guide in the delineation of conservation areas and spatial planning   |                   |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.1.1: Marine surveys   | PIU, LRCs, PROP   |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.1.2: Terrestrial biophysical surveys, including flood risk assessments  | PIU, LRCs         |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.1.3: Socioeconomic assessment, including cultural survey  | PIU, LRCs         |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.1.4: Carry out hydrogeological survey   | PIU               |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.1.5: Consolidate findings   | PIU, LRCs         |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| Output 1.2: Conservation areas delineated and declared in 5 outer islands following Reimaanlok guidelines: Type I (subsistence non-commercial use) and Type II (high level of protection) areas; coarse-scale, fine-scale and species conservation targets; land-sea interactions |                   |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.2.1: Stakeholder consultations  | PIU, LRCs         |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.2.2: Delineate key conservation areas   | PIU, LRCs, MIMRA  |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.2.3: Facilitate declaration of PAs  | PIU, LRCs, MIMRA  |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| Output 1.3: Integrated management plans developed (or updated) and implemented in 5 outer islands following the Reimaanlok process and balancing livelihood considerations  |                   |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.3.1: Feasibility studies for alternative livelihoods  | PIU, LRCs         |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.3.2: Develop integrated management plans  | PIU, LRCs         |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.3.3: Capacity building for community PA management  | PIU, LRCs         |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.3.4: Implement field interventions  | PIU, LRCs         |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.3.5: Consolidate lessons learned, supporting replication  | PIU, CTA          |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| Output 1.4: Sustainable financing mechanisms from internal and external sources put in place to further build up the RMI sub-account in the Micronesia Challenge Trust in order to meet the costs of implementing the National Conservation Area Plan                             |                   |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.4.1: Consultations on the Blue Fee  | PIU, CTA          |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.4.2: Formulation of Blue Fee legislation  | PIU, CTA          |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.4.3: Formulation of guidelines for Blue Fee legislation; implementation support   | PIU, CTA          |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.4.4: Assessment of emerging opportunities   | PIU, CTA          |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 1.4.5: Mechanisms for fund disbursement in support of PAN Law   | PIU, CTA          |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| <b>Component 2: IMPROVED GOVERNANCE FOR INTEGRATED ATOLL MANAGEMENT</b>   |                   |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| Outcome 2: Supportive policies, institutions and communities in place to ensure successful implementation of the Reimaanlok vision  |                   |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |

| Task/Activity   | Responsible Party | Year 1 |    |    |    | Year 2 |    |    |    | Year 3 |    |    |    | Year 4 |    |    |    | Year 5 |    |    |    |
|---|-------------------|--------|----|----|----|--------|----|----|----|--------|----|----|----|--------|----|----|----|--------|----|----|----|
|   |                   | Q1     | Q2 | Q3 | Q4 |
|   |                   |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| Output 3.3: Support for expansion / continuation of education and awareness programs at the local and national levels, e.g., RARE Pride campaign for local leaders, 'Just Act Natural' initiative; complementary awareness programs implemented using various forms of media to mobilize support for conservation and livelihoods |                   |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 3.3.1: Support development of primary school curriculum   | PIU, Edu          |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 3.3.2: Pilot the curriculum in the 5 outer islands  | PIU               |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 3.3.3: Facilitate youth engagement in Reimaanlok process  | PIU               |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| Output 3.4: Coordination established with the Pacific RZR program – regional RZR program support project and other national RZR projects – in terms of monitoring and evaluation and south-south collaboration  |                   |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 3.4.1: Training workshop, Laura lens demonstration site   | PIU, RZR          |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 3.4.2: Participate in regional RZR activities   | PIU, UNDP, RZR    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 3.4.3: Maintain project website and social media posts  | PIU               |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |
| 3.4.4: Contribute to IW:LEARN KM platform   | PIU, UNDP         |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |        |    |    |    |

|   |   |                                  |  |               |
|---|---|----------------------------------|--|---------------|
| <b>Stakeholder:</b>                               | <b>Marshall Islands Marine Resources Authority (MIMRA)</b>  |                                  |  |               |
| Interviewee:                                      | <b>Name</b>   | <b>Position</b>                  | <b>E-mail</b>  | <b>Tel.</b>   |
|   | Ms. Florence Edwards  | Chief Fisheries Officer, Coastal | <a href="mailto:f.t.edwards@gmail.com">f.t.edwards@gmail.com</a>           | +692 625 8262 |
|   | Ms. Yolanda Elanzo  | RMI PROP Coordinator             | <a href="mailto:yolanda.elanzo@gmail.com">yolanda.elanzo@gmail.com</a>     | +692 6252699  |
|   | Mr. Laurence Enos Edwards, II, Esq.   | Legal Advisor                    | <a href="mailto:Laurence_edwards@mimra.com">Laurence_edwards@mimra.com</a> | +692 625 8262 |
| Date of Consultation:                             | 14 April 2016   |                                  |  |               |
| Mandate in terms of the objectives of the Project | MIMRA is responsible for fisheries management with respect to both domestic and oceanic fisheries.  |                                  |  |               |
| Interests in the Project                          | MIMRA is working towards expanding coastal fisheries management at the local government and community level. This is directly in line with one aspect of the Reimaanlok management plans to be facilitated for the selected five outer islands.   |                                  |  |               |
| Role during Project Implementation                | MIMRA has been earmarked as national implementation partner.  |                                  |  |               |
| Potential Conflicts                               | MIMRA is currently implementing the USD 8.5 million World Bank funded PROP project. Staff resources within the Coastal Fisheries Division are somewhat restricted due to the demands of the PROP project.   |                                  |  |               |
| Mitigation Strategy                               | If MIMRA does assume the role of national implementation partner, it might be advisable to share the implementation responsibilities with other organizations and/or agencies through memorandum of understanding (MOU) or other types of arrangements.   |                                  |  |               |
| Supporting Information                            | <p>MIMRA is the national coordinator for the Pacific Islands Regional Oceanscape Project (PROP) project, which is running for 5 years, from 2016 to 2020. The USD 8.5 million project is funded by the International Development Agency (IDA) and the GEF with USD 5.7 million and USD 1.8 million, respectively.</p> <p>Through the PROP project, MIMRA will be carrying out marine surveys for each of the 24 outer islands, including the 5 selected under the R2R project. Wotho, Mejit, and Ebon could be arranged the first year, and Aur and Likiep in subsequent years. PROP is focusing on the marine sector, but they will also be supporting draft Reimaanlok management plans for the outer islands. The R2R project could fill in the gaps, e.g., the terrestrial components.</p> <p>MIMRA inquired whether the R2R project could support the financing of an approximate USD 1 million vessel. The PROP project allocated USD 0.2 million, but this is short of the required sum.</p> |                                  |  |               |

