

GEF-8 PROJECT IDENTIFICATION FORM (PIF)

TABLE OF CONTENTS

GENERAL PROJECT INFORMATION	3
Project Summary	4
Indicative Project Overview	5
PROJECT COMPONENTS	5
PROJECT OUTLINE	8
A. PROJECT RATIONALE.....	8
B. PROJECT DESCRIPTION.....	22
Project description.....	22
Coordination and Cooperation with Ongoing Initiatives and Project.....	42
Core Indicators.....	44
Key Risks	50
C. ALIGNMENT WITH GEF-8 PROGRAMMING STRATEGIES AND COUNTRY/REGIONAL PRIORITIES	52
D. POLICY REQUIREMENTS.....	56
Gender Equality and Women’s Empowerment:	56
Stakeholder Engagement	57
Private Sector.....	58
Environmental and Social Safeguard (ESS) Risks	58
E. OTHER REQUIREMENTS.....	58
Knowledge management.....	58
ANNEX A: FINANCING TABLES	59
GEF Financing Table	59
Project Preparation Grant (PPG)	59
Sources of Funds for Country Star Allocation	59
Indicative Focal Area Elements	60
Indicative Co-financing	60
ANNEX B: ENDORSEMENTS	60
GEF Agency(ies) Certification	60
Record of Endorsement of GEF Operational Focal Point (s) on Behalf of the Government(s):.....	60
ANNEX C: PROJECT LOCATION	61
ANNEX D: ENVIRONMENTAL AND SOCIAL SAFEGUARDS SCREEN AND RATING	61
ANNEX E: RIO MARKERS.....	62
ANNEX F: TAXONOMY WORKSHEET	62

General Project Information

Project Title

Strengthening the institutional and technical capacities of the Alliance of Small Island States

Region

Global

GEF Project ID

12347

Country(ies)

Global

Type of Project

MSP

GEF Agency(ies):

UNIDO

GEF Agency ID

260220

Executing Partner

To be defined during the PPG phase

Executing Partner Type

GEF Focal Area (s)

Multi Focal Area

Submission Date

5/18/2026

Project Sector (CCM Only)

Mixed & Others

Taxonomy

Private Sector, Stakeholders, Large corporations, SMEs, Strategic Communications, Communications, Awareness Raising, Behavior change, Public Campaigns, Type of Engagement, Partnership, Consultation, Participation, Information Dissemination, Civil Society, Non-Governmental Organization, Academia, Focal Areas, International Waters, Climate Change, Sustainable Development Goals, Learning, SIDS : Small Island Dev States, Areas Beyond National Jurisdiction, Plastics, Convene multi-stakeholder alliances, Influencing models, Transform policy and regulatory environments, Demonstrate innovative approach, Strengthen institutional capacity and decision-making, Gender Equality, Gender Mainstreaming, Gender results areas, Sex-disaggregated indicators, Women groups, Gender-sensitive indicators, Beneficiaries, Knowledge Generation and Exchange, Participation and leadership, Capacity Development, Knowledge Exchange, Conference, Peer-to-Peer, South-South, North-South, Twinning, Knowledge Generation, Training, Professional Development, Master Classes, Workshop, Innovation, Capacity, Knowledge and Research, Climate Change Adaptation, Climate resilience, Adaptation Tech Transfer, Small Island Developing States, Private sector, Mainstreaming adaptation, Climate information, Climate finance, Nationally Determined Contribution, United Nations Framework Convention on Climate Change, Paris Agreement, Enabling Activities, Climate Change Mitigation, Technology Transfer, Renewable Energy, Energy Efficiency, Financing, Marine Protected Area, Coastal, Sea-level rise, Livelihoods, Deploy innovative financial instruments, Biodiversity, Coastal and Marine Protected Areas, Protected Areas and Landscapes

Type of Trust Fund

MTF

Project Duration (Months)

60

GEF Project Grant: (a)

3,502,968.00

GEF Project Non-Grant: (b)

0.00

Agency Fee(s) Grant: (c)

Agency Fee(s) Non-Grant (d)

332,782.00	0.00
Total GEF Financing: (a+b+c+d)	Total Co-financing
3,835,750.00	3,925,000.00
PPG Amount: (e)	PPG Agency Fee(s): (f)
150,000.00	14,250.00
PPG total amount: (e+f)	Total GEF Resources: (a+b+c+d+e+f)
164,250.00	4,000,000.00

Project Tags

CBIT: No NGI: No SGP: No Innovation: No Competitive Window: No

Project Summary

Provide a brief summary description of the project, including: (i) what is the problem and issues to be addressed? (ii) what are the project objectives, and if the project is intended to be transformative, how will this be achieved? (iii), how will this be achieved (approach to deliver on objectives), and (iv) what are the GEBs and/or adaptation benefits, and other key expected results. The purpose of the summary is to provide a short, coherent summary for readers. The explanation and justification of the project should be in section B “project description”. (max. 250 words, approximately 1/2 page)

Small Island Developing States (SIDS), comprising 39 states and custodians of approximately 30% of the world’s oceans and unique biodiversity, face severe and interconnected climate, environmental, and economic vulnerabilities largely driven by external factors beyond their control. Due to limited size and bargaining power, they depend on effective multilateral frameworks, concessional financing, and specialized technical support. Collective action through platforms such as the Alliance of Small Island States (AOSIS) is therefore essential.

Despite strong political leadership, SIDS face structural challenges in shaping and implementing increasingly complex multilateral environmental frameworks, including on climate adaptive solutions for vulnerable sectors (energy-water-food) and international waters. These challenges are expected to intensify between 2027 and 2032 due to overlapping processes and growing demands for specialized technical expertise, legal and financial advice. While AOSIS serves as a critical negotiation and advocacy platform, its effectiveness is constrained by institutional informality, limited resources, and a rotating chairmanship that weakens continuity and technical depth.

The overall objective of this project is to strengthen the institutional, technical, and fiduciary capacities of the AOSIS Secretariat to effectively support SIDS in coordinating, shaping, and implementing multilateral frameworks on climate adaptive solutions in vulnerable sectors (e.g. energy-water-food) and transboundary ocean governance issues. Using a multi-trust fund approach under the GEF Special Climate Change Fund (SCCF-B) and International Waters (IW-1), the project will implement the following interventions:

- **Institutional Governance:** Strengthen the operational stability and fiduciary systems of the AOSIS Secretariat to facilitate direct resource management and ensure service continuity across rotating Chair cycles.
- **Specialized Technical Desks:** Establish four internal technical desks (Climate Adaptation, Adaptation Finance, Ocean Governance, and Marine Plastics) to provide the advisory, analytics, and training required to domesticate multilateral frameworks—including NAP/NDC implementation, blended finance for MSMEs, BBNJ ratification, and source-to-sea marine litter protection.

- **Knowledge & Partnerships:** Deploy an AI-supported internal knowledge repository to secure institutional memory and facilitate high-level SIDS-SIDS ministerial dialogues and triangular partnerships to bridge implementation gaps across all member states.

The project will deliver long-term environmental benefits by enabling systemic transformation, including building the adaptive capacity of 1,000 beneficiaries; improving the management of 5,000 hectares of marine ecosystems; and mainstreaming climate-resilience across 40 institutions, 50 private sector MSMEs, and 39 policies. Over a 20-year horizon, it will contribute to transitioning 200,000 metric tons of fisheries to sustainable levels, avoiding 5,000 metric tons of marine plastic pollution, and catalyzing indirect GHG emission co-benefits of approximately 507,000 tCO₂e.

Indicative Project Overview

Project Objective

The overall objective of this project is to strengthen the institutional, technical, and fiduciary capacities of the AOSIS Secretariat to effectively support SIDS in coordinating, shaping and implementing multilateral frameworks on climate adaptive solutions in vulnerable sectors (e.g. energy-water-food) and ocean governance issues.

Project Components

Component 1: Institutional development

Component Type	Trust Fund
Technical Assistance	SCCF-B
GEF Project Financing (\$)	Co-financing (\$)
545,000.00	615,000.00

Outcome:

Outcome 1.1: AOSIS operates with strengthened governance, institutional capacity, and financial sustainability to facilitate multilateral and national action on climate adaptive solutions in vulnerable island sectors (e.g. energy-water-food) and international water issues

Output:

Output 1.1.1: Institutional needs and capacity assessment using strategic management diagnostic tools (e.g. SWOT, 7-S, PESTLE), including gender, youth, and climate vulnerability analysis.

Output 1.1.2: Multi-year Strategic Management Framework and Monitoring and Evaluation (M&E) plan with a strong focus on climate adaptive solutions in vulnerable island sectors (e.g. energy-water-food), international waters, gender and youth.

Output 1.1.3: Advisory on the improvement of the legal and fiduciary status of AOSIS and its Secretariat to obtain international privileges and immunities, manage donor funding and support SIDS in implementing multilateral and national environmental commitments (e.g. NAPs, NDCs, BBNJ).

Output 1.1.4: Resource mobilization strategy, including human resource planning, directed towards action on climate adaptive solutions in key sectors (e.g. energy-water-food) and healthy oceans.

Output 1.1.5: Enhanced handover procedures and protocols for the transition of AOSIS Chairs.

Component 2: Technical capacity development

Component Type	Trust Fund
Technical Assistance	GET
GEF Project Financing (\$)	Co-financing (\$)
1,668,259.00	1,760,000.00

Outcome:

Outcome 2.1: AOSIS demonstrates enhanced technical and legal capacity to coordinate, shape and facilitate the shaping and implementation of multilateral processes and agreements related to climate change adaptation and ocean governance

Output:

Output 2.1.1: AOSIS Climate Adaptation Desk providing advisory, regional training workshops, and capacity-building support on the implementation of National Adaptation Plans (NAPs), the adaptation elements of NDCs, and adaptation technology transfer for key island sectors.

Output 2.1.2: AOSIS Finance Desk providing advisory, analytics, and capacity-building on blended finance for adaptation, de-risking mechanisms, and the active engagement of private sector MSMEs to mobilize investment in climate-resilient and blue economy value chains.

Output 2.1.3: AOSIS Ocean Governance Desk providing advisory, analytics, and regional training workshops on transboundary marine management and early ratification/readiness for the BBNJ Agreement.

Output 2.1.4: AOSIS Marine Plastics Desk providing advisory, analytics, and capacity-building support on SIDS priority issues, marine litter prevention, and source-to-sea protection against transboundary marine plastic pollution within the Global Plastics Treaty process.

Component 3: Enhanced knowledge, communication and partnership frameworks

Component Type	Trust Fund
Technical Assistance	SCCF-B
GEF Project Financing (\$)	Co-financing (\$)
973,259.00	1,185,000.00

Outcome:

Outcome 3.1: AOSIS strengthens its information and knowledge management beyond rotations of Chairs and leverages strategic SIDS-SIDS and triangular partnerships on ocean governance issues and the mainstreaming of climate-adaptive solutions into vulnerable island sectors (energy-water-food)

Output:

Output 3.1.1: AOSIS communication, information, and knowledge management strategies on solutions related to climate adaptation in vulnerable sectors (energy-water-food) and ocean governance, integrating private sector, gender, youth, and inclusion considerations.

Output 3.1.2: Accessible, AI-supported internal and external AOSIS knowledge and data platform, aligned with the SIDS Centre of Excellence (COE) in Antigua and Barbuda.

Output 3.1.3: Analytical reports, strategic digital communication products, awareness campaigns on SIDS priority issues and positions, considering private sector, gender, youth and indigenous aspects.

Output 3.1.4: High-level SIDS ministerial dialogues and side events to support the formulation and implementation of multilateral climate, environment and ocean processes, including the ABAS.

Output 3.1.5: SIDS-SIDS partnerships with international and regional organisations, CSOs and private sector associations, including the LDC Group on Climate Change, women, youth and indigenous groups.

M&E

Component Type	Trust Fund
Technical Assistance	SCCF-B
GEF Project Financing (\$)	Co-financing (\$)
150,000.00	185,000.00

Outcome:

4.1 Effective and adaptive implementation and evidence-based learning

Output:

4.1.1: M&E reports (e.g. PIRs, data tracking framework, incl. gender and youth action plan reporting)

4.1.2 Mid-term and Terminal evaluation report

Component Balances

Project Components	GEF Project Financing (\$)	Co-financing (\$)
Component 1: Institutional development	545,000.00	615,000.00
Component 2: Technical capacity development	1,668,259.00	1,760,000.00

Component 3: Enhanced knowledge, communication and partnership frameworks	973,259.00	1,185,000.00
M&E	150,000.00	185,000.00
Subtotal	3,336,518.00	3,745,000.00
Project Management Cost	83,225.00	90,000.00
Project Management Cost	83,225.00	90,000.00
Total Project Cost (\$)	3,502,968.00	3,925,000.00

Please provide justification

PROJECT OUTLINE

A. PROJECT RATIONALE

Briefly describe the current situation: the global environmental problems and/or climate vulnerabilities that the project will address, the key elements of the system, and underlying drivers of environmental change in the project context, such as population growth, economic development, climate change, sociocultural and political factors, including conflicts, or technological changes. Describe the objective of the project, and the justification for it. (Approximately 3-5 pages) see guidance here

1. The Current Situation: Global and Local Context

1.1. The Global Context and the Multilateral Environmental Imperative

The Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC AR6) confirms that climate change is widespread, rapid, and intensifying, driven primarily by greenhouse gas (GHG) emissions from fossil fuel combustion and unsustainable production and consumption patterns. At the same time, escalating degradation of terrestrial and ocean biodiversity and ecosystems, alongside rising levels of pollution—including plastics—are compounding global risks. Together, these trends constitute the “triple planetary crisis.”

Addressing this triple planetary crisis requires a rapid, systemic, and integrated transformation of global energy, industrial, and economic systems. This transformation encompasses deep decarbonization and a shift towards renewable energy, strengthened climate resilience, the urgent conservation and restoration of biodiversity, and a transition toward circular and resource-efficient economic models. Progress is being advanced through a nexus of key multilateral climate and environmental frameworks and financing instruments.

Crucially, the Paris Climate Agreement under the UNFCCC and the Kunming-Montreal Global Biodiversity Framework (GBF) serve as twin pillars for global climate and nature action. These are complemented by the new Biodiversity Beyond National Jurisdiction (BBNJ) Agreement and the ongoing Intergovernmental Negotiating Committee (INC) process toward a legally binding global agreement on plastics pollution. Momentum is also growing around the need for a structured and equitable transition away from fossil fuels,

consistent with international climate goals. This includes increasing recognition of the need to accelerate the phase-out of fossil fuels and a potential international framework or treaty to support such a just and orderly transition.

Because the drivers and impacts of environmental degradation are unequally distributed, and the financial and institutional capacities to implement these frameworks remain profoundly asymmetric—particularly for Least Developed Countries (LDCs), Landlocked Developing Countries (LLDCs) and Small Island Developing States (SIDS)—equity must remain central to global climate and environmental governance. Securing concessional finance and fair terms within multilateral agreements, is of paramount importance for these groups.

1.2. Local Context of Small Island Developing States (SIDS)

The aggregate population of SIDS, comprising 39 countries, is approximately 65 million, representing slightly less than 1 percent of the global population (UN OHRLLS). The average population density in SIDS is 361 people per square kilometer—starkly higher than the global average of 58 people per square kilometer in 2020 (World Bank). Commensurately, they are responsible for less than 1 percent of global greenhouse gas emissions (IPCC AR6; UNFCCC). Yet, SIDS are fundamentally 'large ocean states.' Spread across more than 1,000 islands, they control an area on average 28 times the size of their land mass.

Together, SIDS steward 16.1 percent of the world's total Exclusive Economic Zones (EEZs), encompassing approximately 30 percent of the world's oceans (UN DESA; UNDP). Furthermore, while their total land area constitutes less than 0.5 percent of the Earth's surface, SIDS are vital repositories of global public goods, harboring more than 20 percent of the world's biodiversity and 40 percent of the world's coral reefs (UNEP; Convention on Biological Diversity). The physical realities of SIDS exponentially amplify their exposure to the triple planetary crisis. SIDS are facing acute, interrelated climate, environmental and economic vulnerabilities mainly driven by external factors predominantly beyond their control.

Climate vulnerabilities and pressures

Despite contributing only 1% of global GHG emissions, they are disproportionately affected by both rapid-onset and slow-onset climate impacts, placing them at the frontline of the triple planetary crisis. Extreme weather events—including tropical cyclones, heatwaves, droughts, wildfires, and heavy rainfall—are increasing in frequency and intensity. This high density along coastal margins makes populations extraordinarily vulnerable to the effects of extreme weather.

Sea-level rise and coastal erosion threaten low-lying islands, while ocean warming and acidification are degrading marine ecosystems across all SIDS regions. Tragically, an estimated 75 percent of these critical reef systems are currently threatened by climate-induced ocean warming and acidification (World Resources Institute; UNEP). Freshwater resources are becoming more variable and scarce, further undermining economic stability, social resilience, and environmental health.

The economic toll of this vulnerability is systemic. The annual cost of damages from natural disasters in SIDS ranges between 1 percent to 8 percent of their entire Gross Domestic Product (GDP) (IMF; World Bank). The annual cost of climate adaptation in SIDS is estimated to be between US\$22 billion and US\$26 billion per year, representing roughly 4 to 5 percent of their combined GDP (UNEP Adaptation Gap Report). Recovery costs from a single major tropical cyclone have exceeded 200% of annual GDP in SIDS, such as Dominica after Hurricane Maria (2017) and The Bahamas following Hurricane Dorian (2019) (Source: ECLAC/IMF PDNAs).

These disasters not only erase years of development gains but also destroy critical (and potentially GEF-funded) climate mitigation assets. For example, without integrating resilience measures, renewable energy

assets deployed today risk becoming stranded assets or being severely damaged, thereby permanently eliminating the expected GHG emissions reductions.

The following Regional Climate Hazard Profiles and Scenarios demonstrate the severe and escalating impacts of climate change across the Caribbean, Pacific, and AIS regions (aligned with SCCF and IPCC AR6).

I. Regional Climate Hazard Profiles and Scenarios:

SIDS Region	Immediate, Acute Hazards (Shocks)	Long-term, Slow-onset Hazards (Stressors)
Caribbean	Intensified Cyclones: Approx. 20% increase in the proportion of Cat 4/5 storms; extreme precipitation triggering slope instability.	SLR & Aridity: Up to 0.8m relative SLR by 2100; 2.5°C mean temp rise; increased frequency of multi-month droughts.
Pacific	Extreme Rainfall & Surges: 15% intensification of extreme precipitation events; higher tidal reach and coastal inundation.	ENSO Variability & Saline Intrusion: Enhanced ENSO-driven water scarcity; salt-water table contamination affecting terrestrial aquifers.
AIS (Atlantic, Indian Ocean, South China Sea)	Storm Surges & Lightning: Increased height of surges in the Indian Ocean; higher frequency of lightning strikes on critical infrastructure.	Heatwaves & Bio-fouling: Sustained marine heatwaves (>35°C); ocean acidification (declining pH) and Sargassum-driven ecosystem blockage.

The following table demonstrates the specific vulnerabilities of key stakeholders in SIDS to climate-induced shocks and stressors.

II. Stakeholder Vulnerability Assessment:

Stakeholder Category	Vulnerability to Immediate Shocks	Vulnerability to Long-term Stressors
Public Service & Infrastructure Providers	Physical collapse of essential facilities and flooding of transport/service hubs.	Systemic instability from heat-driven demand; water scarcity affecting public health and industrial cooling.
Households & Coastal Communities	Sudden loss of shelter and disruption of artisanal fisheries/subsistence farming.	Gradual inundation of residential lands and salt-water intrusion into household gardens.
Investors, banks and financiers	Total loss of physical assets in wind/flood events; landslide damage to logistics corridors.	Accelerated hardware degradation from salt/acidification; loss of land-base due to chronic erosion.
Tourism & Agri-Food MSMEs	Immediate loss of energy supply and cold chains; physical damage to local facilities.	Chronic economic losses due to rising resource costs (water/energy); reduced ROI on assets due to resource shifts.

Technology & Service Suppliers	Disruption of technical service capacity precisely when needed most post-disaster.	Inability to offer long-term warranties due to unforeseen bio-fouling and extreme corrosive environments.
Women	Disproportionate loss of livelihoods and increased domestic/care burden during disaster recovery.	Systemic exclusion from climate-resilient resource allocation and adaptation decision-making.
Youth	Acute disruption of economic opportunities and education	Chronic 'brain drain' and loss of future sovereign prospects due to declining habitability and economic stagnation.
Indigenous Peoples	Rapid degradation of ancestral lands and sacred sites due to extreme weather events.	Driver for migration and erosion of traditional ecological knowledge as local climate patterns shift

Environmental vulnerabilities and pressures

These climate pressures interact with long-standing environmental stresses, including unsustainable production and consumption patterns and the degradation of land and marine resources, driving an accelerating loss of terrestrial and marine biodiversity. Their combined effects are especially acute in SIDS, which have exceptionally high levels of endemism and deeply fragile ecosystems. These overlapping pressures reinforce one another, amplifying systemic vulnerabilities across SIDS economies and natural habitats.

Ocean systems and their rich marine biodiversity, which are central to SIDS economies and resilience and play a critical role as climate regulators, are under increasing threat. Through their vast Exclusive Economic Zones (EEZ), SIDS depend heavily on marine resources for food security, livelihoods, and economic activity. Strengthening ocean governance - particularly through the implementation of the BBNJ Agreement - is therefore essential not only for environmental protection but also for advancing sustainable blue economy approaches that support economic diversification and resilience.

Pollution, including marine plastic pollution, represents an additional and rapidly growing challenge. Plastics negatively affect marine ecosystems, fisheries, tourism, and public health, while also imposing significant economic costs. Ongoing negotiations toward a global plastics treaty are therefore of critical importance for SIDS. However, many SIDS lack the technical capacity, regulatory frameworks, and monitoring systems required to effectively address pollution and transition toward circular economy models.

Economic and financial vulnerabilities and pressures

At the same time, these environmental challenges are closely interlinked with economic and financial vulnerabilities and dependencies. SIDS are highly exposed to external economic shocks due to their dependence on international supply chains, global markets, and their position within the international financial system.

Global price volatility and disruptions in energy and other supply chains directly affect national economies, while limited fiscal buffers constrain the capacity to absorb these shocks. Their small and highly interconnected economic systems mean that shocks in one sector can rapidly cascade across entire economies, amplifying economic and social vulnerabilities and constraining resilience and recovery. These structural

vulnerabilities have been repeatedly demonstrated during global financial crises, the COVID-19 pandemic, and the current global energy crisis.

A defining characteristic of SIDS is the limited diversification of their economic bases and a high degree of dependence on a few critical sectors and value chain, most notably tourism, agri-food and the blue economy. While tourism accounts for roughly 15 percent of GDP globally, in SIDS, it contributes an average of 30 percent, making it the most significant economic engine but also a primary point of systemic vulnerability.

A central structural challenge underpinning these vulnerabilities is the high dependence on imported fossil fuels, food and critical raw materials. In most SIDS, fossil fuels account for over 80 to 90 percent of the primary energy supply, resulting in high electricity costs, exposure to global price volatility, and significant macroeconomic burdens. In some countries, fuel imports represent up to 20 to 30 percent of GDP. High and volatile energy costs reduce productivity across key economic value chains and constrain private sector development, limiting opportunities for economic diversification and industrial upgrading.

SIDS must therefore manage a dual transition: shifting away from fossil fuel-based systems to renewable energy, while simultaneously upgrading infrastructure and technologies to ensure climate resilience. This dual transition entails significant additional upfront investment costs and technical complexity, which further constrain the pace and scale of transformation. The energy transition can only succeed if climate resilience is systematically integrated into planning, policies, standards, and investments from the outset.

Importance of equitable multilateral frameworks and SIDS-SIDS cooperation

To address these immense, externally driven challenges, SIDS are fundamentally dependent on effective and fair multilateral environmental agreements, concessional financing and technical support. However, navigating the design and implementation of complex multilateral environmental and climate frameworks and treaties, as well as linked financial instruments—including those related to BBNJ, marine plastics, climate mitigation and adaptation, as well as climate finance—requires highly specialized technical, analytical, and legal expertise.

Given their individual constraints in size and bargaining power, enhanced SIDS-SIDS cooperation and joint advocacy through specialized institutions such as AOSIS are essential. AOSIS, comprising 39 small island and low-lying coastal states, provides the critical platform for this collective engagement and has been instrumental in advancing ambitious global agendas. Currently, the Alliance's limited institutional base, characterized by a small, under-resourced secretariat and a rotating chairmanship, severely constrains its ability to deliver sustained, high-quality support to its member states.

This limitation creates a critical structural gap between political leadership at the multilateral level and implementation capacity at the sovereign level. Ultimately, this institutional bottleneck restricts the ability of SIDS to translate hard-won multilateral commitments into actionable policies, bankable investment pipelines, and measurable environmental outcomes on the ground. Consequently, a strengthened and well-resourced Alliance of Small Island States (AOSIS) serves as a critical institutional capacity to support coordinated action, pool expertise, and mobilize international support and financing.

1.3 Systemic Institutional Barriers and Root Causes

Faced constraints of SIDS in multilateral processes

Despite strong political commitment and demonstrated leadership in multilateral environmental processes, SIDS face a set of structural and systemic institutional barriers that constrain their ability to actively shape these processes and translate global environmental commitments into implementation, sufficient levels of affordable financing, and measurable outcomes. These barriers are well documented yet persist across

thematic areas and levels of governance, underpinning the need for targeted intervention. NDCs and NAPs need to be regularly updated in line with the results of multilateral processes.

A key constraint lies in limited and fragmented institutional capacity at the national level. Many SIDS operate with small administrations and constrained human resources, often requiring the same institutions to cover climate adaptation/mitigation, biodiversity, ocean governance, just energy transition, and international negotiations. This limits their capacity to follow all processes in-detail, undertake the required technical analyses, coordinate among each other and put forward well-informed and formulated positions and suggestions.

Faced constraints of AOSIS to support SIDS effectively in multilateral processes

The mentioned constraints are mirrored at the collective level within AOSIS. AOSIS has played a decisive role in the most significant environmental agreements of recent decades, from the 1.5-degree threshold in the Paris Climate Agreement to the adoption of the BBNJ Agreement and the inclusion of SIDS-specific provisions across multiple treaties. The binding constraint is not political will but institutional capacity: the ability to produce rigorous analysis, facilitate member consultation, maintain coherent positions across a proliferating set of processes, as well as the translation of global commitments into affordable financing and tangible actions on the ground.

While highly effective as a negotiating coalition, AOSIS was originally not designed as a support mechanism. Its institutional structure - characterized by a rotating chairmanship and a small secretariat - limits continuity, institutional memory, and the ability to provide sustained, specialized technical support to its member states. This creates a structural gap between political leadership and operational capacity.

The challenges and workload will increase between 2027 and 2032 due to the number of parallel multilateral processes and the level of required specialization, including on international law and financing. During this period, the BBNJ Agreement will have entered into force, with early Conferences of the Parties addressing the operationalization of the Special Fund, Clearing House Mechanism, and Capacity-Building and Technology Transfer Committee. The Global Plastics Treaty, including marine plastic pollution, is likely to be in its early COP phase, with SIDS engaging to ensure their special circumstances are embedded in implementation arrangements.

Climate negotiations on mitigation and adaptation will be entering their next cycle and discussions on a multilateral framework for transitioning away from fossil fuels will continue. It will be also a critical phase for the implementation of the new NDCs and the adjustment or launch of new climate finance instruments, including the Fund for Responding to Loss and Damage.

At the UN General Assembly, SIDS will build on the International Court of Justice (ICJ) Advisory Opinion and advance legal norms and principles to protect their rights and interests with regard to climate obligations. On top of it, the Antigua and Barbuda Agenda for SIDS (ABAS) will need to be fully operationalized and in 2027 the negotiations on the post-2030 development agenda will commence. There is need to build coherence among these parallel multilateral processes and embed SIDS positions and interests throughout.

Barriers to be addressed by the project

Therefore, to support SIDS in these multilateral climate and environmental processes more effectively, the project will assist AOSIS and the coming chairs (Cabo Verde and Maldives) to:

- Clarify its legal status, strengthen its governance structure and develop a multi-year strategic management framework: In the moment AOSIS, relies heavily on the administrative and diplomatic resources of the

rotating chair's permanent mission to the United Nations. This creates institutional discontinuity, limits the abilities to advocate for SIDS positions and creates uncertainty on the status of recruited staff.

- Establish a permanent secretariat with a sound management and fiduciary framework: This will allow the signing of agreements and the management of bilateral or multilateral funds. In the moment, AOSIS as organisation cannot receive or manage funds directly. Funding is managed by the respective permanent mission, which create some issues related to accountability, impartiality and transparency.
- Establish strategies and systems on communication, information and knowledge management: Knowledge management and institutional continuity represent another critical gap. The respective chairs and staff in permanent missions undertake AOSIS duties in addition to their country duties. Therefore, there is a lack of time to document information and organise handovers to the next chair. This is contrary to the increasing volume and complexity of multilateral engagement, which requires robust systems to retain and disseminate knowledge. This results in inefficiencies, duplication of effort, and reduced capacity to build on previous negotiations and technical work.
- Strengthen its technical capacities and expertise in thematic priority areas: including on climate change mitigation and adaptation, ocean energy governance, marine biodiversity and plastic pollution. Existing support is often fragmented across institutions and projects, resulting in inefficiencies, duplication, and gaps. This fragmentation constrains the ability of SIDS to access timely expertise, develop implementation-ready solutions, and respond effectively to evolving multilateral requirements. **Using a multi-trust fund approach under the GEF Special Climate Change Fund (SCCF-B) and International Waters (IW-1), the provided GEF support to the project will focus on strengthening the technical and operational capacities of AOSIS on climate adaptation solutions for vulnerable sectors (energy, water, agri-food, tourism, blue economy), as well as ocean governance and international water issues. Mobilized co-funding will also focus on other areas.**
- Enhance its capacities on concessional and innovative financial modalities and the tracking of climate finance: Barriers to accessing and effectively utilizing climate and environmental finance further exacerbate these challenges. SIDS face complex and fragmented financial architectures, with multiple funds operating under differing eligibility criteria, access modalities, and reporting systems. Limited technical capacity, insufficient analytical tools, and lack of coordinated support mechanisms hinder the ability to navigate these systems, track financial flows, and engage strategically in financial negotiations. As a result, there is often a mismatch between available global resources and actual access at the country level. There is a need to advocate more strongly for efficient procedures and SIDS-preferential modalities. In parallel, there is need to engage in discussions on a fair financial system and efforts to operationalize the Multidimensional Vulnerability Index (MVI), which moves beyond traditional income-based metrics such as GDP per capita to more accurately capture structural vulnerabilities. Moreover, since the various transitions cannot be financed by the public sector and require strong private sector engagement and investment, there is a need for stronger AOSIS involvement in innovative global financing modalities, with the aim to crowd-in private sector investment (e.g. green-blue SWAPS, bonds, voluntary carbon market, foundations).
- Strengthen its ability and resource base to provide ad-hoc and long-term legal opinions and advice: The base of international law, including on environment, climate, human rights and justice, is expanding rapidly and requires specialized knowledge. AOSIS needs to be able to understand and oversee the legal dimensions of the various multilateral agreements and processes, including on climate mitigation, adaptation, loss and damage, ocean governance, plastics and a potential framework on transitioning away from fossil fuels. To advocate for SIDS interests and preferential terms, it is important to early understand the legal implications and opportunities.

Collectively, these barriers reflect a broader systemic constraint in the institutional architecture supporting SIDS. While global frameworks provide ambition and direction, the absence of sustained, coordinated, and

adequately resourced institutional support limits the ability of SIDS to operationalize commitments, mobilize finance, and scale solutions.

Addressing these root causes requires strengthening AOSIS as a functional support platform capable of providing continuous, high-quality technical, analytical, and coordination services across its member states. This includes enhancing institutional capacity, improving access to finance, strengthening knowledge systems, and enabling the translation of multilateral commitments into concrete policies, investment pathways, and measurable local and global environmental benefits. The provided GEF support to the project will focus on strengthening the technical and operational capacities of AOSIS on climate adaptation solutions for vulnerable sectors (energy, water, agri-food, tourism, blue economy), as well as ocean governance and international water issues.

2. Project Objective

The overall objective of this project is to strengthen the institutional, technical, and fiduciary capacities of the AOSIS Secretariat to effectively support SIDS in coordinating, shaping, and implementing multilateral frameworks on climate adaptive solutions in vulnerable sectors (e.g. energy-water-food) and trans-boundary ocean governance issues. AOSIS will position itself as a bridge between global commitments and coordinated actions on the ground. With GEF support, SIDS governments will gain enhanced capacity and resources to effectively address climate adaptation in key vulnerable sectors (energy-water-food) and trans-boundary ocean governance issues, including marine pollution — while transitioning to resilient, low-carbon blue-green economies. Whereas the GEF support will focus on these areas, mobilized co-funding of other partners will focus on other important aspects (e.g. mitigation, transition away from fossil fuels to resilient renewable energy systems, chemical waste). The intervention is anchored in the principles of a 'just transition' and is executed in strict alignment with the Antigua and Barbuda Agenda for SIDS (ABAS) and Sustainable Development Goals (SDGs) 7, 9, 12, 13, and 14.

3. Baseline Project Scenario

In the current “business-as-usual” scenario, the support architecture for SIDS remains fragmented and reactive. While AOSIS has maintained remarkable political unity and has been a strong advocate for joint SIDS interests, the increasing scope, complexity, and volume of multilateral environmental and climate processes make it increasingly difficult to sustain a leading role in the design and implementation of these frameworks. The absence of permanent institutional mechanisms to translate diplomatic achievements into effective implementation on the ground represents a significant and persistent gap.

At present, the Alliance functions primarily as a “ad hoc” diplomatic coordination mechanism rather than a functional international organization. The Secretariat is small and relies heavily on the administrative and diplomatic resources of the rotating Chair’s permanent mission to the United Nations. This biennial transfer of critical expertise creates a significant baseline risk of institutional discontinuity, often leading to a loss of momentum and a technical 'brain drain' during leadership transitions.

Technical assistance currently reaches SIDS through disparate, project-bound channels and regional intergovernmental organizations. While these interventions are valuable, they lack a centralized hub within the AOSIS structure to provide integrated analytics across the climate-ocean-pollution nexus. Consequently, SIDS delegates frequently rely on external consultants whose briefs may not always align with the long-term sovereign priorities of the group. Furthermore, because AOSIS lacks a formal legal identity and independent fiduciary capacity, it cannot directly manage resources from bilateral or multilateral partners. This necessitates a permanent reliance on third-party implementing agencies, which, while supportive, prevents the coalition from building its own internal systems for project management and fiduciary oversight.

SIDS also continue to navigate the complex multilateral financial architecture largely individually, often hindered by traditional income-based metrics that fail to capture their high structural vulnerabilities. In the absence of an operationalized Multidimensional Vulnerability Index (MVI) as a standard for concessional access, many SIDS remain constrained in accessing the financial resources required for a just transition.

Moreover, the increasing complexity of multilateral financial mechanisms, combined with limited technical and financial capacity, makes it increasingly difficult for SIDS to effectively track funding opportunities and actively engage in financial processes. As a result, there is a growing need for specialized analytical and advisory support through AOSIS. In addition, stronger mechanisms are required to systematically track concessional climate finance flows and assess whether international commitments to SIDS are being fulfilled.

Finally, the baseline knowledge management landscape is characterized by decentralized and fragmented information systems. Negotiating histories, legal precedents, and technical data are currently stored across various mission servers and personal drives. Without a centralized, AI-driven knowledge platform, new delegates—particularly those from the smallest and most capacity-constrained SIDS—face steep and inefficient learning curves.

Without the GEF's and SCCF's and IWs intervention, the gap between SIDS' global leadership on environmental issues—which must be adequately reflected in multilateral environmental agreements—and national implementation will continue to widen. In this scenario, AOSIS will be severely constrained in its ability to ensure that the special vulnerabilities of SIDS regarding climate adaptation and ocean governance, including marine plastic pollution, will be addressed. The GEF support will be also instrumental to mobilize co-funding for other important thematic areas, including loss and damage, ocean governance, and biodiversity are adequately reflected in concessional and innovative financing modalities. Considering the already precarious debt situation of many SIDS, this lack of public and concessional financing will translate negatively into delayed investments in climate adaptation and mitigation, ongoing bottlenecks in operationalizing NDCs and NAPs, hindered marine protection, and delayed implementation of critical treaties such as the BBNJ Agreement and the Global Plastics Treaty in SIDS, covering 30% of the oceans.