|   |   |                 |  |              |
|---|---|-----------------|--|--------------|
| <b>Stakeholder:</b>                               | <b>Environmental Protection Authority (EPA)</b>   |                 |  |              |
| Interviewee:                                      | <b>Name</b>   | <b>Position</b> | <b>E-mail</b>  | <b>Tel.</b>  |
|   | Ms. Moriana Philips   | Director        | <a href="mailto:morianaphilips@gmail.com">morianaphilips@gmail.com</a> | +692 6253035 |
| Date of Consultation:                             | 15 April 2016   |                 |  |              |
| Mandate in terms of the objectives of the Project | Responsible for enforcement of environmental legislation in RMI.  |                 |  |              |
| Interests in the Project                          | Ensure the project is aligned with national pollution priorities.   |                 |  |              |
| Role during Project Implementation                | <p>Provide support for the pollution related activities of the project, and align the knowledge management and public awareness campaigns of the authority with those of the R2R project.</p> <p>The EPA is earmarked as the national implementation partner for the Green Climate Fund (GCF) project; this would restrict their capacity to act as implementation partner for the R2R project.</p>                     |                 |  |              |
| Potential Conflicts                               | None  |                 |  |              |
| Mitigation Strategy                               | N/A   |                 |  |              |
| Supporting Information                            | <p>Ms. Philips explained the activities and resources of the EPA. The authority has a staff of 22 in Majuro and 3 in Ebeye.</p> <p>The authority has 2 USEPA certified lab technicians, under the Freely Associated States Monitoring Program.</p> <p>Water quality monitoring in the outer islands is restricted due to limited funds.</p> <p>The authority has water quality data sets from 2005 and later years.</p> |                 |  |              |

|                     |   |
|---------------------|---|
| <b>Stakeholder:</b> | <b>Ministry of Finance</b>  |
|                     | <p>The outer islands have access to the Outer Island Economic Development Fund (OIEDF) and the Outer Islands Agriculture Fund. The average OIEDF is about USD 40,000. There are administrative demands for accessing and reporting on these funds; some local governments have problems with these.</p> <p>The Ministry of Finance could also support the project with respect to sustainable protected area financing. For example, there is no national strategy/plan on how the fishing access fees are distributed.</p> <p>The Ministry is working on improving their Policy Based Budgeting practices; this is one of their priorities. They can share the budgetary estimations included in the medium term development framework – a work-in-progress.</p> |

|   |  |                      |  |               |
|---|--|----------------------|--|---------------|
| <b>Stakeholder:</b>                               | <b>GEF Small Grants Programme (SGP)</b>  |                      |  |               |
| Interviewee:                                      | <b>Name</b>  | <b>Position</b>      | <b>E-mail</b>  | <b>Tel.</b>   |
|   | Ms. Yoshiko Yamaguchi - Capelle  | National Coordinator | <a href="mailto:yoshikoY@unops.org">yoshikoY@unops.org</a> | +692 455 5297 |
| Date of Consultation:                             | 19 April 2016  |                      |  |               |
| Mandate in terms of the objectives of the Project | Provide financial and technical support to projects that conserve and restore the environment while enhancing people's well-being and livelihoods.   |                      |  |               |
| Interests in the Project                          | Collaborate on community driven resource management activities among the five selected outer islands.  |                      |  |               |
| Role during Project Implementation                | Facilitate synergies with other complementary activities, and provide guidance regarding gender inclusion objectives.  |                      |  |               |
| Potential Conflicts                               | None   |                      |  |               |
| Mitigation Strategy                               | N/A  |                      |  |               |
| Supporting Information                            | <p>The SGP is available for all outer islands of RMI. The maximum grant is USD 50,000.</p> <p>The programme is obliged to fund NGOs – preferably community based organizations (CBOs). They also provide planning grants, maximum USD 5,000, to support CBOs in preparing proposals.</p> <p>There is a national steering committee.</p> <p>Each grant generally requires a 50% cofinancing contribution from the beneficiaries. This is usually in the form of in-kind services, such as labor. They are typically unable to secure 50%, to the committee has approved to lower the minimum threshold.</p> <p>With respect to women's groups among the R2R outer islands, probably Ebon has the strongest ones.</p> <p>In Likiep, there is a Marine Farmers Association; they are growing giant clams (for aquarium business).</p> <p>One of the CBOs in RMI recently was awarded an Equator Initiative prize – in Namdrik. They are working with virgin coconut oil, taro oatmeal, and some other products.</p> <p>Wotho: this island has received less funding than other localities. There is a water storage project there.</p> <p>Aur: compost toilets is a high priority there.</p> <p>Ebon: food security is a priority; virgin coconut oil has some livelihood opportunities. Sea cucumbers have been over-exploited there.</p> <p>Likiep: mariculture (giant clams), SGP is advocating for traditional canoes (sustainable sea transport) for servicing the clam farms. The organization WAM has the expertise in canoes.</p> <p>Likiep: the mayor is very good, proactive. Water security is an issue; they have plans for eco-tourism.</p> <p>Mejit: water security is a concern there; there is a strong youth group there</p> <p>The SGP uses a CC vulnerability risk assessment procedure.</p> |                      |  |               |

|   |   |                             |  |               |
|---|---|-----------------------------|--|---------------|
| <b>Stakeholder:</b>                               | <b>Ministry of Resources and Development, Division of Trade and Investment</b>  |                             |  |               |
| Interviewee:                                      | <b>Name</b>   | <b>Position</b>             | <b>E-mail</b>  | <b>Tel.</b>   |
|   | Ms. Iva Reimers-Roberto   | Chief of Trade & Investment | <a href="mailto:iva1909@yahoo.com">iva1909@yahoo.com</a>         | +692 625 4020 |
|   | Ms. Radika Kumar  | National Trade Advisor      | <a href="mailto:radikakumar@gmail.com">radikakumar@gmail.com</a> | +692 625 3206 |
| Date of Consultation:                             | 20 April 2016   |                             |  |               |
| Mandate in terms of the objectives of the Project | Responsible for promoting and facilitating trade and investment in the country. |                             |  |               |

|   |  |
|---|--|
| <b>Stakeholder:</b>                               | <b>Marshall Islands Visitors Authority (MIVA)</b>  |
| Mandate in terms of the objectives of the Project | Responsible for promoting tourism in the RMI.  |
| Interests in the Project                          | Support the authority's tourism strategy, e.g., by strengthening capacities of community based organizations and identifying possible eco-tourism opportunities.   |
| Role during Project Implementation                | As a member of CMAC, MIVA will be actively involved in overseeing the project activities.  |
| Potential Conflicts                               | None   |
| Mitigation Strategy                               | N/A  |
| Supporting Information                            | <p>MIVA has issued a national tourism strategy recently. One of the main constraining factors is the reliability of air transport, and Air Marshall Islands (AMI) has not had the best track record in recent years. There was a lucrative diving business in Bikini Atoll, but due to unreliable flights by AMI, tourism has more or less ceased there.</p> <p>A private investor, Martin Daley, has built a high-end hotel on one of the islands for surfing enthusiasts. Tourists are not spending time in Majuro when going there, however.</p> <p>The R2R project could possibly support MIVA by sponsoring an ecotourism study for one of the five selected outer islands.</p> |

| Monitoring        | Indicators           | Description   | Data source / Collection Methods                            | Frequency                                     | Responsible for data collection | Means of verification  | Assumptions and Risks   |
|-------------------|----------------------|---|---|---|---------------------------------|--|---|
| Project Outcome 2 | <b>Indicator 1.2</b> | Number of Resource Management Plans, inclusive of integrated terrestrial and coastal resource assessments and management strategies, approved by local resource committees and under implementation | <i>Project progress reports</i><br><i>Approved plans</i>    | Annually<br>Reported in DO tab of the GEF PIR | Project Coordinator             | Review of approved plans<br>Review of project progress reports   | <ul style="list-style-type: none"> <li>The effects of climate change adversely impact terrestrial and marine ecosystems</li> </ul> <b>Assumptions:</b> <ul style="list-style-type: none"> <li>Local stakeholders in the 5 selected outer islands remain committed to implementing the Reimaanlok process</li> </ul> <b>Risks:</b> <ul style="list-style-type: none"> <li>Resistance or lack of interest from local communities</li> </ul> |
|                   | <b>Indicator 2.1</b> | Position of PAN Coordinator, overseeing operation of the PAN office, is institutionalized   | Job description<br>Budget allocation                        | Annually<br>Reported in DO tab of the GEF PIR | Project Coordinator             | Review of job description and budget allocation  | <b>Assumptions:</b> <ul style="list-style-type: none"> <li>Institutional will is in place to make this position permanent</li> </ul> <b>Risks:</b> <ul style="list-style-type: none"> <li>The Government does not allocate funds for institutionalizing this position</li> </ul>  |
|                   | <b>Indicator 2.2</b> | Number of RMI professionals trained in integrated approaches through Regional Pacific R2R Program   | <i>University degree</i><br><i>Project progress reports</i> | Reported in DO tab of the GEF PIR             | Project Coordinator             | <i>Completed university post-graduate degree</i><br><i>Review project progress reports</i>                       | <b>Assumptions:</b> <ul style="list-style-type: none"> <li>Sufficient interest in this opportunity is realized</li> </ul> <b>Risks:</b> <ul style="list-style-type: none"> <li>Lack of interest or commitment to this opportunity</li> </ul>  |
| Project Outcome 3 | <b>Indicator 3.1</b> | National repository for spatial biodiversity and resource management information enhanced and sustained   | Website statistics<br>Training records<br>PAN reports       | Reported in DO tab of the GEF PIR             | Project Coordinator             | Review of statistics on website activity<br>Review of training records<br>Review of reports published on the PAN | <b>Assumptions:</b> <ul style="list-style-type: none"> <li>Use of the management information system is mainstreamed</li> <li>Sustainable financing is secured to maintain operation of the system</li> </ul> <b>Risks:</b> <ul style="list-style-type: none"> <li>Conservation partners, governmental and non-governmental, do not commit sufficient resources for sustaining this system</li> </ul>                                      |
|                   | <b>Indicator 3.2</b> | Cultural expressions (stories, chants, dances, oration, material production, proverbs)  | <i>Knowledge products produced</i>                          | Annually<br>Reported in DO tab of the GEF PIR | Project Coordinator             | <i>Review of published</i>   | <b>Assumptions:</b>   |

**ANNEX H. Evaluation Plan:**

| <b>Evaluation Title</b>        | <b>Planned start date<br/>Month/year</b> | <b>Planned end date<br/>Month/year</b> | <b>Included in the Country Office<br/>Evaluation Plan</b> | <b>Budget for consultants</b> | <b>Other budget<br/>(i.e., travel, site<br/>visits etc...)</b> | <b>Budget for<br/>translation</b> |
|--------------------------------|--|--|---|-------------------------------|--|-----------------------------------|
| <b>Terminal<br/>Evaluation</b> | Feb 2022                                 | Apr 2022                               | Yes   | USD 35,000                    | USD 5,000  | Note applicable                   |
| <b>Total evaluation budget</b> |  |  |   | USD 40,000                    |  |                                   |

recognition of the importance of its natural assets, RMI together with other Micronesia countries are committed to the conservation targets agreed upon through the Micronesia Challenge and specifically for its part, has prepared the Reimaanlok process to serve as a clear roadmap of the way forward.

This project aims to support operationalizing the Reimaanlok – the National Conservation Area Plan, adopted in 2008 to effectively conserve at least 30% of the near-shore marine resources and 20% of the terrestrial resources across Micronesia by 2020. The project objective is to sustain atoll biodiversity and livelihoods by building community and ecosystem resilience to threats and degrading influences through integrated management of terrestrial and coastal resources. The principles and processes outlined in Reimaanlok will be implemented in 5 outer islands, and the lessons from which will guide replication in other sites.

### **Gender Mainstreaming Considerations**

1. Consideration of differences in labor utilization when designing detailed project field activities, such as for example, the different roles of men and women in sustainable use of ecosystem goods and services.
2. Design of training activities targeting women on enhancing resilience of coastal ecosystems to improve livelihoods and food security at the 5 selected outer islands.
3. Development of gender disaggregated indicators for monitoring project impacts, especially with respect to socio-economic benefits and livelihood improvements.

### **Methodology**

This document was developed in accordance with relevant sections of the UNDP Social and Environmental Standards<sup>36</sup> and the GEF's Gender Equality Action Plan<sup>37</sup>.

This document was developed in consultation with a number of relevant stakeholders and review of available information. The information presented here helps to assess the current socio-demographic and gender characteristics in RMI, as well as in the selected 5 outer islands.

Other important or secondary information were obtained from a number of useful sources such as the survey known as the "Cookhouse Confidential"<sup>38</sup>, which compiled information on some of the common issues the Marshallese women face during natural disaster events, and the National Gender Mainstreaming Policy of the Republic of the Marshall Islands (2014).

Data specific to gender and social inclusion in the relevant communities are based upon community consultations completed during the project preparation phase, and consultations with stakeholders in RMI who have experience in implementing similar projects in outer island settings.

### **Summary of Relevant Social, Economic, and Gender Issues in RMI**

While RMI is a matrilineal society where the women's position and status are important in the culture, women experience socio-economic setbacks due to existing stereotypes "that include the belief that the place of a woman is in the home while men should occupy the public space and be the breadwinner" (RMI National Gender Policy: para 2). Since becoming a party to the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) in 2006, RMI has taken initiatives to address some of the issues that affect the advancement and empowerment of women, and the protection women's rights. The following gives a summary of the relevant and current social, economic, and gender issues Marshallese women face.

**Social Issues:** Under the RMI's Second Compact of Free Association with the USA, which is known as the Compact, as amended, health and education are the two top priority sectors that receive over 90% of the compact

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<sup>36</sup> UNDP Social and Environmental Standards (SES), June 2014.

<sup>37</sup> GEF Gender Equality Action Plan, May 2015

<sup>38</sup> Cookhouse Confidential survey was completed by Ms. Brooke T. Abraham.

The government's new gender mainstreaming policy, issued in 2014, therefore aims to integrate women in all aspects of the Marshallese society and in all development processes because it has been proven that, "when women are also actively, and equally involved, in a nation's building, the benefits to society are much greater" as opposed to societies where women's involvement, and participation, in the nation's development, are limited. Therefore, it is imperative that the R2R project integrates where appropriate and necessary, the issues that are important for women's advancement and empowerment needed for making their communities resilient and for achieving and maintaining sustainable livelihoods.