4. Alternative Transformational Project Scenario

The alternative project scenario, enabled by the GEF's catalytic intervention, seeks to strengthen the governance, institutional, and technical capacity of AOSIS as a robust support mechanism for SIDS to implement critical climate adaptation measures in vulnerable sectors (energy-water-food) and to advance international water governance, including the combating of marine plastic pollution. This will enhance its ability to engage effectively in complex multilateral environmental processes, specifically enabling the translation of high-level commitments—such as the Paris Agreement (NAPs/NDCs) and the BBNJ Agreement—into national-level implementation.

The project will also bridge the current gap between political ambition, effective engagement in multilateral processes and national-level implementation. This transformational shift aims to address underlying systemic constraints related to the “triple planetary crisis” while advancing the Antigua and Barbuda Agenda for SIDS (ABAS), through a strengthened and more professionalized institutional framework that ensures continuity across leadership cycles.

Central to this transformation is the strengthening of AOSIS's institutional and fiduciary capacities. By supporting the exploration of options to enhance its legal, financial, and administrative arrangements, including steps toward a more permanent secretariat, the project will reduce discontinuities associated with the rotation of the chairmanship. A strengthened Secretariat, with enhanced fiduciary readiness, will improve AOSIS's ability to engage with international partners and facilitate access to climate and environmental finance in support of its member states.

The centerpiece of this scenario is the establishment of Technical Desks in key multilateral thematic areas, particularly:

- Climate Change Adaptation Desk: Focusing on vulnerable sectors (energy-water-food) to assist in NAP/NDC domestication and adaptation technology transfer.
- Ocean Governance Desk: Focusing on International Waters (BBNJ, trans-boundary management) and the blue economy.
- Marine Plastics Desk: Focusing on the Global Plastics Treaty and source-to-sea protection against trans-boundary marine plastic pollution.
- Finance Desks: Providing specialized analytics on concessional and innovative financing (MVI-informed) and international environmental law.

These Desks will provide SIDS with a centralized platform for high-quality technical analytics, strategic advisory, and capacity building to ensure adaptation and water-related commitments are realized.

The project approach, including the embedding of Technical Desks within the AOSIS Secretariat, was selected because AOSIS is the sole, unified negotiating voice for 39 SIDS at the UN level. When fast-moving multilateral processes require domestic implementation or global standard-setting, the AOSIS Chair requires immediate, internal analytical support to translate global decisions into national NAP and NDC actions. It is critical to distinguish the AOSIS Technical Desks from the SIDS Center of Excellence (COE) established under the Antigua and Barbuda Agenda for SIDS (ABAS) per UN Resolution A/RES/78/317, as well as other SIDS organisations. The ABAS COE serves as a global data repository and sustainability hub, focusing on long-term knowledge management, regional scientific research, and data aggregation. Similarly, other SIDS regional institutions (e.g., CARICOM, SPREP, SPC, CCCCC, CCREEE, PCREEE) operate with distinct, geographically limited mandates for on-the-ground implementation. Particularly for the SIDS in Africa, there is no dedicated regional organisation (they are part of several economic communities, such as ECOWAS, SADC, ECCAS).

In contrast, the AOSIS Technical Desks provide a distinct, time-sensitive diplomatic, negotiating, and implementation-support function focused on climate adaptation and international waters. They offer immediate, internal analytical support to the AOSIS Chair during fast-moving multilateral processes (e.g., UNFCCC adaptation negotiations, BBNJ, Global Plastics Treaty), while simultaneously assisting member states in the domestic implementation of these global frameworks.

The AOSIS Secretariat will act as a primary 'technical user' of the research and data produced by the ABAS COE and regional bodies, converting regional knowledge into unified global negotiating positions and standardized legal implementation templates for immediate use by member states. Consequently, the entities are complementary: the ABAS COE and regional bodies provide the 'what' (data and knowledge), while the AOSIS Technical Desks provide the 'how' (diplomatic negotiating positions and global technical legal implementation strategies for adaptation and water governance). In practice, the AOSIS Desks will cooperate closely with existing regional technical organisations on the implementation of new decisions—but will not perform on-the-ground implementation themselves.

To address the historical loss of institutional memory, the project will establish an AI-supported knowledge management platform and centralized repository. This system will provide accessible and structured information on negotiating processes, analytical outputs, and legal resources, enabling all member states to draw on a shared knowledge base. It will also support SIDS-SIDS and triangular cooperation to facilitate exchange of best practices and lessons learned.

As mentioned before, ultimately, the alternative scenario will generate significant Climate Adaptation and Global Environmental Benefits, as SIDS governments and line ministries will have enhanced capacities and knowledge to actively engage in the design and implementation of multilateral environmental and climate frameworks, including the BBNJ Agreement and the Paris Agreement. This will contribute to biodiversity conservation, reduced marine pollution, and progress toward the objectives of the Paris Climate Agreement, including Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs).

5. Justification, Value Proposition and Incremental Cost Reasoning

The justification for this project rests on the urgent need to strengthen the core capabilities of AOSIS as a permanent support mechanism for SIDS, which are disproportionately affected by externally driven environmental and climate impacts, while also playing a critical role in shaping and implementing global solutions. As stewards of vast ocean domains, victims of climate change impacts and repositories of unique biodiversity, SIDS provide a global public good. However, the current international support architecture does not adequately provide the specialized and sustained resources required to navigate an increasingly complex multilateral landscape. This project serves as a catalytic intervention to address this systemic gap by strengthening AOSIS.

From an incremental cost perspective, while SIDS are already addressing national environmental and climate challenges, the additional costs associated with establishing and maintaining a global coordination and support platform through AOSIS exceed national fiscal and institutional capacities. SCCF-B and GEF STAR (International Waters) funding therefore provide the incremental resources required to move from fragmented, short-term support toward a sustained, system-level approach capable of generating **climate adaptation and ocean governance benefits**. Specifically, the project addresses the following incremental costs:

- the institutional costs of strengthening the legal, administrative, and fiduciary arrangements of the AOSIS Secretariat to enable more continuous and effective operations and to enhance its role as an honest broker representing SIDS interests in multilateral environmental and climate processes;
- the technical costs of establishing and maintaining a permanent, high-level expert support structure providing analytics, advisory services, and capacity-building support on key thematic areas, enabling SIDS to actively participate in the design and implementation of multilateral agreements related to climate change, concessional and innovative finance, ocean governance (BBNJ Agreement), marine plastic pollution (plastics treaty), and the transition from fossil fuels to climate-resilient renewable energy systems; the GEF SCCF/IW-1 funding will be used to address the technical incremental costs for the areas climate adaptation and international waters. Mobilised co-funding from other donors will be used to cover other thematic areas (e.g. mitigation, transition away from fossil fuels to resilient renewable energy, chemicals and waste).
- the legal costs associated with strengthening capacity **in international law related to ocean governance and climate adaptation**, including the analysis of legal implications and the development of legal positions to effectively represent and advance SIDS interests in multilateral processes;
- the information management costs of deploying an AI-supported knowledge management system to preserve, systematize, and operationalize institutional knowledge; and

These investments represent capacities and systems that would not emerge under a business-as-usual scenario but are essential to enable SIDS to effectively translate global commitments into implementation and contribute to global environmental objectives. By strengthening AOSIS, the project secures the collective institutional capacity and knowledge base of the group over time. It establishes the institutional infrastructure required to sustain the global environmental benefits generated by SIDS, including ocean protection, biodiversity conservation, and climate mitigation and adaptation.

5.1. Global Environmental Benefits and GEF Alignment

The project is strategically designed to deliver Global Environmental Benefits (GEBs) by addressing systemic institutional constraints that limit Small Island Developing States (SIDS) from effectively contributing to the shaping and implementation of multilateral climate, environment, and ocean governance frameworks. The project supports all 39 AOSIS member states—collectively stewarding approximately 30 percent of the world’s oceans—through the fortification of institutional, technical, and coordination capacities. By strengthening the central engine of AOSIS, the project enhances the ability of SIDS to engage in global environmental governance and to translate complex multilateral commitments into ground-level implementation.

It is important to emphasize that the primary project impacts are indirect and long-term oriented, functioning as a force multiplier for sovereign action rather than providing direct, short-term physical investment. The enhanced ability of AOSIS to take a proactive and informed role in global negotiations, supported by specialized thematic Desks, will catalyze tangible outcomes on the ground over a 20-year horizon. By leveraging a multi-trust fund approach, combining funding from the SCCF-B with STAR funding from International Waters (IW-1 window), the project facilitates GEBs across several interconnected pillars:

- International Waters and Ocean Stewardship (GEF-IW Alignment): Utilizing resources from the GEF International Waters focal area, the project facilitates the domestication of the BBNJ Agreement.
- Climate Resilience and Adaptation (SCCF-B Alignment): Through the Special Climate Change Fund (SCCF-B) window specifically designed for SIDS, the project addresses the funding and implementation gap for National Adaptation Plans (NAPs).
- Climate Mitigation and Just Energy Transition (Co-Benefits) - not directly funded by the SCCF/IW sources: In alignment with broader GEF Climate Change objectives, the project provides the analytical advisory and support for transitioning away from fossil fuels to climate-resilient renewable energy systems. This structural transformation targets meaningful greenhouse gas avoidance while safeguarding energy security against climatic volatility, ensuring a just transition toward low-emission island economies.
- Marine Plastics and Pollution (Co-Benefits): In alignment with the Global Plastics Treaty negotiations, the project provides technical and legal advisory to support the domestication of circular economy frameworks and waste management protocols. This intervention reduces the leakage of marine litter and chemical pollutants into fragile island ecosystems, safeguarding ocean health and reinforcing the 'source-to-sea' resilience of SIDS.

Through these strategic interventions, the project will provide direct and indirect contributions to the GEF-8 and SCCF-B Core Indicators, establishing the enabling environment required to deliver measurable environmental returns on a planetary scale. A detailed description of these benefits, including their specific alignment with the results measurement frameworks and quantitative targets, is provided in Section 5: 'Global Environmental Benefits (GEBs), Additionality and GEF Alignment'.

5.3 Innovation

The project introduces a paradigm shift in how SIDS engage within global multilateral environmental architecture, moving beyond traditional capacity building toward systemic institutional innovation. The primary innovation lies in the formalization of AOSIS from a purely diplomatic negotiating coalition into an institution with independent fiduciary capacity. By complementing the informal 'rotating chair' model, the project creates a stable, professionalized Secretariat that safeguards institutional memory. This transformation allows SIDS to transition from reactive diplomacy to proactive implementation, enabling the group to manage large-scale, multi-country programs directly. This 'institutional engine' represents a novel approach to SIDS-SIDS cooperation, where shared technical resources compensate for individual sovereign size constraints.

The project leverages cutting-edge digital technology to address the historical 'brain drain' during leadership transitions. By deploying an AI-enhanced knowledge management system and searchable repository, the project provides access to decades of negotiating history, legal precedents, and technical briefs. This platform acts as a digital 'institutional brain' for the 39 member states, providing even the smallest delegations with high-level analytical tools that were previously the exclusive domain of larger nations. This democratization of data is a critical process innovation that strengthens SIDS' bargaining power and technical coherence in multilateral processes.

Furthermore, the project introduces financial innovation by systematically integrating the Multidimensional Vulnerability Index (MVI) into the multilateral environmental and climate process. By providing SIDS with the technical capacity to utilize vulnerability-based metrics rather than traditional income-based indicators, the project shifts the narrative for concessional finance eligibility. This approach allows for the structuring of blended finance and de-risking mechanisms tailored to the unique realities of SIDS, facilitating the 'dual transition' of scaling renewables while simultaneously climate-proofing industrial infrastructure.

Finally, the establishment of integrated Technical Desks represents a significant process innovation. By housing expertise in climate adaptation (GEF supported) and mitigation (supported through co-funding), ocean governance and marine plastics (supported through GEF), just energy transition and law under a single institutional roof (supported by co-funding), the project avoids the thematic silos that often plague international assistance. This integrated technical support model allows for the development of holistic policies—such as circular economy frameworks for plastics that also enhance marine biodiversity—ensuring that SIDS can respond to the triple planetary crisis with cohesive, technically rigorous, and sovereign-led solutions

5.3. Potential for Replication and Scaling-Up

The project's focus on systemic institution-building possesses significant potential for replication across other groupings of vulnerable developing nations, including Landlocked Developing Countries (LLDCs), which have recently formed a similar coalition with a climate mandate within the UNFCCC process. The positive long-term impact and sustainability of such multilateral institution-building initiatives have been demonstrated by successful precedents; UNIDO, for instance, has supported the LDC Group on Climate Change through a similar GEF-funded intervention. Furthermore, UNIDO has established the Global Network of Regional Sustainable Energy Centres (GN-SEC), which comprises ten centres hosted by regional economic communities, including the Caribbean Community (CARICOM) and the Pacific Community (SPC). UNIDO's long-standing partnership with the AOSIS initiative SIDS DOCK further underscores the viability of supporting institutional maturation as a pathway to global impact.

The project also possesses substantial potential for scaling up. The full institutionalization of AOSIS and the strengthened fiduciary capacities of its Secretariat will facilitate the professional management of complex funding streams, ultimately attracting increased donor support for AOSIS's strategic work. The upgraded technical services provided to member states will create a ripple effect, empowering SIDS staff to participate more effectively in the design and implementation of multilateral environmental and climate frameworks. This will be achieved not only through high-level analytics and knowledge transfer but also via targeted capacity building for SIDS personnel engaged in both negotiations and technical execution.

Moreover, the informed efforts to anchor SIDS-favorable financing mechanisms in multilateral processes will ultimately leverage more concessional financing for SIDS. The focus on innovative financing will open new avenues to raise capital from the private sector and voluntary carbon markets to support SIDS' environmental and climate aspirations. Finally, the AI-driven knowledge management platform is inherently scalable, serving as a template for other intergovernmental coalitions seeking to secure institutional memory and foster more effective SIDS-SIDS and triangular cooperation.

5.4. Sustainability

The project incorporates critical sustainability elements designed to ensure that the transition toward institutional maturation is both resilient and enduring. The time-limited institutional building support provided is guided by the principles of demand-orientation and AOSIS ownership. Within this framework, UNIDO acts as an 'honest broker,' providing institution-building and technical support precisely where requested by AOSIS and its member states. The project covers the following dimensions of sustainability:

- **Institutional Sustainability:** By transitioning from an informal coalition to a legalized entity with independent administrative and fiduciary capacity—underpinned by a Multi-year Strategic Management Framework—the project ensures that AOSIS is no longer dependent on isolated project cycles, intermediaries, or the systemic volatility of biennial chair rotations.
- **Financial Sustainability:** This will be secured through the development of a comprehensive resource mobilization strategy. This strategy will leverage the newly established fiduciary readiness to access diverse and sustainable funding streams, including multilateral climate funds and innovative private sector partnerships.
- **Technical Sustainability:** Sustainability beyond project closure will be achieved by strengthening the internal capacities of AOSIS through the establishment of specialized Desks on SIDS priority issues, namely climate adaptation, finance and international waters. These Desks, coupled with a rigorous focus on capacity building for SIDS personnel, ensure that technical excellence remains centralized. Furthermore, the focus on SIDS-favorable financial mechanisms and innovative finance will ensure that sufficient resources are mobilized for the long-term implementation of multilateral environmental and climate treaties.
- **Information Sustainability:** This is guaranteed through the AI-enhanced knowledge management system, which secures institutional memory against personnel turnover and ensures that high-level analytics remain a permanent, accessible asset for all 39 member states.

6. Stakeholder Engagement

The success of the project is fundamentally predicated on a robust, inclusive, and transparent stakeholder engagement strategy that ensures regional ownership and aligns with the sovereign priorities of the 39 AOSIS member states. At its core, the engagement framework is designed to move beyond traditional top-down assistance, fostering a collaborative ecosystem where national governments, regional intergovernmental organizations, academic institutions, the private sector, and civil society function as active partners in the institutional maturation of AOSIS. By anchoring these engagements in the principles of the Antigua and Barbuda Agenda for SIDS, the project ensures that every technical output and institutional reform is directly responsive to the lived realities of island communities.

National governments remain the primary stakeholders, represented through their Permanent Missions to the United Nations and national focal points in various multilateral environmental processes. The project will engage these actors through regular consultative sessions and the specialized Technical Desks, ensuring that the group's collective negotiating positions and implementation strategies are informed by national data and priorities. Parallel to this, the project will establish a formal coordination mechanism with existing regional intergovernmental organizations and technical bodies, including the Secretariat of the Pacific Regional Environment Programme (SPREP), the Pacific Community (SPC), the Caribbean Community Climate Change Centre (CCCCC), and the Indian Ocean Commission (IOC).

A critical pillar of the engagement strategy is the partnership with regional academic and research institutions, most notably the University of the South Pacific (USP) and the University of the West Indies (UWI). These institutions serve as vital repositories of localized scientific data and technical expertise; their involvement will ensure that the AOSIS Technical Desks are supported by evidence-based research tailored to the unique

geomorphology and socio-economic contexts of island states. Furthermore, the project will forge a strategic partnership with SIDS DOCK, leveraging its specialized mandate for energy sector transformation and climate-resilience. This will be complemented by a strong alignment with the Global Network of Regional Sustainable Energy Centres (GN-SEC), drawing upon the technical expertise of the Pacific Centre for Renewable Energy and Energy Efficiency (PCREEE), the Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE), and the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE).

The project also recognizes the critical role of the private sector and financial institutions in unlocking the bankable project pipelines necessary for a just energy transition and the decoupling of SIDS value chains from fossil fuels. Simultaneously, the project will prioritize deep and meaningful engagement with Civil Society Organizations (CSOs), local communities, and marginalized groups, including women and youth. By formalizing the role of CSOs within the consultative process, the project ensures that the transition toward blue-green prosperity is community-centered, socially equitable, and transparent. By maintaining a continuous dialogue with these diverse stakeholders, the project ensures that the institutionalization of AOSIS becomes a truly inclusive endeavor, grounded in a broad-based consensus that safeguards both global environmental benefits and local resilient prosperity.

B. PROJECT DESCRIPTION

Project description

This section asks for a theory of change as part of a joined-up description of the project as a whole. The project description is expected to cover the key elements of good project design in an integrated way. It is also expected to meet the GEF's policy requirements on gender, stakeholders, private sector, and knowledge management and learning (see section D). This section should be a narrative that reads like a joined-up story and not independent elements that answer the guiding questions contained in the PIF guidance document. (Approximately 3-5 pages) see guidance here

1. Overall Objective and Rationale

The overall objective of this project is to strengthen the institutional, technical, and fiduciary capacities of the AOSIS Secretariat to effectively support SIDS in coordinating, shaping, and implementing multilateral frameworks on climate adaptive solutions in vulnerable sectors (e.g. energy-water-food) and trans-boundary ocean governance issues. AOSIS will position itself as a bridge between global commitments and coordinated actions on the ground. With GEF support, SIDS governments will gain enhanced capacity and resources to effectively address climate adaptation in key vulnerable sectors (energy-water-food) and trans-boundary ocean governance issues, including marine pollution — while transitioning to resilient, low-carbon blue-green economies. Whereas the GEF support will focus on these areas, mobilized co-funding of other partners will focus on other important aspects (e.g. mitigation, transition away from fossil fuels to resilient renewable energy systems, chemical waste).

The intervention is anchored in the principles of a 'just transition' and is executed in strict alignment with the Antigua and Barbuda Agenda for SIDS (ABAS) and Sustainable Development Goals (SDGs) 7, 9, 12, 13, and 14. The GEF support will focus on supporting the thematic areas of climate change adaptation, ocean governance (BBNJ) and marine plastic pollution (plastics treaty) and concessional and innovative financing. Mobilised co-funding will focus on other areas, including just energy transition away from fossil fuels to climate-resilient renewable energy systems and general legal advice on international environmental law.

2. The Theory of Change (ToC) Causal Pathways

Problem Statement

SIDS face acute, interrelated climate, environmental, and economic vulnerabilities driven by external factors largely beyond their control. While they possess the political will to enact ambitious climate and environmental policies, they suffer from acute structural constraints: limited domestic administrative capacities, a highly fragmented international climate finance architecture, and the increasing complexity of specialized multilateral processes. Furthermore, the informal, biennial rotation of the AOSIS chairmanship routinely results in a loss of institutional memory and technical momentum. Consequently, SIDS struggle to shape complex multilateral rules and face immense hurdles in accessing affordable finance necessary to implement their Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs), and ocean conservation mandates.

Impact / Ultimate Goal

To enhance the institutional and technical capacity of AOSIS to support SIDS governments in shaping multilateral climate, ocean, and environmental frameworks, and to translate these global commitments into favourable financial instruments and coordinated, sovereign action on the ground to advance climate-resilient, blue-green island economies.

Causal Progression of Outputs and Outcomes

By investing in the formalization and technical enhancement of the AOSIS institutional and technical capacities, the project catalyses the effective participation of SIDS in the design and implementation of multilateral climate, environment and ocean governance and biodiversity frameworks.

Project Outputs: The Operational Building Blocks

The project outputs are directed towards strengthening the institutional set-up, strategic management framework and technical capacities of AOSIS:

- **Institutionalization and Governance:** Securing an independent legal status for AOSIS, an enhanced governance structure, and a permanent secretariat equipped with a robust, GEF/GCF-compliant management and fiduciary framework, ensuring institutional continuity across rotating chairmanships.
- **Strategic Management Framework:** Finalizing the AOSIS Multi-year Strategic Management Framework, which encompasses an operational resource mobilization plan.
- **Enhanced Technical Support Capacities:** Establishing four AOSIS Technical Desks with GEF SCCF/IW-1 support (Climate Change Adaptation, Finance, Oceans, Plastics) providing quality advisory, support and capacity building to member states on key multilateral thematic areas, such as climate change ocean governance (BBNJ), marine plastic pollution (plastics treaty), concessional and innovative financing. Further Desks maybe established with mobilized co-funding from other donors for other areas, including climate mitigation, loss and damage, just energy transition away from fossil fuels to climate-resilient renewable energy systems, general legal advice on international environmental law.
- **Policy and Leadership:** Facilitating high-level Ministerial SIDS conferences and strategic side events to ensure political alignment on climate, environmental, and ocean issues, driving the operationalization of the ABAS.
- **Strategic Communication and partnerships:** Deploying a comprehensive AOSIS communication strategy, including explainer series and awareness campaigns, to amplify the unified SIDS voice globally; promoting SIDS-SIDS partnerships with international and regional organisations, CSOs and private sector associations, including women, youth and indigenous groups.
- **Strengthened Institutional Memory and Knowledge Management:** Establishing an AI-supported information and knowledge management system and centralized repository to capture negotiating history, analytical outputs, and legal resources, ensuring the systematic preservation, accessibility, and

continuity of institutional knowledge beyond rotating chairs; moreover disseminating analytical reports on SIDS priority issues and positions, considering gender, youth and indigenous aspects.

Immediate Outcomes

As immediate outcomes, AOSIS improves its efficiency, effectiveness and ability to serve members states, which in turn significantly enhances the collective ability of SIDS to shape and implement multilateral climate, environment and ocean commitments:

- **Effective Multilateral Policy-Making:** AOSIS and its 39 member states make informed decisions, injecting unified, data-driven inputs and sophisticated legal opinions into the multilateral climate, environment and ocean governance negotiating an implementation tracks.
- **Skills Development:** An immediate cohort of 100 trained AOSIS and national experts are actively involved multilateral processes across key thematic areas (targeting 50% women and 30% youth representation).
- **Technical Excellence:** The Technical Desk staff provides continuous, high-level analytics, legal advisory, and training to national focal points on climate adaptation, ocean governance, biodiversity, plastics, and concessional and innovative finance.
- **Operational Efficiency:** The AOSIS Secretariat successfully and independently hires staff, procures services, and manages project funding, demonstrating functional fiduciary readiness.
- **Continuity and Financial Sustainability:** Efficient, seamless chair handovers are achieved without technical disruption, alongside the successful signing of direct AOSIS funding agreements with bilateral and multilateral donors.
- **Sustained Knowledge and Awareness:** 200 core AOSIS members and national delegates gain immediate access to secure documents, analytics, and heightened awareness of SIDS priority issues via the digital platform.

Medium-Term Outcomes

Over time, the positive impacts of the project matures and the increased collective capacity of SIDS in multilateral processes results in a bigger transformation beyond AOSIS key stakeholders engaged in the multilateral processes:

- **Enhanced Cooperation:** Evidenced SIDS-SIDS cooperation, including among women, youth and indigenous groups, with active, structured exchange on multilateral climate, environment, and ocean implementation strategies and common solutions.
- **Knowledge and Awareness Scale-up:** 2,000 SIDS experts across the three regions access AOSIS-provided information, and 1,000 practitioners attend capacity-building conferences, workshops, and webinars.
- **Long-Term Sustainability:** The AOSIS Secretariat successfully secures and operates a US\$ 3 million annual budget for core operations and technical activities, entirely independent of the initial project funding.
- **Effective Multilateral Policy-Making:** SIDS-preferential terms (e.g., tailored timelines, capacity-building guarantees) are successfully drafted and integrated into 10 major new multilateral climate, environment, and ocean policies.
- **Concessional Finance:** SIDS-preferential terms, particularly the application of the Multidimensional Vulnerability Index (MVI), are secured in all new financial multilateral agreements regarding environment, climate, oceans, and plastic pollution.

- **Innovative Finance and Investment:** New, non-traditional financing instruments—such as debt-for-nature SWAPs, blue/green bonds, philanthropic matching, and high-integrity voluntary carbon markets—are facilitated and structured in at least 5 SIDS via the Finance Desk.

Long-Term Outcomes: Achieving National Transformation

The ultimate realization of the ToC yields quantifiable global environmental and adaptation benefits:

- **Adaptation and IW Benefit:** institutions and experts from 39 SIDS possess mature, localized capacities to shape and execute multilateral processes on climate adaptation, mitigation, environment, and ocean health.
- **Policy transformation:** SIDS adopt regional and national policies and regulations (averaging three each) directly related to the Paris Climate Agreement, the BBNJ Agreement, and the Global Treaty on Plastics.
- **Ocean Stewardship (IW):** pilot coastal and marine zones are managed in a climate-resilient manner utilizing BBNJ protocols. Sustained implementation facilitates the shift of over-exploited transboundary fisheries to more sustainable levels.
- **Plastics Reduction (IW):** Through policies guided by the Plastics Desk, marine plastics are prevented from leaking into SIDS EEZs.
- **Climate Mitigation Co-Benefit:** The project's primary objective is to build climate adaptive capacity; however, its adaptation activities generate also mitigation co-benefits, namely direct and indirect reduction of tCO₂e over 20 years. These mitigation benefits are an indirect co-benefit generated by the Climate Adaptation and Finance Desks, which will also facilitate the implementation of climate-resilient, adaptive solutions for the production, transmission, distribution, and storage of renewable energy. By climate-proofing these energy systems, the project ensures they remain operational during climate shocks, providing a sustainable foundation for the SIDS energy transition. To capture these mitigation co-benefits, a calculation sheet is included. In SIDS, climate adaptation and mitigation are inextricably linked: the shift to decentralized renewables is a critical measure to increase the adaptive capacity of energy systems, and resilience is a technical requirement for successful, long-term mitigation and the avoidance of stranded assets. Therefore, to capture these co-benefits a calculation sheet was included.
- **Finance and Investment:** systemic increase in the total volume of concessional multilateral financing flowing to SIDS across climate, environment, and ocean domains.

Key Assumptions

- **Assumption (Political):** Sustained, high-level political commitment by all SIDS governments to the AOSIS vision and its centralized role in multilateral processes.
- **Assumption (Political):** Continued global commitment by developed nations and international bodies to multilateral climate, environment, and ocean agreements.
- **Assumption (Financial):** Continued availability of concessional financing and willingness of the private sector to invest in resilience.

Figure 1: Theory of Change of the project

1 Problem Statement

SIDS, covering 30% of the oceans and a unique marine biodiversity, face interrelated climate, environmental, and economic vulnerabilities, which are to a large extent driven by external factors beyond their control. Their survival depends on fair multilateral climate, environment and ocean frameworks backed by inclusive financing mechanisms. However, due to limited capacities and increasingly highly specialised multilateral processes, for SIDS it becomes difficult to shape and implement these frameworks.

2 Impact / Ultimate Goal

Enhance the institutional and technical capacity of AOSIS to support SIDS governments in the shaping of multilateral climate, ocean and environmental frameworks and to translate global commitments into favorable financial instruments and coordinated action on the ground to advance climate-resilient blue-green island economies.

3 Long-Term Outcomes

IW and Adaptation Benefit

5,000 hectares BBNJ-pilot zones managed in a climate-resilient and sustainable manner; 5,000 metric tons of avoided marine plastics over 20 years;

Adaptation and IW Benefit

40 institutions and 1,000 experts from 39 SIDS have improved capacities to shape and implement in multilateral processes on environment, climate and ocean health

Adaptation and IW Benefits

SIDS adopt 39 climate-adaptive policies responding to the Paris Climate Agreement, the BBNJ and the Global Treaty on Plastics;

Climate Mitigation Co-Benefit

Direct and indirect GHG emission reduction of 507,000 tCO₂e over 20 years

Finance and investment

25% increase of concessional multilateral financing for SIDS in climate, environment and ocean areas;

IW Benefit

200,000 metric tons of over-exploited fisheries to more sustainable levels through the BBNJ over 10 years; one SAP facilitated;

4 Medium-Term Outcomes

Enhanced cooperation

Evidenced SIDS-SIDS cooperation and exchange on multilateral climate, environment and ocean matters

Knowledge and awareness

1,000 SIDS experts with access AOSIS provided information and 1,000 attend conferences, workshops and webinars

Long-term sustainability

AOSIS Secretariat operates a USD 3 million budget for core operations and technical activities beyond project closure

Effective multilateral policy-making

SIDS preferential terms in 10 new multilateral climate, environment and ocean policies integrated

Concessional finance

SIDS preferential terms in all new financial multilateral agreements on environment, climate, ocean and plastic pollution

Innovative finance and investment

New innovative financing instruments in 5 SIDS facilitated (e.g. SWAPS, bonds, philanthropy, carbon market)

5 Immediate Outcomes

Effective multilateral policy-making

AOSIS and SIDS take informed decisions and feed-in data-driven inputs and legal opinions to multilateral processes

Skills development

100 trained AOSIS and national experts involved in multilateral processes on key thematic areas (50% women, 30% youth)

Technical Excellence

AOSIS staff provides analytics, advisory and training on climate, ocean governance and biodiversity, plastics and finance

Operational efficiency

AOSIS Secretariat hires staff, signs contracts and operates funding (50% women, 30% youth)

Continuity and financial sustainability

Efficient chair handovers and signing of AOSIS funding agreements with bilateral and multilateral donors

Sustained knowledge and awareness

200 AOSIS members gain access to documents and analytics and awareness on SIDS priority issues in multilateral processes

6 Outputs

Institutionalization and governance

Legal status, enhanced governance structure and permanent secretariat with management and fiduciary framework

Strategic management framework

AOSIS Multi-year Strategic Management Framework, including resource mobilisation plan and inclusion strategy

Technical support capacities

AOSIS Technical Hubs (Climate Change, Finance, Oceans, Plastics) and AOSIS Legal Hub to inform on Environmental Law

Policy and Leadership

Ministerial SIDS conferences and side events on climate, environmental and ocean issues, including within the ABAS

Strategic communication

AOSIS communication strategy, explainer series and awareness campaigns on climate, ocean governance and biodiversity

Information and knowledge management

AI supported internal and external information and knowledge management system; knowledge products and tools

3. Project Components, Interventions, and Activities

To operationalize the Theory of Change, the intervention is structured around three highly integrated, synergistic technical components (alongside a dedicated Monitoring and Evaluation framework), directly aligned with the project's Results Measurement Framework. The strategic intent is to transition the Alliance from a phase of normative advocacy toward a formalized era of rigorous, coordinated implementation, bridging the gap between high-level diplomatic ambition and ground-level action.

Component 1: Institutionalization and Governance

This component focuses on securing the foundational legal and fiduciary architecture necessary for AOSIS to function as an effective, permanent entity. AOSIS's historical institutional informality—specifically the absence of a formal legal identity, a permanent secretariat, and a diversified funding base—has become an increasing constraint on its effectiveness and sustainability. The rotating chair model, while preserving the Group's member-driven character, inevitably creates discontinuities in institutional memory, limits the Group's ability to enter into formal partnerships or access funding in its own name, and places an excessive administrative burden on individual Chair missions. This component comprehensively addresses these structural vulnerabilities to establish a more resilient institutional model, ensuring that capacity gains achieved during one Chairmanship are permanently retained.

The expected result, defined as **Outcome 1.1**, is that AOSIS operates with strengthened governance, institutional capacity, and financial sustainability to facilitate multilateral and national action on climate-adaptive solutions in vulnerable island sectors (e.g., energy-water-food) and international water issues. To realize this outcome, the project will conduct a comprehensive institutional needs and capacity assessment using strategic management diagnostic tools (e.g., SWOT, 7-S, PESTLE), rigorously integrating gender, youth, and climate vulnerability analyses (Output 1.1.1). Concurrently, the project will formulate the overarching AOSIS Multi-year Strategic Management Framework alongside a detailed Monitoring and Evaluation (M&E) plan. This framework will maintain a strong, explicit focus on climate-adaptive solutions in vulnerable island sectors (e.g., energy-water-food), international waters, gender, and youth considerations to ensure comprehensive operational tracking (Output 1.1.2).

Establishing true independence requires robust legal formalization. The project will provide high-level advisory on the improvement of the legal and fiduciary status of AOSIS and its Secretariat. This deliberately targets the acquisition of international privileges and immunities, the capacity to manage multilateral donor funding independently, and the ability to support SIDS in implementing multilateral and national environmental commitments, such as NAPs, NDCs, and the BBNJ Agreement (Output 1.1.3). To safeguard long-term financial sustainability, a comprehensive resource mobilization strategy will be developed. This strategy will explicitly incorporate long-term human resource planning directed towards sustaining action on climate-adaptive solutions in key sectors and the promotion of healthy oceans beyond the lifespan of the GEF/SCCF intervention (Output 1.1.4). Finally, the project guarantees strategic continuity by institutionalizing enhanced handover procedures and protocols for the transition of AOSIS Chairs, addressing the historical vulnerabilities of political rotation (Output 1.1.5).

Component 2: Technical Capacity Development

This component establishes the functional core of the project: the operationalization of permanent, highly specialized Technical Desks. These Desks are designed to replace the historical reliance on fragmented, external consultants by providing SIDS with dedicated, in-house analytical excellence capable of shaping complex processes across the UNFCCC area, the BBNJ Agreement, and the Global Plastics Treaty. The GEF funding for this component will focus on climate adaptation, finance and international water aspects. Co-funding of other donors may cover also other areas, including climate mitigation, just transition away from

fossil fuels to resilient renewable energy, chemicals and waste.

The expected result, defined as **Outcome 2.1**, is that AOSIS demonstrates enhanced technical and legal capacity to coordinate, shape, and facilitate the implementation of multilateral processes and agreements related to climate change adaptation and ocean governance.

The Climate Adaptation Desk: Climate change impacts remain the existential crisis that originally brought AOSIS into being. The period from 2027 to 2030 will be critical for the implementation of National Adaptation Plans (NAPs) and the adaptation elements of Nationally Determined Contributions (NDCs). To navigate this, the AOSIS Climate Adaptation Desk will provide dedicated advisory, regional training workshops, and capacity-building support focused comprehensively on the implementation of NAPs, the adaptation elements of NDCs, and adaptation technology transfer for key vulnerable island sectors, such as energy-water-food (Output 2.1.1).

The Finance Desk: Simultaneously, the multilateral climate finance landscape remains heavily fragmented across various mechanisms and bilateral channels. To overcome these access barriers, the AOSIS Finance Desk will provide specialized advisory, analytics, and capacity-building support on blended finance for adaptation, de-risking mechanisms, and the active engagement of private sector Micro, Small and Medium Enterprises (MSMEs). This targeted support aims to mobilize investment in climate-resilient and blue economy value chains (Output 2.1.2).

The Ocean Governance Desk: The BBNJ Agreement represents one of the most significant achievements in the negotiating history of AOSIS, with SIDS accounting for nearly half of the ratifying states. As the Agreement moves toward implementation, the AOSIS Ocean Governance Desk will provide targeted advisory, analytics, and regional training workshops on transboundary marine management and early ratification and readiness for the BBNJ Agreement (Output 2.1.3).