### **Government Policy and Practice on Gender and Social Inclusion**

It is generally argued "that development and governance processes will not be effective or sustainable until women and men participate in and benefit from such processes on a basis of both formal and substantive equality." (Braun, 2012<sup>41</sup>).

RMI is a young nation that only became a constitutional republic on May 1, 1979 after it was separated from being part of the UN Trust Territory, which was administered by the USA from 1947 to 1986, when RMI became a fully independent country and entered into a Compact of Free Association with the USA government.

Integration of women in the Marshall Islands development processes has not been as high of a priority compared to many other developing countries in the region, or around the world, because as a matrilineal society, women's place has always been important. However, with some stereotypes that continue to hinder the full integration of women into the country's development processes henceforth, there has always been a need to improve women's chances of becoming fully integrated. Historically, the government started addressing the issues of gender when it first established a "Women's Desk" and put it under its Ministry of Social Affairs (MSA). The women's unit was changed to "Women in Development Office (WDO)"; however, when the MSA was eventually eliminated a few years later, the WDO was transferred to the Ministry of Internal Affairs and was put under the Community Development Division of MIA.

The WDO has developed a strategic plan that aims to increase the role of women in the development of the nation and to empower women in all aspects of life." WDO works closely with the non-governmental organization Women United Together Marshall Islands (WUTMI) on various women's issues. For instance, WDO actively lends assistance and support to WUTMI during WUTMI's annual meeting which brings in women from around the country who are members of WUTMI's local chapters in various outer islands. They often bring men also to attend these meetings and workshops to make men understand better and appreciate women's issues. Violence against women is another low profile issue but in some cases it is serious so the government has established mechanisms of protecting women and young girls against all types of physical violence through its police force, and obligated under CEDAW convention. Right now, a small unit has been established within the police department that is dedicated towards "rapid response" to calls of domestic violence, with the adequate resources including a motor vehicle that goes around Majuro to do patrol on these types of crimes against women, and sometimes men but that is very rare as over 90% of the spousal abuse at home are done by the male partner.

The Ministry of Internal Affairs through the WDO has developed a 5-year implementation plan whose sole purpose is to assist the Ministry in implementing the National Gender Policy adopted in 2014. The policy is broad but at the same time, it is a comprehensive document that is meant to be a "living document" and whose sole purpose is to help the RMI integrates gender issues in all aspects of Marshallese society, including making sure the RMI meets its obligations under CEDAW to eliminate all forms of discrimination against women.

The WDO, now known also as the Gender Office which is under the Ministry of Internal Affairs, is the government's official focus point for advice, coordination, implementation, and monitoring of the gender policy. In addition, the office reports on progresses, and identifies any remaining gaps at the national, regional, and the international levels, concerning gender issues and progress (RMI Gender Mainstreaming Policy, 2014).

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<sup>41</sup> Braun, 2012

| Activity                           | Action  | Target Indicators  | Responsibility  |
|------------------------------------|---|--|---|
|                                    | <p>respond to, and prevent (or refer cases) of sexual harassment, gender based violence, and other problems that may emerge during project implementation.</p> <p>Information campaigns about the project will be developed that incorporate messages outlining the benefits for both men and women.</p>  |  |   |
| Skills development                 | <p>Equal pay will be provided to men and women for work of equal type in accordance with national laws and international treaty obligations, and safe working conditions for both men and women workers will be provided. Specific provisions for the above will be included in the bidding documents and project covenants.</p> <p>The PIU will provide equal employment opportunity for men and women.</p> <p>The PIU will be responsible for monitoring and reviewing the targets set for women.</p> | <p>In all cases</p> <p>Aiming at 50:50 target for PIU staff, consultants, and contractors</p> <p>Annually and on completion of the project activity (review completed, Y/N)</p>  | PIU, Site Coordinators, Local Resource Committees, CSO partners |
| Implementing livelihood activities | <p>Ensure that selection of the interventions to be funded gives preference to those that specifically bring improvement to women's livelihoods.</p>  | <p>Minimum 30% of approved project interventions are women's activities/ conducted by Women's Groups</p> <p>% of implemented activities that include gender specific considerations and benefit women</p> <p>% of projects/ activities developed that specifically benefit women</p> | PIU, Site Coordinators, Local Resource Committees, CSO partners |

## PROJECT BOARD

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### I. OVERALL RESPONSIBILITIES

The Project Board (PB) is responsible for making management decisions by consensus for the overall direction of the project in accordance to the objectives, outcomes and outputs. The scope of responsibility of the PB is described below. In order to ensure UNDP's ultimate accountability, PB decisions should be made in accordance to standards<sup>42</sup> that shall ensure best value to money, fairness, integrity, transparency, and effective international competition.

The PB is expected to meet twice a year during the implementation of the project. Project-related decisions and reviews are made during these meetings or as necessary as may be requested by the Project Coordinator. The PB is also consulted for decisions when project tolerances (normally in terms of time and budget) have been exceeded.

The PB approves an annual work plan (AWP) and budget prepared by the Project Implementation Unit<sup>43</sup> (PIU) in consultation with project partners. Quarterly work plans (QWP) will be prepared by the PIU in accordance with the AWP that will be approved by the PB. The PB reviews the AWP and QWPs during its meetings. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. The PB will approve any changes in the project document, in particular the activities and outputs, as may be proposed by the PIU. The PIU serves as Secretariat to the Board.

The PB ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Coordinator and any delegation of its Project Assurance responsibilities.

### II. COMPOSITION AND ORGANIZATION

#### *Roles of the Project Board:*

The Project Board contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

The Board will have eleven (11) members unless otherwise determined by the Local Project Appraisal Committee (LPAC). The Project Implementation Unit (PIU) will serve as Secretariat to the Board; the Project Coordinator, as Secretary, will attend Project Board meetings but will not have a right to vote.

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<sup>42</sup>UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

<sup>43</sup> The PIU consists of the Project Coordinator, PAN Coordinator/Biodiversity Specialist, Finance and Administrative Officer and Project Support Officer.

**Defining the project:**

- Review and approve the project Initiation Plan (if such plan is required and submitted to the LPAC).

**Initiating the project:**

- Agree on the proposed Terms of Reference (TOR) of the Project Board
- Agree on the TOR for the Project Coordinator, as well as the TORs of the other members of the Project Implementation Unit (PIU).
- Delegate Project Assurance functions as appropriate.
- Review and approve the project Inception Report.
- Review and appraise the detailed annual work plans (AWPs), including Atlas reports covering activity definition, quality criteria, issue log, updated risk log, and the monitoring and communication plan. Approve the first two detailed QWPs.

**Running the project:**

- Provide overall guidance and direction to the project, ensuring it remains within specified constraints.
- Address project issues as raised by the Project Coordinator.
- Provide guidance and agree on possible countermeasures/management actions to address specific risks.
- Agree on tolerances in the AWP and quarterly plans when required.
- Conduct regular meetings to review the project Quarterly Progress Reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner.
- Appraise the Project Annual Review Report, and make recommendations for the next AWP.
- Appraise the TORs for the mid-term review of the project and the terminal evaluation of the project.
- Review and approve end project report, and make recommendations for follow-on actions.
- Provide *ad hoc* direction and advice for exceptional situations when tolerances in the AWP are exceeded.
- Assess and decide on project changes through allowable revisions.