The Marine Plastics Desk: The ongoing Intergovernmental Negotiating Committee (INC) process for the Global Plastics Treaty has stretched AOSIS's capacity to its limits. To ensure members are equipped to navigate early treaty implementation, the AOSIS Plastics Desk will provide advisory, analytics, and capacity-building support on SIDS priority issues, marine litter prevention, and source-to-sea protection against transboundary marine plastic pollution (Output 2.1.4).

As mentioned before, with co-funding from other donors potential other spin-off desks focused on other technical areas maybe established. Underpinning all these efforts, international environmental law is rapidly evolving. To translate these global developments into sovereign action, cross-cutting legal analyses and advisory services for SIDS-appropriate formulations are structurally embedded within the functions of the four aforementioned Technical Desks, ensuring comprehensive support without duplicating institutional overhead.

Component 3: Enhanced Knowledge, Communication, and Partnership Frameworks

This component guarantees that the rich technical outputs generated by the Desks are meticulously retained, broadly disseminated, and scaled effectively across the 39 member states and the wider international community. Effective multilateral engagement is fundamentally dependent upon institutional memory—the accumulated knowledge of past positions, negotiating histories, and analytical frameworks that allows a coalition to engage with consistent authority.

The expected result, defined as **Outcome 3.1**, is that AOSIS strengthens its information and knowledge management beyond rotations of Chairs and leverages strategic SIDS-SIDS and triangular partnerships on ocean governance issues and the mainstreaming of climate-adaptive solutions into vulnerable island sectors

(energy-water-food).

To realize this outcome, the project will first develop comprehensive AOSIS communication, information, and knowledge management strategies centered on solutions related to climate adaptation and ocean governance, rigorously integrating gender, youth, and inclusion considerations to ensure broad demographic reach (Output 3.1.1). This foundational work will directly inform the deployment of an accessible, AI-supported internal and external AOSIS knowledge and data platform. To prevent institutional memory loss and ensure synergy, this platform will be structurally aligned with the emerging SIDS Centre of Excellence (COE) in Antigua and Barbuda (Output 3.1.2).

Beyond internal knowledge retention, the project will enhance external visibility through the production of analytical reports, strategic digital communication products, and awareness campaigns focused on SIDS priority issues and positions, ensuring that gender, youth, and indigenous aspects are fully considered (Output 3.1.3). Political cohesion will be maintained through the facilitation of high-level SIDS ministerial dialogues and side events designed to support the formulation and implementation of multilateral climate, environment, and ocean processes, including the operationalization of the ABAS (Output 3.1.4).

Finally, the project will cultivate deep SIDS-SIDS partnerships by establishing operational links with international and regional organizations, civil society organizations (CSOs), and private sector associations. This includes forging strategic alliances with the LDC Group on Climate Change, as well as formalizing engagements with women, youth, and indigenous groups to ensure holistic, culturally contextualized technical research and advocacy that bridges the gap between global policy and local implementation (Output 3.1.5).

Component 4: Monitoring and Evaluation (M&E)

To ensure rigorous accountability, transparency, and the continuous refinement of technical support mechanisms, the intervention includes a dedicated component for robust Monitoring and Evaluation.

The expected result, defined as **Outcome 4.1**, is the effective and adaptive implementation of the project accompanied by evidence-based learning.

This outcome will be operationalized through the systematic generation and delivery of comprehensive M&E reports, including Project Implementation Reports (PIRs) and the deployment of a structured data tracking framework that specifically includes gender and youth action plan reporting (**Output 4.1.1**). To rigorously assess the institutional impact and extract strategic lessons for future SIDS interventions, the project will undergo independent Mid-term and Terminal evaluation reports (**Output 4.1.2**).

4. Transformational Impact and Global Benefits

The transformational impact of this intervention is rooted in its focus on long-term oriented institution building, which will empower SIDS to take more leadership and ownership in multilateral climate and environment processes. Past international assistance has often been siloed and transient, characterized by short-term interventions that dissipate once the funding cycle concludes, leaving behind profound structural deficits and recurring implementation bottlenecks. By transitioning AOSIS from an ad-hoc diplomatic coalition into a permanently endowed, technically supreme support architecture, the intervention closes and important gap.

By equipping AOSIS with an independent legal identity, internationally compliant fiduciary frameworks, and a highly specialized internal technical “engine”, this initiative systemically eliminates SIDS’ structural reliance on external, disjointed technical assistance. This empowerment allows 39 SIDS — who individually face severe economies of scale and capacity limitations — to seamlessly aggregate their diplomatic and technical weight. Consequently, they are transformed into a unified, rigorous, and highly capable bloc,

uniquely positioned to co-manage the 'Global Blue Commons' and drive the domestication of complex multilateral environmental agreements, including the BBNJ Agreement and the Global Plastics Treaty.

Ultimately, this institutional maturation resolves the core 'stewardship paradox' inherent to SIDS: it equips the world's most physically vulnerable and economically exposed nations with the robust, long-term architecture required to serve as the most effective stewards of our critical planetary boundaries. In doing so, the project moves far beyond localized resilience, fulfilling the fundamental GEF-8 mandate for global systems transformation by ensuring that SIDS can simultaneously advance just energy transitions, safeguard marine biodiversity, and secure the climatic stability upon which global prosperity depends.

5. Global Environmental Benefits (GEBs) and Additionality

The project is strategically designed to deliver Global Environmental Benefits (GEBs) by addressing systemic institutional constraints that limit Small Island Developing States (SIDS) from effectively contributing to the shaping and implementation of multilateral climate, environment, and ocean governance frameworks. The project supports all 39 AOSIS member states—collectively stewarding approximately 30 percent of the world's oceans—through the fortification of institutional, technical, and coordination capacities. By strengthening the central engine of AOSIS, the project enhances the ability of SIDS to engage in global environmental governance and to translate complex multilateral commitments into ground-level implementation.

It is important to emphasize that the primary project impacts are indirect and long-term oriented, functioning as a force multiplier for sovereign action rather than providing direct, short-term physical investment. The enhanced ability of AOSIS to take a proactive and informed role in global negotiations, supported by specialized thematic Desks, will catalyze tangible outcomes on the ground over a 20-year horizon.

For instance, the effective integration of SIDS-preferential modalities in multilateral agreements and funding windows—driven by the Finance Desk—will result in the mobilization of significantly more concessional financing for National Adaptation Plan (NAP) and NDC implementation. Similarly, the availability of trans-national technical and legal advisory on ocean law will facilitate the implementation of the first pioneer Marine Protected Areas (MPAs) in the high seas under the BBNJ Agreement. Ultimately, this institutional maturation will translate into increased climate resilience, systemic GHG emission reductions, and the long-term preservation of marine habitats and biodiversity.

5.1. Climate Change Adaptation and Resilience (SCCF-B Alignment)

Under the SCCF-B window, the project primarily contributes to global climate change adaptation and resilience by strengthening the capacity of AOSIS and its member states to engage effectively in UNFCCC adaptation processes and to support the implementation of adaptation priorities across all SIDS. The project enhances analytical, technical, and advisory support to SIDS in key areas including national adaptation planning, climate risk management, and access to adaptation finance in the multilateral context. Through these activities, the project supports more effective implementation of National Adaptation Plans (NAPs) and contributes to building long-term resilience in highly vulnerable SIDS contexts.

In addition, the project strengthens the ability of SIDS to engage in climate finance discussions and improves transparency and tracking of climate finance flows. This enables more informed participation in decision-making processes related to adaptation finance under the UNFCCC and related mechanisms, contributing to more effective allocation and use of resources across all member states.

To quantify this systemic impact, the project makes a direct contribution to SCCF-B core indicators. Specifically, the intervention will directly benefit 1,000 technical and diplomatic personnel (negotiators) (SCCF Indicator 1) and facilitate the improved and climate-resilient management of 5,000 hectares of coastal

and marine habitat (SCCF Indicator 2). By bridging the implementation gap, the project will enhance the institutional capacity of 40 key entities and facilitate the adoption of 39 national and regional adaptation policies (SCCF Indicator 3). Furthermore, the project will train 1,000 professionals (SCCF Indicator 4) to navigate climate risks within multilateral climate processes. Moreover, through the work with SIDS global and regional private sector associations and the Finance Hub, AOSIS will support at least 50 private sector enterprises (SCCF Indicator 5) to engage in the implementation of multilateral commitments in the climate, environment and ocean governance space.

International Waters and Ocean Governance (GEF IW-1 Alignment)

The project contributes to multiple strategic objectives of the GEF-8 International Waters directions, extending beyond the high seas to encompass coastal resilience, transboundary pollution management, and sustainable blue economies.

Governance of ABNJ and BBNJ Piloting: The project strengthens AOSIS capacity to engage in the implementation of the BBNJ Agreement. Crucially, the AOSIS Ocean Governance Desk will move beyond normative advocacy to facilitate the first pioneer pilots under the BBNJ Agreement, empowering a vanguard group of SIDS to jointly propose BBNJ-compliant Area-Based Management Tools (ABMTs). These efforts are captured under GEF Core Indicator 5, targeting the improved management of 5,000 hectares of critical marine habitat.

Sustainable Transboundary Fisheries and Cooperative Management: To formalize transboundary governance outcomes against GEF Core Indicator 7, the project leverages the technical advisory of the Ocean Desk to facilitate the formulation of a trans-regional BBNJ programme. Furthermore, the project leverages its AI-supported Knowledge Platform to proactively generate and deliver key BBNJ and ocean data products to the global IW:LEARN platform (Target Level 3).

Importantly, these interventions serve as a primary catalyst for the long-term sustainable management of transboundary marine resources. These actions indirectly contribute to moving 200,000 metric tons of overexploited fisheries to sustainable levels (Indicator 8) over a 20-year catalytic horizon, as technical advisory directly informs national and regional quota management and conservation protocols. Simultaneously, the project's institutional focus is projected to empower 1,000 direct beneficiaries (Indicator 11), professionalizing the technical and diplomatic corps required to maintain this stewardship.

Climate Change Mitigation (GHG Emission Co-Benefits)

While the project is centrally anchored in adaptation and resilience under the SCCF-B window, it generates profound climate mitigation co-benefits through its integrated approach to the triple planetary crisis. The intervention facilitates particularly indirect greenhouse gas (GHG) emission reductions by empowering AOSIS and its member states to proactively shape and implement multilateral commitments related to just energy transitions and the systemic shift away from fossil fuel dependencies toward climate-resilient renewable energy systems. Through the specialized technical advisory provided by the AOSIS Climate Adaptation and Finance Desks, SIDS member states will benefit from increased availability of concessional finance and technical advisory support when it comes to the crowding in of private sector investment and innovative financing. By collaborating with strategic partners such as the AOSIS SIDS DOCK initiative or regional sustainable energy centres, such as PCREEE and CCREEE, the project supports the development of equitable, cooperative frameworks for low-emission development that enhance both energy security and economic stability.

In full alignment with GEF Climate Change Indicator 6 (Sub-indicator 6.2), the project targets the indirect avoidance of tCO₂e 507,000 over a 20-year post-implementation horizon. This impact is pre-dominantly indirect and catalysed through improved governance, enhanced policy coherence, and the professionalization

of SIDS' participation in global climate processes, rather than through direct capital investment in infrastructure.

International Waters and Ocean Governance (GEF IW-1 Alignment)

Under the International Waters (IW) focal area, the project contributes to the conservation and sustainable use of marine biodiversity in areas beyond national jurisdiction (ABNJ) and to the improved governance of global ocean systems. These areas cover approximately 60–65 percent of the global ocean, highlighting the global scale of the intervention. The project strengthens AOSIS's capacity to engage in the implementation of the BBNJ Agreement, including participation in Conferences of the Parties (COPs) and engagement in the development of key institutional and financial mechanism. Strengthened engagement in these processes contributes to more effective governance of marine biodiversity at the global level. Given the central role of marine ecosystems for SIDS economies – covering 30 percent of the world's oceans - food security, and livelihoods, the project also enhances coordination between national, regional, and global ocean governance frameworks. This improves the management of both Exclusive Economic Zones (EEZs) and high seas areas, contributing to biodiversity conservation, the prevention of overexploitation, and the protection of critical marine habitats.

Chemicals and Waste: Addressing the Marine Plastic Crisis (Co-Benefit)

The AOSIS Marine Plastics Hub will enhance the ability of SIDS to shape effective global frameworks within the Global Plastics Treaty. Advancing circular economy principles within these frameworks mitigates the life-cycle carbon footprint of plastics. In alignment with GEF Core Indicator 9 (Sub-indicator 9.8), the project projects the catalyzed avoidance of 5,000 metric tons of marine litter over a 20-year period (in the moment there is no indicator for marine plastic pollution).

The project works towards the following GEBs related to adaptation, mitigation (co-benefit) and International Waters (IW):

Special Climate Change Fund (SCCF-B) Adaptation Indicators

SCCF Indicator	Target	Sector/Justification
Indicator 1: Total number of direct beneficiaries	1,000 people	SIDS decision-makers and technical staff benefit from the AOSIS support related to climate adaptation and can implement multilateral commitments more effectively.
Indicator 2: (a) Area of land managed for climate resilience (ha) (b) Coastal and marine area managed for climate resilience (ha)	0 ha 5,000	Positive impact of the AOSIS work on multilateral agreements, implementation and financial modalities related to climate adaptation.
Indicator 3: Number of policies/plans/frameworks/institutions to strengthen climate adaptation	39 climate-adaptive policies and regulations; 40 institutions with	Sovereign adoption of 39 national policies, plans or modalities related to climate adaptation across 39 SIDS, explicitly addressing

	climate resilience skills;	particularly climate adaptation; 40 trained institutions;
Indicator 4: Number of people trained or with awareness raised	1,000 people	An immediate cohort of 100 core experts trained, scaling to 1,000 long-term via the AI Knowledge Platform and 'train-the-trainer' modalities.
Indicator 5: Number of private sector enterprises engaged in climate change adaptation and resilience	50 Enterprises	Engagement of SIDS MSMEs and financial institutions via the Finance Hub for technical advisory on de-risking policy frameworks.

GEF Trust Fund (GET) Primary Focal Area: International Waters (IW-1)

GEF Core Indicator	Sub-Indicator	Baseline (Expected at PIF)	Target (Achieved by Project End)	Technical Justification
Core Indicator 5: Area of marine habitat under improved practices	5: Area of marine habitat under improved management (excluding PAs)	0 Ha	5,000 Ha	Targeted influence via facilitation of pioneer BBNJ-compliant Area-Based Management Tools (ABMTs).
Core Indicator 7: Shared water ecosystems under new or improved cooperative management	7.1: Level of TDA/SAP formulation and implementation (Scale 1-4)	Level 1	Level 2	The project Hubs will facilitate the formulation and formal ministerial endorsement of a trans-regional pilot BBNJ Implementation SAP.
	7.4: Level of engagement in IW:LEARN (Scale 1-4)	Level 1	Level 3	The AOSIS AI-supported platform will generate and deliver BBNJ/Ocean data products and best practices to IW:LEARN.
Core Indicator 8: Globally overexploited marine fisheries moved to more sustainable levels	8.1: Metric tons of fisheries moved to more sustainable levels	0 MT	200,000 MT	Indirect (Catalyzed) Impact: Cumulative 20-year impact resulting from strengthened fisheries governance through Hub advisory.
Core Indicator 11: Number of direct beneficiaries disaggregated by gender	11.1: Direct beneficiaries	0	1,000	500 Female / 500 Male (AOSIS staff and national focal points).

Cross-Focal Area Co-Benefits (Chemicals & Waste / Climate Mitigation)

GEF Core Indicator	Sub-Indicator	Expected Target	Technical Justification
Core Indicator 9: Chemicals of global concern and their waste reduced	9.8: Marine litter avoided (metric tons)	5,000 MT	Indirect (Catalyzed) Impact: Estimated 20-year impact of the Plastics Desk advisory on treaty domestication.
Core Indicator 6: Greenhouse Gas (GHG) emissions mitigated	6.2: Direct and indirect emissions avoided	507,000.00 tCO ₂ e (39,000 direct)	Indirect (Catalyzed) Impact: Estimated 20-year impact from decoupling SIDS value chains from fossil fuels.

Additionality

The Baseline Scenario (Business-as-Usual): AOSIS currently operates as an informal diplomatic coalition, constrained by the biennial rotation of its Chairmanship. This informality results in a recurring 'brain drain,' where institutional memory and negotiating momentum are lost every 24 months. SIDS remain reliant on fragmented, project-based external consultants to navigate complex tracks such as climate change adaptation, loss and damage, the BBNJ Agreement and the Global Plastics Treaty.

The Alternative Scenario (Additionality): The additionality of GEF (IW-1) and SCCF-B funding provides the critical **incremental investment** to upgrade AOSIS into a permanent, legalized 'implementation engine.' This shift from transient capacity-building to permanent institutional maturation ensures that capacity gains are cumulative. By establishing the Technical Deks and a GEF-compliant fiduciary framework, the project creates the permanent institutional infrastructure that makes sovereign SIDS action feasible and impactful at a planetary scale. The incremental cost reasoning was already explained in the previous project section.

The project delivers profound Global Environmental Benefits by directly aligning with the GEF-8 Results Measurement Framework and the SCCF Adaptation Strategy. Due to the nature of the project and the focus on institution building, many of these benefits are more indirectly and long-term oriented than directly and immediate. The project champions an integrated approach, recognizing that climate adaptation and mitigation cannot be separated in a SIDS context. Efforts to mitigate emissions by decoupling energy systems from fossil fuels must be planned in a climate-resilient manner to avoid creating stranded assets during extreme weather events. Therefore, GHG emission reduction is an important co-benefit.

6. Private Sector

Achieving systemic resilience and decoupling SIDS economies from fossil fuel supply chains cannot be accomplished through public multilateral grants alone; it requires robust, scalable private sector engagement. However, private capital often views SIDS markets as highly fragmented and excessively risky due to climate exposure and small economies of scale. The AOSIS Finance Desk will provide analytics and capacity building with regard to concessional and innovative financing. It will pave the way for more informed contributions to the design of SIDS preferential terms in climate, environment and ocean related multilateral financing instruments. Crucially, the Desk will advocate for the operationalisation of the Multidimensional Vulnerability Index (MVI), using it as a diplomatic and financial tool to help SIDS unlock highly

concessional sovereign capital and guarantees from MDBs. These public funds can then be utilized in blended finance structures to 'crowd-in' private investment for blue-green value chains, resilient renewable micro-grids, and climate-hardened infrastructure. Furthermore, the Desk will explore innovative sovereign mechanisms such as debt-for-nature SWAPs, blue/green bonds, and integration of Micro, Small, and Medium Enterprises (MSMEs) into high-integrity voluntary carbon and biodiversity markets.

7. Gender Equality and Women's Empowerment

In strict adherence to UNIDO's Gender Equality Policy and the GEF Policy on Gender Mainstreaming, the project adopts a framework that explicitly targets gender equality and intergenerational equity as cornerstones of a just transition. Women and youth in SIDS are disproportionately vulnerable to the impacts of climate shocks and the slow-onset degradation of marine resources, yet they are frequently underrepresented in the high-level diplomatic and financial negotiations that dictate resource allocation.

To address this, the project will implement a dedicated Gender and Youth Action Plan. This mandates a strict target of 50% representation of women and 30% representation of youth across all immediate outcomes, capacity-building interventions, and the staffing matrices of the new AOSIS Technical Desks. The project views women not merely as a vulnerable group, but as primary agents of change in environmental stewardship. Gender-responsive analytics will be embedded within all AOSIS technical advisory services—particularly in the Climate Adaptation and Oceans Desks—to ensure that adaptation planning and natural resource governance policies accurately reflect the distinct needs, traditional knowledge, and economic roles of women and marginalized communities in SIDS.

7.1 GESI Approach: Gender-Responsive and Inclusive Design

Recommendations from the preliminary gender and social inclusion analysis are integrated across all project components. The project adopts an 'Agents of Change' philosophy, moving beyond the traditional view of marginalized groups as 'vulnerable beneficiaries.' Instead, the programme positions women and youth as active architects and leaders of the cleantech value chain.

7.2 Data, Indicators, and Monitoring (Sex- and Age-Disaggregated)

The programme tracks gender and youth indicators annually. In compliance with Criterion 3 of the Gender Marker (sex-disaggregated indicators), the project systematically collects and analyses:

- **Disaggregated Quantitative Data:** Systematic collection of sex-disaggregated data for all trainings, events, and capacity-building activities, complemented by age-disaggregated data (<35\$) to track the 'youth dividend' in the energy transition.
- **Qualitative Resilience Impact:** Capturing gender-specific qualitative data, including perceived community benefits, identified barriers to entry, safety concerns, time savings, and enhanced business resilience post-climate shocks.

7.3 Do-No-Harm Approach and Safeguards

Following UNIDO and GEF guidance on applying a Do-No-Harm approach, the project ensures that interventions do not inadvertently reinforce existing inequalities or harmful stereotypes. Key safeguards include:

- **Normative Integrity:** Ensuring no project output or communication material reinforces restrictive gender norms or occupational segregation.

- **Inclusive Policy Design:** Auditing policy and planning tools to ensure they do not systematically exclude women, youth, or marginalized communities from decision-making or resource allocation.
- **Safeguard Alignment:** All activities are fully aligned with the UNIDO Environmental and Social Safeguards Policies and Procedures (ESSPP).

8. Knowledge Management and Learning

Knowledge management serves as the absolute linchpin of institutional survival for AOSIS. SIDS diplomatic missions suffer from a chronic 'brain drain'; high turnover rates and the biennial rotation of the AOSIS Chairmanship result in a devastating loss of institutional memory. Decades of negotiating history, intricate legal precedents, and specialized technical briefs are frequently lost when key personnel rotate out of the UN system.

To permanently resolve this vulnerability, Component 3 of the project will implement a state-of-the-art, AI-supported digital knowledge and information management system. This platform will act as the permanent 'digital brain' of the coalition. It will provide all 39 SIDS—from the largest delegations to the smallest, one-person missions—with instantaneous, searchable access to the collective intelligence of the Alliance. By capturing the outputs of the Technical Desks and translating them into continuous learning modules, the project ensures that technical excellence and diplomatic strategy are preserved, scaled, and transferred seamlessly to successive generations of SIDS negotiators.

9. Stakeholder Engagement

UNIDO will function as a neutral, 'honest broker' throughout the implementation process, ensuring that the institutional maturation of AOSIS remains strictly demand-driven and sovereign-led by its member states. The stakeholder engagement strategy moves decisively beyond traditional, bilateral donor-recipient models by fostering a robust, self-sustaining South-South and SIDS-SIDS cooperation ecosystem. The engagement framework involves multiple synchronized layers:

- **National Sovereigns:** The primary stakeholders remain the 39 national governments, engaged continuously through their Permanent Missions to the United Nations in New York and Geneva, ensuring that multilateral strategy aligns with capital-level priorities.
- **Regional Intergovernmental Bodies:** The project will establish formal, operational coordination mechanisms with the primary regional technical bodies—including SPREP, SPC, CCCCC, and the IOC—to ensure that AOSIS's global multilateral advocacy is deeply informed by regional ground-truths.
- **Specialized Energy and Climate Networks:** A critical pillar of engagement is the partnership with SIDS DOCK and the Global Network of Regional Sustainable Energy Centres (GN-SEC) (including PCREEE, CCREEE, and ECREEE). This ensures that policies targeting just energy transitions and fossil fuel decoupling are backed by established technical implementing networks.
- **Academic and Civil Society Partners:** The project will formalize strategic partnerships with premier regional academic institutions, notably the University of the South Pacific (USP) and the University of the West Indies (UWI), to guarantee the localization of technical research. Furthermore, structured consultative mechanisms will be established to integrate the voices of Civil Society Organizations (CSOs) and Indigenous Peoples into the SIDS multilateral policy formation process.

Implementation and execution strategy:

The implementation strategy is designed to directly reinforce the project's core objective: transitioning AOSIS from an informal coalition to a formalized, highly capable institution capable of driving structural

transformation. Consequently, the execution arrangements are not merely administrative compliance measures; they are a central, deeply integrated component of the institutional capacity-building logic.

The UNIDO Sustainable Energy and Just Energy Transition Unit (JET) of the Energy and Climate Action Division (ECA) will have the overall global implementation responsibility in close coordination with the respective regional and technical units and the newly established UNIDO-Barbados SIDS Hub in Barbados. UNIDO will act as neutral broker without intervening in its daily business or influencing the decision-making of the AOSIS members. This role requires high levels of integrity focusing on local ownership and leadership, as well as commitment to time-limited support.

The UNIDO support will be focused on building an effective institution, which in the ideal case do not need anymore external support by project closure. UNIDO and the responsible team has demonstrated this “peer-to-peer” learning and institution-building support over the past 15 years in the context of the Global Network of Regional Sustainable Energy Centres (GN-SEC) Program, which included also SIDS centres such as PCREEE and CCREEE. However, the approach still needs strict accountability and transparency when in it comes to the use of the GEF funding through the local partners in line with GEF and UNIDO fiduciary standards.

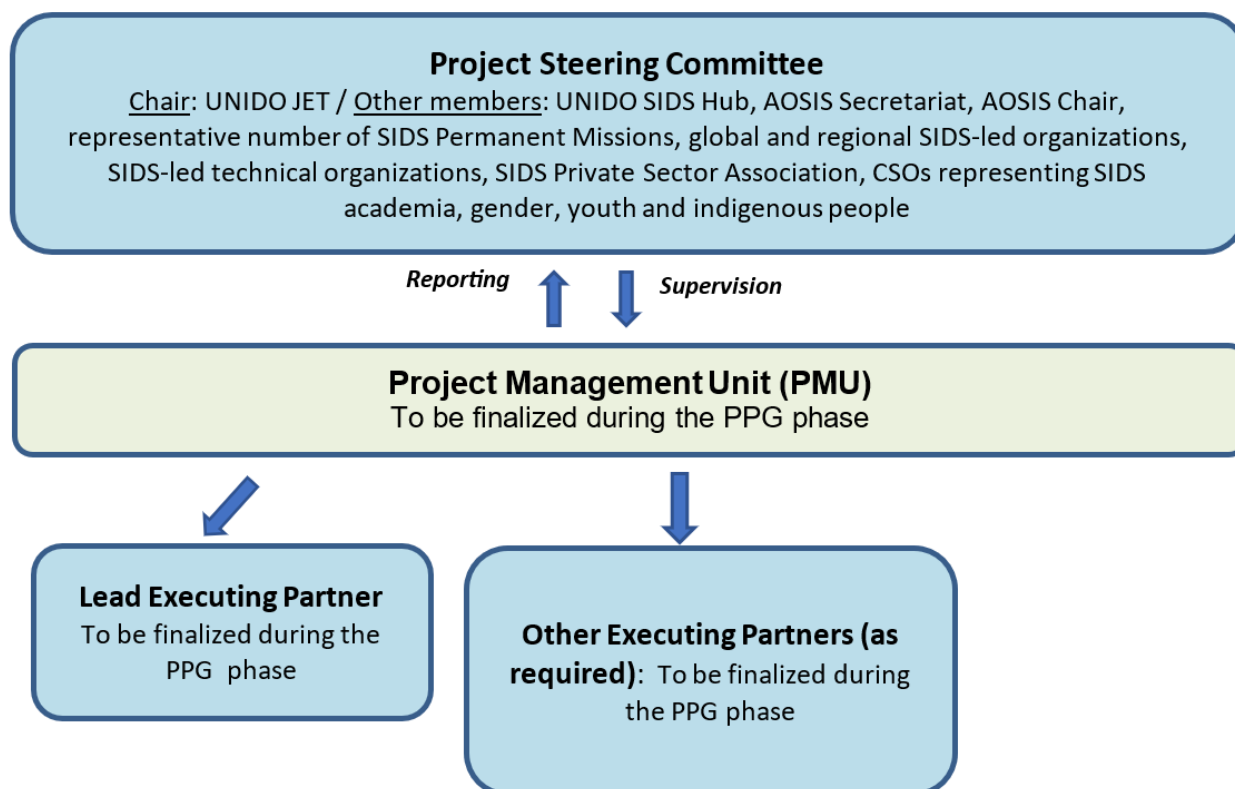
To manage day-to-day operations and ensure technical delivery, a dedicated Project Management Unit (PMU) will be established. Under the supervision of this PMU, on-the-ground implementation will be driven by a formally designated Lead Executing Partner, supplemented by Other Executing Partners (if required). In strict adherence to GEF project cycle management standards, the exact institutional configuration of the PMU, as well as the definitive selection and mandate of the Lead and Other Executing Partners, will be comprehensively assessed and finalized during the Project Preparation Grant (PPG) phase. The main partner will be the current AOSIS Secretariat and the respective Permanent Missions of the respective Chair (Cabo Verde, Maldives).

Figure 2: Implementation and execution structure of the GEF project

Funding Partner: The Global Environment Facility (GEF)

Implementing Agency: UNIDO

Project Execution:



Stakeholder engagement

The AOSIS support project as a highly integrated, joint effort among UNIDO, the AOSIS Secretariat, the respective Chairs and the UN Permanent Missions. Designing a global project across highly diverse SIDS regions requires a sophisticated division of labour where agencies work collaboratively across all components. The project utilizes a “Complementary Consortium” model where key stakeholders collaborate on the same outcomes while leading distinctly different aspects of the execution on different levels. The engagement and roles of the specific stakeholders are detailed in the matrix below:

Stakeholder Type	Specific Stakeholder/Entity	Level of Engagement & Primary Interest	Specific Contribution to Project Success	Key Component/Output Linkage
------------------	-----------------------------	--	--	------------------------------

Beneficiary and potential lead executing partner <i>(defined during the PPG phase)</i>	AOSIS Secretariat, Incumbent AOSIS Chairs, and designated PMU	High (Main beneficiary and Lead): Institutional continuity, strategic coherence, and potential daily project execution.	Host the Specialized Technical Desks ; manage the knowledge platform; execute a BBNJ pilot;	Component 1 & 2: Lead on institutionalization, fiduciary upgrades, and technical advisory operations.
Beneficiary and decision-maker	39 AOSIS Member States & Permanent Missions to the UN	High (Ultimate Beneficiaries & Decision Makers): Sovereign ownership, political validation, and domestication of multilateral environmental frameworks.	Provide the political mandate; adopt national resilience policies (NAPs/NDCs); operationalize MVI metrics in domestic budgets.	All Components: Core beneficiaries of technical Desks (Outcome 2.1) and capacity building.
Implementing Agency	UNIDO (ECA/JET Unit in coordination with Barbados SIDS Hub and other technical units)	High (Fiduciary & Oversight): Ensuring GEF/SCCF compliance, quality assurance, and providing global technical backstopping.	Act as a neutral 'honest broker'; facilitate the PPG phase; ensure rigorous M&E; leverage UNIDO's global industrial/energy expertise.	Component 1 & Component 4: Financial systems compliance and M&E delivery (Outcome 4.1).
Regional Intergovernmental Bodies	SPREP, SPC, CARICOM, IOC	Medium-High (Regional Translators): Harmonizing global AOSIS negotiating positions with on-the-ground regional realities.	Facilitate regional position and decision-making; Provide regional ground-truths for BBNJ and climate policies; assist in scaling up adaptation models within	Component 3: South-South cooperation, regional dialogues (Output 3.1.4).

			respective oceanic regions.	
Multilateral Organizations and UN System	UN-OHRLLS, UN DESA, UN Agencies (e.g. UNDP, UNEP, FAO, IMO), multilateral banks and funds (e.g. GEF, GCF)	Medium-High (Technical and Political Partners): Partnering with SIDS on environmental , climate and ocean governance and biodiversity matters, as well as a fair multilateral system;	Technical inputs and analytics to AOSIS Desks; partners in formulating positions and policy briefs; advocating for SIDS preferential terms (e.g. MVI);	All Components: Core beneficiaries of technical Desks (Outcome 2.1) and capacity building.
Specialized Energy & Climate Platforms	CCCCC, Maritime Organisations, SIDS DOCK, CCREEE, PCREEEE, Global Network of Regional Sustainable Energy Centres (GN-SEC)	Medium-High (Technical Partners): Providing technical inputs and analytics to AOSIS Desks.	Provision of analytical and policy inputs for AOSIS policy-making and outreach; partners in implementing multilateral agreements and modalities (multipliers).	Component 2 & 3: Climate and Finance Desk operations; SIDS-SIDS partnerships (Output 3.1.5).
Academic & Scientific Institutions	University of the South Pacific (USP), University of the West Indies (UWI), SIDS Centre of Excellence in Antigua and Barbuda	Medium (Knowledge Generators): Localization of technical research and validation of climate/ocean data.	Supply robust, localized data for BBNJ and Plastics treaty discussions; support the development of the AI-driven knowledge core.	Component 3: Knowledge Management strategies and Data Platform (Output 3.1.2).
Civil Society & Marginalized Groups	SIDS NGOs, Women's Groups, Youth	Medium (Advocates & TEK Holders): Ensuring	Monitor and advise on the implementation of the Gender and Youth	Component 1 & Component 3: Strategic inclusivity analysis

	Representatives, Indigenous Peoples	interventions are equitable, gender-responsive, and inclusive of Traditional Ecological Knowledge (TEK).	Action Plan; ensure local livelihoods are protected in ocean governance models.	(Output 1.1.1); awareness campaigns (Output 3.1.3).
Private Sector & Financiers	SIDS Private Sector Associations, Multilateral Development Banks (MDBs)	Medium (Financing & Scalability): Absorbing de-risked investments and developing blue-green value chains.	Participate in blended finance mechanisms; utilize the MVI to structure concessional capital for resilient infrastructure and circular economies.	Component 2: Finance Desk operations and project pipeline structuring (Output 2.1.2).

UNIDO Legal context

It is expected that each set of activities to be implemented in the target countries will be governed by the provisions of the Standard Basic Cooperation Agreement concluded between the Government of the recipient country concerned and UNIDO or – in the absence of such an agreement – by one of the following: (i) the Standard Basic Assistance Agreement concluded between the recipient country and UNDP, (ii) the Technical Assistance Agreements concluded between the recipient country and the United Nations and specialized agencies, or (iii) the Basic Terms and Conditions Governing UNIDO Projects.

Coordination and Cooperation with Ongoing Initiatives and Project.

Does the GEF Agency expect to play an execution role on this project?