**Closing the project:**

- Assure that all project deliverables have been produced satisfactorily.
- Review and approve the final Project Review Report, including Lessons-learned.
- Make recommendations for follow-on actions.
- Commission project evaluation.
- Notify operational completion of the project.

**Frequency of meetings, venue and agenda**

- The PB will meet twice a year. It is recommended that one of the meetings will be held between December and January while the other meeting is between June and July of each year.
- One of the PB meetings will be held in Majuro while the other will be in one of the project sites. The latter will serve as a monitoring visit to evaluate the progress of work in the site.
- At the minimum, the agenda for the PB meeting in December/January shall include the appraisal of the AWP and the 1<sup>st</sup> and 2<sup>nd</sup> QWPs for the incoming year and a review of the previous year progress report. The

## **SENIOR SUPPLIER**

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. If necessary, more than one person may be required for this role.

### Specific Responsibilities of the Senior Supplier:

- Make sure that progress towards the expected results remains consistent from the supplier perspective;
- Promote and maintain focus on the expected project results from the point of view of supplier management;
- Ensure that the supplier resources required for the project are made available;
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes; and
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated.

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- Monitor events as determined in the monitoring and evaluation plans, and update the plans as required.
- Manage requests for the provision of financial resources, using advance of funds, direct payments, or reimbursement.
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports.
- Manage and monitor the project risks as initially identified in the project document, submit new risks to the risk log consideration and decision on possible risk mitigation measures if required; and update the status of project risks by maintaining the project risk log.
- Prepare the project quarterly progress report (progress against planned activities, update on risks and issues, expenditures, etc.) and submit the report to the project board and project assurance partners.
- Prepare the annual progress report, and submit the report to the project board and project assurance partners.
- Prepare the annual project implementation reviews (PIRs) and submit to the GEF Agency (UNDP).
- Manage the transfer of project deliverables, documents, files, equipment, and materials to the project beneficiaries.
- Ensure consistency between the various project elements and related activities provided for or funded by cofinancing partners and other donor organizations.
- Under the Executing Agency's rule and in coordination with UNDP, identify requirements for equipment and travel related to the implementation of the annual work plans.
- Liaise with suppliers, mobilizing goods and services to initiative activities, including preparing and overseeing the development of Terms of Reference for consultants, contractors, and other service providers.
- Prepare the annual work plans in close consultation with PIU staff members, UNDP, cofinancing partners, and other project stakeholders.
- Organize and supervise all reporting activities to the GEF Agency (UNDP), Executing Agency, and Project Board, ensuring adherence to UNDP and Government administrative, financial, and technical reporting requirements.
- Prepare the terminal report prior to the completion of the project detailing achievements and lessons learned.

#### **IV. DURATION OF ASSIGNMENT**

Project implementation is for a period of 5 years, expected to start in 2017 and run until 2022. The Project Coordinator shall be available fulltime for effective implementation of project. The Project Coordinator's contract will be renewed on an annual basis subject to performance and availability of funds.

#### **V. QUALIFICATIONS AND SKILLS REQUIRED**

**Education:** At least a master's degree in Environmental Science, Natural Resources Management, Business Administration, or other relevant development areas.

**Experience:** At least ten years of development work experience in RMI and/or in the region.

Three to five years of senior-level management responsibilities of similar size and complexities in biodiversity conservation and/or fisheries and coastal area management.

Practical experience in the Reimaanlok process and other national policies and programs.

## PAN COORDIANTOR / BIODIVERSITY SPECIALIST

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### I. POSITION INFORMATION

|                   |   |
|-------------------|---|
| Post Title:       | PAN Coordinator / Biodiversity Specialist         |
| Classified Grade: | NO-B  |
| Supervisors:      | National Project Director and Project Coordinator |

### II. ORGANIZATIONAL CONTEXT

Under the joint supervision of the National Project Director and PC, the PAN Coordinator / Biodiversity Specialist - a full time member of Project Implementation Unit (PIU) - is responsible for coordinating the interim operation of the RMI Protected Area Network (PAN) Office, and providing technical support and guidance on biodiversity related activities to the R2R Project Coordinator, including expansion of the RMI PAN, improvement of the effectiveness of PA management, and strengthening of the financial sustainability of management of the PAN.

### III. KEY FUNCTIONS / KEY RESULTS

- Oversee the interim operation of the PAN Office, liaising with governmental and non-governmental partners, and supporting advances in PAN related legislation.
- In close coordination with Project Coordinator, prepare annual work plans and budgets for the interim operation of the PAN Office.
- Strengthen Government and regional stakeholder efforts to secure and management sustainable funding mechanisms for the PAN.
- Identify and promote opportunities for public-private partnership arrangements in supporting the long-term operation of the PAN Office, involving national and local governmental stakeholders, donors, regional and international organizations, and the business sector.
- Organize and facilitate capacity development, training and knowledge sharing initiatives associated with biodiversity conservation and PA management.
- In close coordination with Project Coordinator, actively network, acquiring access to global best practices, documenting them and sharing with R2R project stakeholders for optimum delivery of project outputs.
- Keep abreast of the national and regional environmental concerns and priorities as well as the socio-economic conditions and trends.
- In close coordination with Project Coordinator, exercise quality control over the implementation of the R2R project activities, ensuing they are aligned with the project strategy and national policies and priorities.
- Support the monitoring and evaluation of the R2R project, providing the Project Coordinator with strategic results-based feedback and assisting in the preparation of project progress reports.

### IV. DURATION OF ASSIGNMENT

## Draft Terms of Reference

### FINANCE AND ADMINISTRATION OFFICER

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#### I. POSITION INFORMATION

Post Title: Finance and Administration Officer  
Classified Grade: SC-6  
Supervisor: Project Coordinator

#### II. ORGANIZATIONAL CONTEXT

Under the supervision of the Project Coordinator, the Finance and Administration Officer is responsible for the effective execution of financial services and processes of the R2R project and transparent utilization of financial resources. The FPO promotes a client-oriented approach consistent with the prevailing rules and regulations, ensuring solid fiduciary management of the project.

#### III. KEY FUNCTIONS / KEY RESULTS

##### Summary of key functions:

- Install the project's financial systems and procedures, in accordance with UNDP's existing guidelines and national execution.
- Orient project staff on the use of the project's financial systems and procedures.
- Manage cash advance requests, including budget preparation and approval.
- Responsible for accuracy of funding requests and expenditures, completeness of documentation and availability of funding resources.
- Responsible for delivering human resource services for the PIU staff.
- Oversee procurement of goods and services on the project.
- In close coordination and consultation with the Project Coordinator, manage petty cash to ensure adequate cash for day-to-day operations.