If so, please describe that role here. Also, please add a short explanation to describe cooperation with ongoing initiatives and projects, including potential for co-location and/or sharing of expertise/staffing

To maximize the catalytic impact of GEF and SCCF resources and avoid the duplication of technical efforts, the AOSIS project will create links to other global or regional GEF program or projects in SIDS. In its matured capacity, the formalized AOSIS Secretariat case serve as a platform for synchronizing technical inputs and aligning policy positions across 39 Small Island Developing States (SIDS), ensuring that high-level normative frameworks are consistently applied across all GEF-funded interventions in the Caribbean, Pacific, and AIS regions. The project's four Specialized Technical Desks can establish formal interfaces with ongoing

GEF Trust Fund, SCCF, and LDCF projects, ensuring a unified 'SIDS voice' within the GEF ecosystem. Potentially the following synergies can be created (to be checked during the PPG phase):

- **UNIDO-GEF LDC Group Support Projects (GEF IDs 10994 and 11919):** The project will establish immediate coordination with UNIDO's role as the Implementing Agency for the Least Developed Countries (LDC) Group on Climate Change, building upon the institutional blueprints established in Phase 1 (GEF ID 10994: 'Strengthening Engagement and Action by the Least Developed Countries Group on Climate Change') and Phase 2 (GEF ID 11919: 'Support to the Least Developed Countries Group on Climate Change for Impactful and Just Climate Action'). Given the significant strategic intersection—exemplified by Timor-Leste currently chairing the LDC Group while being a prominent SIDS—UNIDO will facilitate cross-training and knowledge transfer. This ensures that GEF-funded legal templates and negotiating strategies developed for the LDC Secretariat are harmonized with AOSIS technical outputs, specifically regarding the Multidimensional Vulnerability Index (MVI) and the Fund for Responding to Loss and Damage.
- **The Global Programme on Climate-Resilient Renewable Energy Systems (GEF ID 11626):** The AOSIS Climate and Finance Desks will coordinate with the UNIDO-led programme and create synergies regarding adaptation-mitigation nexus. The program could play a good facilitating role regarding the discussions on a multilateral framework to transition away from fossil fuels to climate-resilient renewable energy systems. The growing programme includes a global-regional component and a growing portfolio of national projects. The global-regional component is co-funded by Austria and is executed in partnership with the centres of the Global Network of Regional Sustainable Energy Centres (GN-SEC), including CCREEE and PCREEE.
- **GEF-funded SIDS-SIDS Technology Transfer Hub (GEF ID 9825):** The project will establish a strategic technical linkage with the GEF-funded project 'Demonstration of a Caribbean Mechanism Toward Establishment of a SIDS-SIDS Green-Blue Economy Knowledge Transfer Hub' hosted by the University of the West Indies (UWI). This coordination ensures that the Hub's specialized research on climate-resilient technologies and regional technical standards is directly integrated into the analytical outputs of the AOSIS Climate Adaptation and Ocean Desks. This synergy facilitates the intra-regional and trans-regional transfer of proven SIDS-specific technologies, ensuring that multilateral advocacy is grounded in localized scientific excellence.
- **Inter-Agency Support for the SIDS Center of Excellence:** The project will establish a formal technical bridge with the GEF-funded components supporting the 'SIDS Center of Excellence' (as mandated by the Antigua and Barbuda Agenda for SIDS - ABAS). While the Center, supported by UNDP and UN DESA, manages broader sustainability data, the AOSIS Desks will provide the specialized technical and legal 'deep-dives' required for GEF-8 focal area compliance in Climate and Oceans, ensuring a 'One GEF' approach to SIDS data management.
- **GEF Support for the Global Plastics Treaty (UNEP/GEF):** The AOSIS Marine Plastics Desk will coordinate with UNEP-led GEF projects supporting the 'Intergovernmental Negotiating Committee (INC) on Plastic Pollution'. This ensures that SIDS' sovereign positions in these GEF-funded treaty negotiations are technically robust and that domestication protocols are aligned with GEF Chemicals and Waste focal area priorities.
- **GEF-8 Blue and Green Islands Integrated Program (BGI IP) (GEF ID 11118):** The project will function as a strategic technical partner for the 'Blue and Green Islands Integrated Program'. While the BGI IP focuses on nature-based solutions (NbS) and source-to-sea management at the national level, the AOSIS Finance and Ocean Governance Desks will provide the overarching technical and legal advisory required to translate these pilots into bankable, trans-regional investment pathways. This coordination ensures that the 'Resilient Prosperity' models tested under BGI IP are supported by robust sovereign legislation and MVI-informed financial strategies developed by AOSIS.
- **GEF IW:LEARN Platform (GEF ID 11311):** AOSIS will function as a strategic partner to the global platform titled 'Strengthening Global Capacity to Effectively Manage Transboundary Waters (GEF IW:LEARN 5)'. The AOSIS Ocean Desk will develop a 'SIDS Ocean Data Dashboard' that

feeds directly into the GEF-funded IW:LEARN system, ensuring that SIDS-specific lessons on BBNJ domestication and transboundary water governance are shared across the global GEF portfolio.

- **BBNJ pilot:** The AOSIS Ocean Governance Debs will establish technical links with ongoing regional GEF-IW projects, notably '**Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States (IWEco)**' (GEF ID 4901) and the '**Pacific Islands Ridge-to-Reef National Priorities**' initiatives. The Desk will provide these projects with the specific legal advisory required to domesticate BBNJ-compliant protocols within their existing GEF-funded governance structures.
- **National Adaptation Plans Global Support Programme (GEF ID 5320):** The AOSIS Climate Adaptation Desk will coordinate with initiatives under the '**National Adaptation Plans Global Support Programme (NAP-GSP)**' to ensure that SIDS-specific vulnerabilities, captured via the MVI, are integrated into national adaptation budgeting and sectoral planning processes.

To operationalize these GEF-internal synergies, the project will implement bi-annual virtual briefings between AOSIS Desk leads and relevant GEF Task Managers from UNDP, UNEP, and UNIDO. Furthermore, the project's AI-supported Knowledge Platform will be linked with existing GEF data repositories, such as IW:LEARN, to facilitate secure, trans-regional data exchange and the production of joint GEF knowledge products, thereby reducing the analytical and administrative burden on individual member state administrations.

Core Indicators

Indicator 5 Area of marine habitat under improved practices to benefit biodiversity (excluding protected areas)

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
5,000.00			

Indicator 5.1 Fisheries under third-party certification incorporating biodiversity considerations

Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)

Type/name of the third-party certification

Indicator 5.2 Large Marine Ecosystems with reduced pollution and hypoxia

Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)

LME at PIF	LME at CEO Endorsement	LME at MTR	LME at TE

Indicator 5.3 Marine OECMs supported

Name of the OECMs	WDPA-ID	Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)

Indicator 6 Greenhouse Gas Emissions Mitigated

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO₂e (direct)	5000	0	0	0
Expected metric tons of CO₂e (indirect)	495000	0	0	0

Indicator 6.1 Carbon Sequestered or Emissions Avoided in the AFOLU (Agriculture, Forestry and Other Land Use) sector

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO₂e (direct)	5,000			
Expected metric tons of CO₂e (indirect)	495,000			
Anticipated start year of accounting	2027			
Duration of accounting	20			

Indicator 6.2 Emissions Avoided Outside AFOLU (Agriculture, Forestry and Other Land Use) Sector

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO₂e (direct)				
Expected metric tons of CO₂e (indirect)				
Anticipated start year of accounting				
Duration of accounting				

Indicator 6.3 Energy Saved (Use this sub-indicator in addition to the sub-indicator 6.2 if applicable)

Total Target Benefit	Energy (MJ) (At PIF)	Energy (MJ) (At CEO Endorsement)	Energy (MJ) (Achieved at MTR)	Energy (MJ) (Achieved at TE)
Target Energy Saved (MJ)				

Indicator 6.4 Increase in Installed Renewable Energy Capacity per Technology (Use this sub-indicator in addition to the sub-indicator 6.2 if applicable)

Technology	Capacity (MW) (Expected at PIF)	Capacity (MW) (Expected at CEO Endorsement)	Capacity (MW) (Achieved at MTR)	Capacity (MW) (Achieved at TE)
------------	------------------------------------	--	------------------------------------	-----------------------------------

Indicator 7 Shared water ecosystems under new or improved cooperative management

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Shared water Ecosystem	Global			
Count	1	0	0	0

Indicator 7.1 Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation (scale of 1 to 4; see Guidance)

Shared Water Ecosystem	Rating (Expected at PIF)	Rating (Expected at CEO Endorsement)	Rating (Achieved at MTR)	Rating (Achieved at TE)
---------------------------	-----------------------------	---	-----------------------------	----------------------------

Indicator 7.2 Level of Regional Legal Agreements and Regional management institution(s) (RMI) to support its implementation (scale of 1 to 4; see Guidance)

Shared Water Ecosystem	Rating (Expected at PIF)	Rating (Expected at CEO Endorsement)	Rating (Achieved at MTR)	Rating (Achieved at TE)
------------------------	--------------------------	--------------------------------------	--------------------------	-------------------------

Indicator 7.3 Level of National/Local reforms and active participation of Inter-Ministeral Committees (IMC; scale 1 to 4; See Guidance)

Shared Water Ecosystem	Rating (Expected at PIF)	Rating (Expected at CEO Endorsement)	Rating (Achieved at MTR)	Rating (Achieved at TE)
Global	1			

Indicator 7.4 Level of engagement in IWLEARN through participation and delivery of key products(scale 1 to 4; see Guidance)

Shared Water Ecosystem	Rating (Expected at PIF)	Rating (Expected at CEO Endorsement)	Rating (Achieved at MTR)	Rating (Achieved at TE)
Global	1			

Indicator 8 Globally over-exploited fisheries moved to more sustainable levels

Metric Tons (Expected at PIF)	Metric Tons (Expected at CEO Endorsement)	Metric Tons (Achieved at MTR)	Metric Tons (Achieved at TE)
200,000.00			

Fishery Details

(Cumulative 10-year indirect impact): Strengthening regional fisheries governance and BBNJ protocols via AOSIS Ocean Hub advisory, securing sustainable management of SIDS-stewarded transboundary stocks. Impact is more indirect through the enabling environment set by AOSIS on multilateral level.

Indicator 9 Chemicals of global concern and their waste reduced

Metric Tons (Expected at PIF)	Metric Tons (Expected at CEO Endorsement)	Metric Tons (Achieved at MTR)	Metric Tons (Achieved at TE)
0.00	0.00	0.00	0.00

Indicator 9.1 Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type)

POPs type	Metric Tons (Expected at PIF)	Metric Tons (Expected at CEO Endorsement)	Metric Tons (Achieved at MTR)	Metric Tons (Achieved at TE)
-----------	-------------------------------	---	-------------------------------	------------------------------

Indicator 9.2 Quantity of mercury reduced (metric tons)

Metric Tons (Expected at PIF)	Metric Tons (Expected at CEO Endorsement)	Metric Tons (Achieved at MTR)	Metric Tons (Achieved at TE)

Indicator 9.3 Hydrochloroflurocarbons (HCFC) Reduced/Phased out (metric tons)

Metric Tons (Expected at PIF)	Metric Tons (Expected at CEO Endorsement)	Metric Tons (Achieved at MTR)	Metric Tons (Achieved at TE)

Indicator 9.4 Number of countries with legislation and policy implemented to control chemicals and waste (Use this sub-indicator in addition to one of the sub-indicators 9.1, 9.2 and 9.3 if applicable)

Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)

Indicator 9.5 Number of low-chemical/non-chemical systems implemented, particularly in food production, manufacturing and cities (Use this sub-indicator in addition to one of the sub-indicators 9.1, 9.2 and 9.3 if applicable)

Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)

Indicator 9.6 POPs/Mercury containing materials and products directly avoided

Metric Tons (Expected at PIF)	Metric Tons (Expected at CEO Endorsement)	Metric Tons (Achieved at MTR)	Metric Tons (Achieved at TE)

Indicator 9.7 Highly Hazardous Pesticides eliminated

Metric Tons (Expected at PIF)	Metric Tons (Expected at CEO Endorsement)	Metric Tons (Achieved at MTR)	Metric Tons (Achieved at TE)

Indicator 9.8 Avoided residual plastic waste

Metric Tons (Expected at PIF)	Metric Tons (Expected at CEO Endorsement)	Metric Tons (Achieved at MTR)	Metric Tons (Achieved at TE)
5,000.00			

Indicator 11 People benefiting from GEF-financed investments

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Female	500			
Male	500			
Total	1000	0	0	0

Explain the methodological approach and underlying logic to justify target levels for Core and Sub-Indicators (max. 250 words, approximately 1/2 page)

It is important to emphasize that the primary project impacts are indirect and long-term oriented, functioning as a force multiplier for sovereign action rather than providing direct, short-term physical investment. The enhanced ability of AOSIS to take a proactive and informed role in global negotiations, supported by specialized thematic and legal hubs, will catalyze tangible outcomes on the ground over a 20-year horizon. Therefore, very conservative value were selected. These value will be further confirmed during the PPG phase.

Under the International Waters focal area, the project will facilitate the domestication of the BBNJ Agreement. This legal and technical engine is projected to improve the resilient management of 5,000 hectares of coastal and marine habitat and transition approximately 200,000 metric tons of transboundary fisheries to sustainable levels as member states adopt unified, scientifically-backed management protocols. Similarly, in the climate domain, the operationalization of the Multidimensional Vulnerability Index (MVI) through the Finance Hub will provide the analytical leverage required to unlock vulnerability-informed concessionality, ensuring that climate finance flows are aligned with physical risk rather than traditional income metrics.

Furthermore, the project provides the analytical backbone for a "just transition" by supporting the structural decoupling of critical SIDS value chains—such as tourism and agri-food—from fossil fuel dependencies. By establishing resilient energy and industrial standards today, the project facilitates the indirect avoidance of 507,000 tCO₂ over two decades, ensuring that future development is low-emission from the outset. In essence, by investing in the institutional "gears" of AOSIS, the GEF and SCCF are securing the global blue commons as a permanent global public good, catalyzed through the collective and coordinated action of its 39 member states.

META INFORMATION – SCCF

LDCF false	SCCF-B (Window B) on technology transfer true	SCCF-A (Window-A) on climate Change adaptation false
Is this project LDCF SCCF challenge program? false		
This Project involves at least one small island developing State(SIDS). true		
This Project involves at least one fragile and conflict affected state. false		
This Project will provide direct adaptation benefits to the private sector. false		
This Project is explicitly related to the formulation and/or implementation of national adaptation plans (NAPs). false		
This project will collaborate with activities begin supported by other adaptation funds. If yes, please select below		
Green Climate Fund true	Adaptation Fund true	Pilot Program for Climate Resilience (PPCR) false
This Project has an urban focus. false		
This project will directly engage local communities in project design and implementation false		

This project will support South-South knowledge exchange

true

This Project covers the following sector(s)[the total should be 100%]: *

Agriculture	0.00%
Nature-based management	0.00%
Climate information services	20.00%
Coastal zone management	20.00%
Water resources management	20.00%
Disaster risk management	20.00%
Other infrastructure	20.00%
Tourism	0.00%
Health	0.00%
Other (Please specify comments)	0.00%
Total	100.00%

This Project targets the following Climate change Exacerbated/introduced challenges: *

Sea level rise true	Change in mean temperature true	Increased climatic variability true	Natural hazards true
Land degradation false	Coastal and/or Coral reef degradation true	Groundwater quality/quantity false	

CORE INDICATORS – SCCF

	Total	Male	Female	% for Women
CORE INDICATOR 1 Total number of direct beneficiaries	1000	500.00	500.00	50.00%
CORE INDICATOR 2 (a) Area of land managed for climate resilience (ha) (b) Coastal and marine area managed for climate resilience (ha)	0.00 5,000.00			
CORE INDICATOR 3 Number of policies/plans/ frameworks/institutions for to strengthen climate adaptation	79.00			
CORE INDICATOR 4 Number of people trained or with awareness raised	1000	500.00	500.00	50.00%
CORE INDICATOR 5 Number of private sector enterprises engaged in climate change adaptation and resilience	50.00			

Key Risks

	Rating	Explanation of risk and mitigation measures
CONTEXT		
Climate	Moderate	Risk: SIDS are on the absolute frontline of climate-induced shocks. Extreme weather events may disrupt the active participation of the 39 SIDS and lead to delays or not the best outcomes. Mitigation: The project establishes a decentralized "Technical Desk" model and a cloud-based knowledge and information management system to ensure data redundancy and operational continuity even during acute climate events.
Environmental and Social	Low	Due to the nature of the project no substantial environmental risk are existing. There is a potential risks that women, youth and indigenous people are not adequately integrated. Mitigation: The project mandates 50% representation of women and 30% youth across all desks and capacity-building cohorts, ensuring social safeguards are embedded in the institutional design. Moreover, women, youth and indigenous groups will be invited to the Steering Committee.
Political and Governance	Moderate	Risk: Geopolitical shifts or changes in national leadership within the 39 member states could impact the unified 'AOSIS voice.' Mitigation: The project secures independent legal status and 'Privileges and Immunities' for AOSIS, decoupling technical support and institutional memory from the political cycles of rotating chairmanships - but also dependence on external partners.
INNOVATION		
Institutional and Policy	Moderate	Risk: Resistance from existing regional organizations due to perceived overlap with the new AOSIS Secretariat mandate. Mitigation: Coordination is strictly aligned with the ABAS framework. Formal MoUs will be established with regional bodies (CARICOM, PIF, IOC) to define AOSIS as a 'multilateral technical nexus' rather than a regional implementer.
Technological	Low	Risk: Potential for the AI-driven information and knowledge management system to face cybersecurity threats or underutilization due to the digital divide. Mitigation: Implementation of high-grade encryption and secure cloud infrastructure. The 'Knowledge & Partnerships' component includes dedicated training for 1,000 beneficiaries to ensure digital literacy.
Financial and Business Model	Substantial	Risk: Financial sustainability of the Secretariat and the four Desks after the 5-year GEF/SCCF project cycle ends. Mitigation: Component 1 includes a dedicated Resource Mobilization Strategy. AOSIS's new fiduciary status will enable it to manage its own endowment fund and access direct multilateral funding (e.g., GCF, AF).

EXECUTION

Capacity	Substantial	Uncertainty regarding whether incoming biennial chairs possess sufficient capacity and project management experience to oversee the complex execution of GEF activities and fund management. Additionally, securing and retaining world-class technical excellence for the five AOSIS Desks remains a systemic challenge. Mitigation: This will be checked during the PPG phase. If there is not sufficient capacity, it maybe be better to adopt a blended execution modality. The project institutionalizes a permanent Project Management Unit (PMU) within the legalized Secretariat to handle fiduciary and administrative tasks, ensuring technical continuity regardless of the Chair's prior experience. Furthermore, the Desks are designed as 'Centres of Excellence' with competitive, formalized career paths to attract and sustain top-tier technical talent.
Fiduciary	Substantial	Risk: The rotating biennial chair and the associated Permanent Mission may lack the specialized administrative infrastructure and financial management expertise required to effectively manage GEF funds and ensure the necessary levels of accountability and transparency. This creates a risk of compliance errors during the transition to direct fund management. The fund management would change two times. Mitigation: This will be checked during the PPG phase. If there are challenges a mixed execution model maybe the better option. UNIDO will provide intensive fiduciary oversight during the first 36 months. The project establishes a permanent, GEF/GCF-compliant financial management system within the AOSIS Secretariat, ensuring that fiduciary accountability is anchored in a permanent professional staff rather than transient diplomatic missions.
Stakeholder		Risk: Divergent priorities across the three SIDS regions leading to fragmented policy positions and conflicts. Mitigation: The governance structure ensures equitable regional representation within the Technical Desks. UNIDO will act as neutral broker.
Other		N/A
Overall Risk Rating	Moderate	The overall risk is moderate. Generally, there are no major environmental, social or technical risks. A challenge maybe the fiduciary risk for the execution of the project. In the moment, it is unknown, which financial and administrative capacity the respective permanent mission of the chair will have. Moreover, a more substantial risk is also whether AOSIS will be able to maintain quality of work beyond project closure. Further checks will be done during the PPG phase. The respective UNIDO project team has extensive experience in building intergouvernmental institutions (e.g. GN-SEC program).

C. ALIGNMENT WITH GEF-8 PROGRAMMING STRATEGIES AND COUNTRY/REGIONAL PRIORITIES

Describe how the proposed interventions are aligned with GEF- 8 programming strategies and country and regional priorities, including how these country strategies and plans relate to the multilateral environmental agreements.