##### Key Functions:

- Manage day to day operation of the project's finance affairs and associated functions to ensure smooth running operation of the project's finance aspects.
- Closely monitor the operation of the projects budget and maintain project accounts with current information while ensuring that the budget is used in accordance with the approved work plans and budgets.
- Ensure full compliance with the prevailing rules and regulations of financial processes, financial records and reports and audit follow up, including implementation of an effective internal control framework.
- Maintain good coordination with Government and UNDP administration and procurement staff.
- Ensure timely and accurate recording and reporting of total expenses and unused funds.
- Ensure all petty cash claims are certified and correctly claimed with complete actual/original receipt.
- Maintain proper control of the supporting documents for payments and financial reports for the project, including the preparation of all types of vouchers.
- Perform budget revisions for the project as required.

## PROJECT SUPPORT OFFICER

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### I. POSITION INFORMATION

Post Title: Project Support Officer  
Classified Grade: SC-4  
Supervisor: Finance and Administration Officer

### II. ORGANIZATIONAL CONTEXT

Under the supervision of the Finance and Administration Officer, the Project Support Officer is responsible to support the project on a day-to-day basis, including functions such as general project administration and human resources.

### III. KEY FUNCTIONS / KEY RESULTS

- Provision of general office assistance such as response to complex information requests and inquiries reviews, logs and routes incoming correspondence; establishment of filing system and maintenance files/records; organization of meetings, workshops; routine administrative tasks, including maintaining attendance records, assessing telephone billing, etc.
- Compiles, summarizes, and presents basic information/data on specific project and related topics or issues.
- Implement project standard operating procedures in line with the Government and UNDP regulations.
- Participate in the trainings for the operations/ projects staff;

### IV. DURATION OF ASSIGNMENT

Project implementation is for a period of 5 years, expected to start in 2017 and run until 2022. The Project Support Officer should be available fulltime for effective implementation of project. The Project Support Officer's contract will be renewed on an annual basis subject to performance.

### V. QUALIFICATIONS AND SKILLS REQUIRED

**Education:** University Degree in Business or Public Administration, Economics, and Social or Environmental Sciences would be desirable, but it is not a requirement.

**Experience:** At least three years of administrative and/or financial management experience.

**Language:** Fluency in English and Marshallese (both oral and written).

**IT Skills:** Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages, experience in handling of web-based information management systems.

**Other:** Knowledge of and experience in supporting administration, finance and purchasing of development projects highly desirable.  
Good inter-personal skills.

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**IT Skills:** Proficiency in the use of basic software applications (MS Word, MS Excel) and adequate knowledge and practical experience in handling web- based information management systems.

**Other:** Good inter-personal and public outreach skills.

Willingness to be based in the outer islands for the duration of the contract.

Strong trouble-shooting and adaptive management skills.

\*\*\*

system with a high degree of compliance at all levels to achieve sustainable development of natural resources and protection of the environment through strengthened gender inclusive climate change adaptation and disaster risk reduction". Through strengthened institutional and individual capacities of governmental and non-governmental partners, the project will also contribute to RMI's commitments under multi-lateral environmental agreements, including the Convention on Biological Diversity (CBD), and also regional initiatives, notably the targets set forth in the Micronesia Challenge.

Contributing to the national Reimaanlok process, the project aims to empower local communities to integrate biodiversity conservation with socioeconomic priorities, through sustainable use and participatory management of their fragile outer island ecosystems. This will also lead to increased resilience of the local communities to effects of climate change. The project will help fill certain gaps with respect to terrestrial and marine biodiversity, but also applies a precautionary approach to natural resource conservation, advocating for expansion of the protected area network of RMI based upon available scientific and traditional knowledge.

## Part B. Identifying and Managing Social and Environmental Risks

| <p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b><br/> <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.</i></p> | <p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b><br/> <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i><br/>                     Impact ("I") and Probability ("P") rated on a scale of 1 (low) to 5 (high)</p> | <p><b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p> |   |   |
|---|---|--|---|---|
| <p><b>Risk Description</b></p>  | <p><b>Impact and Probability (1-5)</b></p>  | <p><b>Significance (Low, Moderate, High)</b></p>   | <p><b>Comments</b></p>  | <p><b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b></p> |
| <p>Risk 1: Project activities are likely to be proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas, areas proposed for protection, or recognized as such by authoritative sources or local communities.</p>  | <p>I = 1<br/>P = 3</p>  | <p>Low</p>   | <p>The integrated approaches advocated through the R2R project are aligned to the environment-poverty alleviation nexus. While the project will be supporting the expansion of the RMI protected area network, collaborative management by local communities will involve sustainable use of available natural resources.</p> |   |

|  |   |                                     |  |
|--|---|-------------------------------------|--|
|  | <b>High Risk</b>  | <input type="checkbox"/>            |  |
| <b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b> |   |                                     |  |
| Check all that apply   |   |                                     |  |
|  | <b>Principle 1: Human Rights</b>                                    | <input type="checkbox"/>            |  |
|  | <b>Principle 2: Gender Equality and Women's Empowerment</b>         | <input type="checkbox"/>            |  |
|  | <b>1. Biodiversity Conservation and Natural Resource Management</b> | <input checked="" type="checkbox"/> | Ensure uses of ecosystem goods and services are sustainable and in line with the objectives of the community driven integrated natural resource management plans.  |
|  | <b>2. Climate Change Mitigation and Adaptation</b>                  | <input type="checkbox"/>            |  |
|  | <b>3. Community Health, Safety and Working Conditions</b>           | <input type="checkbox"/>            |  |
|  | <b>4. Cultural Heritage</b>   | <input checked="" type="checkbox"/> | Ensure custodians of traditional ecological knowledge are fully engaged in project implementation, including regarding decisions involving documenting and applying TEK in the community driven natural resource management plans. |
|  | <b>5. Displacement and Resettlement</b>                             | <input type="checkbox"/>            |  |
|  | <b>6. Indigenous Peoples</b>  | <input type="checkbox"/>            |  |
|  | <b>7. Pollution Prevention and Resource Efficiency</b>              | <input type="checkbox"/>            |  |

**Final Sign Off**

| <b>Signature</b> | <b>Date</b> | <b>Description</b>  |
|------------------|-------------|---|
| QA Assessor      |             | UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.  |
| QA Approver      |             | UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC. |

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

| <b>Checklist Potential Social and Environmental Risks</b>  |  | <b>Answer<br/>(Yes/No)</b> |
|--|--|----------------------------|
| <b>Principles 1: Human Rights</b>  |  |                            |
| 1.   | Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?  | No                         |
| 2.   | Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>44</sup>  | No                         |
| 3.   | Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?  | No                         |
| 4.   | Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?   | No                         |
| 5.   | Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?   | No                         |
| 6.   | Is there a risk that rights-holders do not have the capacity to claim their rights?  | No                         |
| 7.   | Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?  | No                         |
| 8.   | Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?   | No                         |
| <b>Principle 2: Gender Equality and Women's Empowerment</b>  |  |                            |
| 1.   | Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?   | No                         |
| 2.   | Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?  | No                         |
| 3.   | Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?   | No                         |
| 4.   | Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?<br><i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i> | No                         |
| <b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below |  |                            |
| <b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>   |  |                            |
| 1.1  | Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?<br><i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>  | No                         |
| 1.2  | Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?  | Yes                        |

<sup>44</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

|  |   |     |
|--|---|-----|
| 3.7  | Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?   | No  |
| 3.8  | Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?  | No  |
| 3.9  | Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?   | No  |
| <b>Standard 4: Cultural Heritage</b>             |   |     |
| 4.1  | Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)   | No  |
| 4.2  | Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?  | Yes |
| <b>Standard 5: Displacement and Resettlement</b> |   |     |
| 5.1  | Would the Project potentially involve temporary or permanent and full or partial physical displacement?   | No  |
| 5.2  | Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?  | No  |
| 5.3  | Is there a risk that the Project would lead to forced evictions? <sup>46</sup>  | No  |
| 5.4  | Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?  | No  |
| <b>Standard 6: Indigenous Peoples</b>            |   |     |
| 6.1  | Are indigenous peoples present in the Project area (including Project area of influence)?   | No  |
| 6.2  | Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?  | No  |
| 6.3  | Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?<br><i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i> | No  |
| 6.4  | Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?  | No  |
| 6.5  | Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?  | No  |
| 6.6  | Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?   | No  |
| 6.7  | Would the Project adversely affect the development priorities of indigenous peoples as defined by them?   | No  |
| 6.8  | Would the Project potentially affect the physical and cultural survival of indigenous peoples?  | No  |

<sup>46</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

**ANNEX L. UNDP Risk Log:**

**Project Title:** Reimaanlok – Looking to the Future: Strengthening natural resource management in atoll communities in the Republic of Marshall Islands employing integrated approaches (RMI R2R)

**Award ID:** 00101900

**Date:** December 2016

| # | Description  | Date Identified | Type           | Impact & Probability   | Countermeasures / Management response   | Owner             | Submitted, updated by | Last Update | Status |
|---|--|-----------------|----------------|--|---|-------------------|-----------------------|-------------|--------|
| 1 | Limited pool of qualified individuals to lead or carry out projects activities.  | Dec 2016        | Operational    | The effectiveness and timeliness of delivering project outputs and outcomes would be affected.<br>I = 3<br>P = 3   | Focus on capacity development to build human resource pool; explore national and international recruitment; agree on realistic timetables for implementation due to potential delays in recruitment; back-stopping and recruiting through CMAC agencies; utilize technical advisors and counterparts.   | Executing agency  |                       |             |        |
| 2 | Weak coordination among project partners; government partners are overloaded; limited coordination with outer island leaders | Dec 2016        | Organizational | If cross-sectoral collaborative structures do not function efficiently, the requisite enabling conditions might not be in place to foster delivery of project results.<br>I = 3<br>P = 3 | CMAC, interagency committees created and meet regularly; senior staff participating; workplan endorsed by CSO, Cabinet; foster strong ownership of the project by mainstreaming project objectives into government process.   | Responsible party |                       |             |        |
| 3 | Poor communications and limited travel to outer islands  | Dec 2016        | Operational    | Monitoring and evaluation of project activities would be hindered.<br>I = 2<br>P = 3   | Budget for and purchase cell phones (where service) or SSB/HF radio with antenna. Use ship when airlines down. Consult with atoll leaders through use of mobile and other communications if face-to-face meetings are limited. Travel costs allocated in project budget, including annual retreat with all 5 site coordinators and other PIU staff. | PIU               |                       |             |        |
| 4 | Weak enforcement of laws   | Dec 2016        | Regulatory     | If the regulatory framework is unreliable, stakeholders  | Assess and address reasons why specific laws are not respected or enforced. Include issues of   | PIU               |                       |             |        |

| #  | Description  | Date Identified | Type           | Impact & Probability  | Countermeasures / Management response  | Owner | Submitted, updated by | Last Update | Status |
|----|--|-----------------|----------------|---|--|-------|-----------------------|-------------|--------|
|    | and/or environmentally sensitive areas, including legally protected areas, areas proposed for protection, or recognized as such by authoritative sources or local communities. |                 |                | I = 1<br>P = 3  | forestry practices, e.g., involving breadfruit. Substantive resources are allocated for training and awareness-raising on biodiversity friendly land use practices.  |       |                       |             |        |
| 9  | Project activities are likely to involve production and/or harvesting of fish populations and other aquatic species.   | Dec 2016        | Environmental  | Unintended consequences associated with sustainable use of nearshore resources.<br>I = 1<br>P = 3 | Similar to the terrestrial activities, the project is promoting sustainable use of coastal and marine resources. And, substantive resources are allocated for training and awareness-raising on biodiversity friendly practices.   | PIU   |                       |             |        |
| 10 | The project proposes utilizing tangible and/or intangible forms of cultural heritage as part of the community driven natural resource management plans                         | Dec 2016        | Other (Social) | Unintended consequences associated with traditional ecological knowledge.<br>I = 1<br>P = 3       | One of the barriers to effective and financially sustainable management of terrestrial and nearshore ecosystems that the project is addressing is the erosion of traditional ecological knowledge (TEK). The project is supporting strengthening the documentation and application of TEK in natural resource management. Qualified and experienced specialists will support the project, with particular attention placed on integrating TEK in a manner that is respectful to the rights and customs of the local communities. | PIU   |                       |             |        |

| Description                                       | Estimated number of transactions |          |          |          |          |
|---|----------------------------------|----------|----------|----------|----------|
|   | Year 1                           | Year 2   | Year 3   | Year 4   | Year 5   |
| Site Coordinator, Likiep                          |                                  | 1        |          |          |          |
| Site Coordinator, Mejit                           | 1                                |          |          |          |          |
| Site Coordinator, Wotho                           | 1                                |          |          |          |          |
| <b>Sub-total</b>                                  | <b>6</b>                         | <b>3</b> | <b>0</b> | <b>0</b> | <b>0</b> |
| <b>Consultants:</b>                               |                                  |          |          |          |          |
| Local, M&E support                                | 1                                |          |          |          |          |
| Local, Gender & social inclusion                  |                                  |          |          |          |          |
| Local, Output 1.1 support                         | 1                                | 1        |          |          |          |
| Local, Output 1.2 stakeholder consultations       |                                  | 1        | 1        |          |          |
| Local, Output 1.3, management plans/livelihood FS |                                  | 1        |          |          |          |
| International, Output 1.4, sustainable financing  |                                  |          | 1        |          |          |
| Local, Output 1.4, sustainable financing          |                                  |          | 1        | 1        |          |
| International, Output 2.1, Legislation Review     | 1                                |          |          |          |          |
| Local, Output 2.1, Legislation Review             | 1                                |          |          |          |          |
| International, Output 2.2, PAN Office Operation   | 1                                |          |          |          |          |
| Local, Output 2.2, PAN Office Operation           | 1                                |          |          |          |          |
| International, Output 2.3, Land Use Rights        |                                  | 1        |          |          |          |
| Local, Output 2.3, Land Use Rights                |                                  | 1        |          |          |          |
| International, Output 3.2, TEK expert             |                                  |          | 1        |          |          |
| Local, Output 3.2, TEK expert                     |                                  |          | 1        |          |          |
| Local, Output 3.3, primary school env education   |                                  | 1        |          |          |          |
| International, Output 3.4, KM specialist          |                                  | 1        |          |          |          |
| Local, Output 3.4, website design and maintenance | 1                                |          |          |          |          |
| International, midterm review                     |                                  |          | 1        |          |          |
| International, terminal evaluation                |                                  |          |          |          | 1        |
| Local, financial auditor                          | 1                                |          |          |          |          |
| <b>Sub-total</b>                                  | <b>8</b>                         | <b>7</b> | <b>6</b> | <b>1</b> | <b>1</b> |
| <b>Travel and F10 settlement:</b>                 |                                  |          |          |          |          |
| PM, Inception Workshop                            | 10                               | 10       | 10       | 10       | 10       |

| Description                                      | Estimated number of transactions |          |          |          |          |
|--|----------------------------------|----------|----------|----------|----------|
|  | Year 1                           | Year 2   | Year 3   | Year 4   | Year 5   |
| Output 3.3, Youth Involvement / Public Awareness |                                  | 1        |          |          |          |
| Miscellaneous                                    | 1                                | 1        | 1        | 1        |          |
| <b>Sub-total</b>                                 | <b>4</b>                         | <b>8</b> | <b>5</b> | <b>4</b> | <b>1</b> |
| <b>Procurement, USD 300 - 5,000</b>              |                                  |          |          |          |          |
| PM, furniture, misc.                             | 1                                |          |          |          |          |
| PM, Project Board meetings (2 per year)          | 2                                | 2        | 2        | 2        | 2        |
| PM, misc. office supplies                        | 1                                | 3        | 2        | 2        | 2        |
| <b>Sub-total</b>                                 | <b>4</b>                         | <b>5</b> | <b>4</b> | <b>4</b> | <b>4</b> |

# PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

## OVERALL PROJECT

| EXEMPLARY (5)<br>●●●●●  | HIGHLY SATISFACTORY (4)<br>●●●●○   | SATISFACTORY (3)<br>●●●○○   | NEEDS IMPROVEMENT (2)<br>●●○○○   | INADEQUATE (1)<br>●○○○○  |
|---|--|---|--|--|
| At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary. | All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary. | At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above. | At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement. | One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement. |

## DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

## RATING CRITERIA

### STRATEGIC

|  |   |   |
|--|---|---|
| <p><b>1. Does the project’s Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project’s strategy is the best approach at this point in time.</li> <li>• <b>2:</b> The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.</li> <li>• <b>1:</b> The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD’s theory of change.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p> | 3   | 2 |
|  | 1   |   |
|  | <p><b>Evidence</b><br/>Pages 7-13 Challenges, root cause, Impacts.<br/>TOC Pages 13 – 19. ToC figure on page 14</p> |   |
| <p><b>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project responds to one of the three areas of development work<sup>47</sup> as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas<sup>48</sup>; an issues-based analysis has been incorporated into the project design; and the project’s RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i></li> <li>• <b>2:</b> The project responds to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan. The project’s RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i></li> </ul>   | 3   | 2 |
|  | 1   |   |
|  | <p><b>Evidence</b><br/>Linked to output 2.5 – refer to cover page &amp; project results framework pages 47-48</p>   |   |

<sup>1</sup> 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

<sup>2</sup> sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

|   |  |   |   |
|---|--|---|---|
| *Note: Management Action or strong management justification must be given for a score of 1  |  |   |   |
| <p><b>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i></li> <li>• <b>2:</b> Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.</li> <li>• <b>1:</b> No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p> |  | 3 | 2   |
|   |  | 1 | <p><b>Evidence</b><br/>Pages 33- 39 details roles of stakeholders<br/>Table 4: Project Stakeholder Engagement Matrix<br/>Page 40:south – south and triangular cooperation</p> |
| <b>SOCIAL &amp; ENVIRONMENTAL STANDARDS</b>   |  |   |   |
| <p><b>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true to select this option)</i></li> <li>• <b>2:</b> Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.</li> <li>• <b>1:</b> No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.</li> </ul> <p>*Note: Management action or strong management justification must be given for a score of 1</p>  |  | 3 | 2   |
|   |  | 1 | <p><b>Evidence</b><br/>ANNEX K. UNDP Social and Environmental and Social Screening Report (SESP)<br/><br/>Pages 133 – 140. Refer to question 1 responses.</p>                 |
| <p><b>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true to select this option)</i>.</li> <li>• <b>2:</b> No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.</li> </ul>  |  | 3 | 2   |
|   |  | 1 | <p><b>Evidence</b><br/>ANNEX K. UNDP Social and Environmental and Social Screening Report (SESP)</p>  |

|  |  |           |
|--|--|-----------|
| <p><b>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i></li> <li>• <b>2:</b> Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.</li> <li>• <b>1:</b> Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.</li> </ul> <p>*Note: Management Action must be taken for a score of 1</p>           | 3  | 2         |
|  | 1  |           |
|  | <p><b>Evidence</b></p> <p>Refer to page 40 -43</p> <p>Refer to Table 5: Project Risks</p>  |           |
| <b>EFFICIENT</b>   |  |           |
| <p><b>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</b></p>   | Yes<br>(3)   | No<br>(1) |
| <p><b>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</b></p>   | Yes<br>(3)   | No<br>(1) |
| <p><b>16. Is the budget justified and supported with valid estimates?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project’s budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.</li> <li>• <b>2:</b> The project’s budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.</li> <li>• <b>1:</b> The project’s budget is not specified at the activity level, and/or may not be captured in a multi-year budget.</li> </ul>  | 3  | 2         |
|  | 1  |           |
|  | <p><b>Evidence</b></p> <p>Refer to Page 59 -67 Budget and Work Plan &amp; Budget Notes</p>   |           |
| <p><b>17. Is the Country Office fully recovering the costs involved with project implementation?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)</li> <li>• <b>2:</b> The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.</li> <li>• <b>1:</b> The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.</li> </ul> <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p> | 3  | 2         |
|  | 1  |           |
|  | <p><b>Evidence</b></p> <p>Refer to Page 59 -67 Budget and Work Plan &amp; Budget Notes</p> <p>Refer to budget note 63 on page 47</p> <p>Refer to Annex M</p> |           |

|  |  |        |
|--|--|--------|
|  | reports from consultant Annex F (page 100) – stakeholder consultations |        |
| <p><b>24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.</li> <li>• <b>2.5:</b> A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities.</li> <li>• <b>2:</b> A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.</li> <li>• <b>1.5:</b> There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.</li> <li>• <b>1:</b> Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.</li> </ul> | 3  | 2.5    |
|  | 2  | 1.5    |
|  | 1  |        |
|  | DIM transition to NIM. Assessment planned for late first year.         |        |
| <p><b>25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</b></p>  | Yes (3)  | No (1) |
| <p><b>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilization strategy)?</b></p>  | Yes (3)<br>Page 44 – 46  | No (1) |

**ANNEX P.**  
**Additional Agreements**

**Request Letter for DIM Modality from Office of Environmental Planning & Policy Coordination, RMI**