Confirm if any country policies that might contradict with intended outcomes of the project have been identified, and how the project will address this.

For projects aiming to generate biodiversity benefits (regardless of what the source of the resources is - i.e., BD, CC or LD), please identify which of the 23 targets of the Kunming-Montreal Global Biodiversity Framework the project contributes to and explain how. (max. 500 words, approximately 1 page)

• 1. Strategic Alignment with GEF-8 SCCF Mandates (Priority Area B)

The proposed intervention is meticulously aligned with the strategic priorities of the Global Environment Facility (GEF-8) and the Special Climate Change Fund (SCCF). Recognizing the severe and interconnected vulnerabilities of Small Island Developing States (SIDS), the project leverages a multi-trust fund approach to address climate adaptation in key vulnerable sectors (energy-water-food) through comprehensive institutional maturation. By formalizing the Alliance of Small Island States (AOSIS) into a permanent center of technical excellence, the project acts as the definitive bridge between global environmental mandates and sovereign implementation at the national and regional levels.

1.1. Special Climate Change Fund (SCCF-B) Alignment

Under the GEF-8 Climate Change Adaptation Strategy, the SCCF-B window is exclusively dedicated to supporting technology transfer, capacity building, and adaptation action in SIDS. The project directly operationalizes these priorities by addressing the structural barriers that have historically impeded the flow and utilization of adaptation finance in highly vulnerable island contexts.

- **Mainstreaming Resilience & Bridging the Implementation gap:** The project targets the fundamental adaptation deficit within SIDS governance, often characterized by high political ambition coupled with severe technical capacity constraints. Through the Climate and Finance Desks, the project translates complex multilateral adaptation goals into actionable, sovereign National Adaptation Plans (NAPs) and national climate policies. This institutional fortification facilitates the targeted adoption of 45 climate-adaptive policies and strengthens 40 key institutions (aligning with SCCF Core Indicator 3).
- **Technology Transfer, Innovation, and Private Sector Engagement:** The project acts as a multilateral incubator, overcoming the geographical and technical isolation of individual SIDS. By deploying an AI-supported knowledge management platform ('Digital Backbone'), it facilitates the rapid, cross-regional transfer of innovative policy, technical, and legal frameworks across all 39 member states. Concurrently, by operationalizing the Multidimensional Vulnerability Index (MVI), the project empowers a cohort of 1,000 diplomatic and technical experts (SCCF Core Indicators 1 and 4) to systematically negotiate for climate finance concessionality based on physical and economic vulnerability, rather than outdated income metrics. Furthermore, the Finance Desk actively engages 50 private sector enterprises to de-risk blue-green investment frameworks, catalyzing local entrepreneurship and ensuring that adaptation efforts are economically sustainable (SCCF Core Indicator 5).

1.2. International Waters (GEF-8 IW-1) Alignment

As 'Large Ocean States' and custodians of approximately 30 percent of the world's oceans, SIDS are the primary and indispensable stewards of the Global Blue Commons. The project is strictly aligned with GEF-8 IW Objective 1 (Blue Economy) and Objective 2 (Areas Beyond National Jurisdiction - BBNJ), recognizing

that the health of transboundary marine ecosystems is inextricably linked to the economic survival and food security of island populations.

- **BBNJ Piloting & Area-Based Management Tools (ABMTs):** The historic adoption of the BBNJ Agreement requires urgent capacity building for its domestication. The AOSIS Ocean and Legal Desks will move beyond normative advocacy to facilitate the first pioneer pilots under the new treaty framework. This intervention empowers a vanguard group of SIDS to jointly propose and manage BBNJ-compliant ABMTs and Marine Protected Areas (MPAs) in the high seas, supporting the climate-resilient management of 5,000 hectares of critical marine habitat (SCCF Core Indicator 2 / GEF Core Indicator 5).
- **Sustainable Transboundary Fisheries:** The technical validation and coordinated policy frameworks provided by the Desks will serve as a primary catalyst to address the overexploitation of shared marine resources. This coordinated governance approach is projected to transition 200,000 metric tons of transboundary fisheries to sustainable levels over a 20-year catalytic horizon, safeguarding both biodiversity and sovereign food security (GEF Core Indicator 8).

1.3. Alignment with GEF-8 Climate Change Mitigation (CCM) Objectives (co-benefit)

While the project's primary financing is derived from the SCCF-B and IW focal areas, its integrated design ensures robust alignment with the GEF-8 Climate Change Mitigation (CCM) Strategy as a critical co-benefit. Within the highly vulnerable context of SIDS, true resilience requires addressing the energy-industry nexus and mitigating the economic risks of fossil fuel reliance. Moreover, mitigation investments need to integrate climate-resilience to avoid to become stranded assets.

- **Value Chain Decoupling and Energy Security:** Through the technical advisory of the Climate and Finance Desks, the project empowers AOSIS member states to systematically decouple their critical productive sectors (tourism, agriculture, and fisheries) from volatile, high-emission fossil fuel supply chains.
- **Just Transitions:** By integrating resilient renewable energy and energy efficiency (RE&EE) standards into updated Nationally Determined Contributions (NDCs) and national industrial policies, the project ensures that new SIDS infrastructure is 'low-emission from the outset.'
- **Quantifiable Mitigation Co-Benefits:** This strategic alignment contributes directly to GEF Core Indicator 6.2, targeting the direct and indirect avoidance of 507,000 tCO₂e (39,000 direct) over a 20-year catalytic horizon, thereby advancing both global mitigation targets and sovereign macroeconomic stability.

1.4. Alignment with GEF-8 Regional and Integrated Programming

The project's multiplier logic—where strengthening one central entity catalyses action across 39 nations—is fundamentally aligned with the GEF-8 emphasis on integrated and multi-country approaches designed to achieve economies of scale.

- **Regional Cooperation as an Accelerator:** The project leverages the centralized AOSIS Secretariat to overcome the prohibitively high incremental costs of institutional coordination across geographically dispersed SIDS in the Caribbean, Pacific, and AIS regions. This ensures that policy, financial, and legal successes achieved in one region are systematically and efficiently replicated globally, maximizing the catalytic impact of GEF resources.

- **Integrated Programming Co-benefits:** The intervention naturally aligns with the holistic objectives of the GEF-8 Integrated Programs (IPs). The specialized advisory provided by the AOSIS Desks will feed directly into the Blue and Green Islands IP (focusing on nature-based adaptation and resilient ecosystems) and the Circular Economy IP (targeting marine plastics reduction and sustainable consumption patterns).

2. Alignment with Country and Regional Priorities (SIDS)

The project is entirely demand-driven, rooted in the sovereign priorities of the 39 AOSIS member states. It acts as the dedicated institutional vehicle required to execute their internationally recognized political commitments and national development strategies.

- **The Antigua and Barbuda Agenda for SIDS (ABAS):** Adopted at the 4th International Conference on SIDS in 2024, the ABAS serves as the overarching ten-year roadmap toward 'resilient prosperity.' The project is the direct institutional manifestation of this agenda. The project's Technical Desks will serve as the analytical engine supporting the newly established SIDS Center of Excellence, providing the data-driven expertise required to strengthen national line ministries and overcome historical capacity deficits.
- **Nationally Determined Contributions (NDCs) and NAPs:** SIDS consistently submit the most ambitious NDCs under the Paris Agreement, yet face severe implementation bottlenecks due to technical and financial constraints. By providing a permanent, shared pool of technical excellence, the project equips national experts to effectively update, cost, and execute ambitious NDCs and NAPs. Crucially, this includes embedding robust 'just energy transition' pathways into national industrial and economic policies, ensuring that climate mitigation efforts are durable, economically viable, and socially inclusive.
- **Economic and Climate Resilience through Decoupling:** True resilience in SIDS requires addressing the energy-industry nexus. The project integrates climate adaptation with energy security, supporting the equitable decoupling of critical SIDS value chains—such as tourism, agriculture, and fisheries—from volatile and vulnerable fossil fuel supply chains. This structural shift toward renewable energy and energy efficiency contributes to the direct and indirect avoidance of GHG emissions while drastically reducing national import bills and enhancing macroeconomic stability.
- **Regional Integration:** While maintaining a unified global voice, the project structurally reinforces regional priorities by establishing formalized, technical coordination channels with the Caribbean Community (CARICOM), the Pacific Islands Forum (PIF), and the Indian Ocean Commission (IOC). This ensures that global negotiating positions are deeply rooted in localized regional realities and data.

3. Alignment with the 2030 Agenda for Sustainable Development

The project delivers broad, systemic, and integrated impacts across the Sustainable Development Goals (SDGs), demonstrating an unwavering commitment to addressing the triple planetary crisis holistically and recognizing the indivisible nature of the 2030 Agenda:

- **SDG 13 (Climate Action):** Professionalizing SIDS' participation in the UNFCCC to secure vital adaptation financing, effectively operationalize Loss and Damage mechanisms, and increase sovereign resilience against extreme weather events.
- **SDG 14 (Life Below Water):** Facilitating the domestication of the BBNJ Agreement to protect the Global Blue Commons, combat overfishing, and preserve marine biodiversity.

- **SDG 7 (Affordable and Clean Energy):** Framing the clean energy transition not merely as a mitigation exercise, but as a critical measure for national resilience, energy security, and the decoupling of key economic value chains from fossil fuel imports.
- **SDG 9 (Industry, Innovation, and Infrastructure):** Building resilient institutional infrastructure and promoting just, blue-green industrialization models that foster sustainable local economies and innovation.
- **SDG 12 (Responsible Consumption and Production):** Advancing circular economy principles and sustainable waste management frameworks via the specialized Plastics Desk.
- **SDG 17 (Partnerships for the Goals):** The institutional maturation of AOSIS represents the ultimate amplification of SIDS-SIDS cooperation and triangular partnerships, fostering a united front for global environmental advocacy.

4. Contribution to the Kunming-Montreal Global Biodiversity Framework (GBF)

While primarily an institutional and climate-ocean focused intervention, the project's strategic advisory outputs generate profound biodiversity co-benefits, directly advancing key targets of the GBF:

- **Target 3 (30x30 Conservation):** The Ocean Governance Desk directly facilitates the identification, legal structuring, and proposal of high-seas ABMTs and MPAs under the new BBNJ Agreement. This technical capacity is absolutely critical for achieving the global goal of conserving 30% of marine areas by 2030.
- **Target 7 (Pollution Reduction):** The Marine Plastics Desk enhances the ability of SIDS to aggressively shape and implement the Global Plastics Treaty. By advancing circular economy principles and localized waste management protocols, the project mitigates the severe threat of marine litter and chemical runoff into fragile coastal ecosystems, targeting the catalyzed avoidance of 5,000 metric tons of marine litter (GEF Core Indicator 9.8).

5. Alignment with and Comparative Advantage of UNIDO

The project's approach is central to the core mission of the United Nations Industrial Development Organization (UNIDO) and its mandate to advance Inclusive and Sustainable Industrial Development (ISID). Within the highly vulnerable context of SIDS, UNIDO recognizes that overcoming institutional fragmentation and executing a holistic transition toward climate-resilient, fossil-fuel-independent economies are fundamental prerequisites for securing long-term economic competitiveness.

Cross-Sectoral Industry, Energy and Climate Expertise

UNIDO brings to this intervention decades of broad, global experience characterized by deep cross-sectoral expertise that uniquely addresses the interconnected nature of the triple planetary crisis. This integrated capability spans climate change mitigation and adaptation, the transition to sustainable energy and circular economies (including robust frameworks for marine plastics and waste reduction), and the sustainable management of international waters and the blue economy.

UNIDO provides a unique comparative advantage by emphasizing the industrial, economic, and social dimensions of these environmental transitions. The project leverages this integrated approach to ensure that climate adaptation, BBNJ domestication, and global plastics negotiations are not treated in isolation, but are tightly integrated with the mainstreaming of sustainable energy technologies, circular economy practices, and

'just transition' principles. By focusing on SIDS' productive sectors, UNIDO ensures that environmental compliance drives green job creation and economic diversification.

Proven UNIDO Expertise in Intergovernmental Institution Building and SSTC

UNIDO's comparative strength is deeply anchored in its long-term, successful track record of institutional capacity building and South-South and Triangular Cooperation (SSTC). Specifically, UNIDO possesses unparalleled expertise in conceptualizing, legally anchoring, and operationalizing permanent intergovernmental architectures.

- **The GN-SEC Framework:** A prime example of this capability is UNIDO's role as the principal architect of the Global Network of Regional Sustainable Energy Centres (GN-SEC). UNIDO successfully launched and operationalized ten intergovernmental centres linked to the regional economic communities (RECs) covering 35 of the 39 SIDS worldwide (including CCREEE, PCREEE, and ECREEE). This complex process required establishing independent legal mandates, developing robust fiduciary systems, and cultivating these entities into self-sustaining regional 'centers of excellence.'
- **SIDS DOCK Maturation:** UNIDO demonstrated this exact competency through its foundational institutional support to the AOSIS sustainable energy initiative **SIDS DOCK**, guiding its structural maturation from a diplomatic initiative into a fully recognized, treaty-based international organization dedicated to the energy transition of island nations.
- **The LDC Group on Climate Change Support Mechanism:** UNIDO's capability to formalize highly vulnerable diplomatic blocs is further validated by its ongoing institutional support to the Least Developed Countries (LDC) Group on Climate Change. Serving as the GEF Implementing Agency, UNIDO successfully guided the establishment of the LDC Permanent Secretariat (Phase 1: GEF-7, ID 10994) and is currently consolidating this Secretariat to transition the Group from an ad-hoc coalition into a highly organized negotiating force (Phase 2: GEF-8, ID 11919). To maximize the catalytic impact of GEF resources, the project will establish coordination channels between the AOSIS Secretariat and the technical support mechanisms of the LDC Group. This coordination is critical given the significant demographic and strategic intersection of these constituencies, with several nations—including Guinea-Bissau, São Tomé and Príncipe, Comoros, Haiti, Tuvalu, Kiribati, Solomon Islands, Vanuatu, and Timor-Leste—classified as both SIDS and LDCs.

SIDS Strategy and Blue Industry Framework

The programme aligns seamlessly with UNIDO's established SIDS Strategy (2025-2034) and the pioneering Blue Industry Framework. Both build on the momentum of the 4th International Conference on SIDS (SIDS4), held in 2024 in Antigua and Barbuda, as well as the adopted ABAS. Furthermore, the project will benefit from the established UNIDO-Barbados SIDS Hub on Sustainable Development in Bridgetown.

D. POLICY REQUIREMENTS

Gender Equality and Women's Empowerment:

We confirm that gender dimensions relevant to the project have been addressed as per GEF Policy and are clearly articulated in the Project Description (Section B).

Yes

Stakeholder Engagement

We confirm that key stakeholders were consulted during PIF development as required per GEF policy, their relevant roles to project outcomes and plan to develop a Stakeholder Engagement Plan before CEO endorsement has been clearly articulated in the Project Description (Section B).

Yes

Were the following stakeholders consulted during project identification phase:

Indigenous Peoples and Local Communities:

Civil Society Organizations: Yes

Private Sector:

Provide a brief summary and list of names and dates of consultations

We confirm that initial key stakeholders, including the AOSIS, were consulted during PIF development as required per GEF policy, their relevant roles to project outcomes and the plan to develop a comprehensive Stakeholder Engagement Plan before CEO endorsement has been clearly articulated in the Project Description (Section B).

Furthermore, it is important to mention that the conceptualization of this institutional maturation project proceeded in parallel with the development of the GEF funded UNIDO-led Global Programme on Climate Resilient Renewable Energy Systems (G-RES). Therefore, there were close synergies with the stakeholder consultations.

During the PPG phase, consultations will be significantly deepened and expanded. This will include targeted, national-level engagement with specific Civil Society Organizations (CSOs), Indigenous Peoples' groups, and vulnerable coastal communities.

This matrix summarizes the multi-tiered consultation process undertaken during the PIF formulation:

Stakeholder Group	Specific Entity / Meeting Date	Primary Consultation Focus
I. Multilateral Coalitions & Governance	AOSIS Chairmanship & Secretariat; several discussions in Apr; LDC Group Chair (Timor-Leste); Consultations in April;	Defining institutional bottlenecks of the rotating chair model; identifying SIDS-LDC synergies.
II. Regional Bodies & Execution Mechanisms	CARICOM, SPC, GN-SEC Centres (CCREEE, PCREEE, ECREEE); SIDS DOCK; several meetings between January and April 2026 took place; - Consultations with participating SIDS partners in the International Vienna Energy and Climate Forum (IVECF), organised from 9 to 10 April and launched the G-RES programme for SIDS during a high-level ministerial session.	SIDS-SIDS Partnerships on joint program; advocacy for SIDS appropriate solutions (e.g. renewable ocean energy)

	- the GN-SEC project steering committee was held 13 to 14 April, where the AOSIS and LDG Group projects were discussed; - Discussion of the AOSIS projects with Senior Officials, Ministers and partners during the 6th Meeting of Pacific Ministers for Energy and Transport.	
V. Civil Society, Gender & Youth Networks	SIDS DOCK IWON; CYEN; PICAN; local NGOs.	Social and environmental safeguards; ensuring equitable access to capacity building.
VI. Academic & Technical Partners	University of the West Indies (UWI) SIDS-SIDS Hub; University of the South Pacific (USP).	Integration of academic research and local data into the AI-supported Knowledge Platform.

(Please upload to the portal documents tab any stakeholder engagement plan or assessments that have been done during the PIF development phase.)

Private Sector

Will there be private sector engagement in the project?

Yes

And if so, has its role been described and justified in the section B project description?

Yes

Environmental and Social Safeguard (ESS) Risks

We confirm that we have provided indicative information regarding Environmental and Social risks associated with the proposed project or program and any measures to address such risks and impacts (this information should be presented in Annex D).

Yes

Overall Project/Program Risk Classification

PIF	CEO Endorsement/Approval	MTR	TE
Low			

E. OTHER REQUIREMENTS

Knowledge management

We confirm that an approach to Knowledge Management and Learning has been clearly described in the Project Description (Section B)

Yes

ANNEX A: FINANCING TABLES

GEF Financing Table

Indicative Trust Fund Resources Requested by Agency(ies), Country(ies), Focal Area and the Programming of Funds

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Programming of Funds	Grant / Non- Grant	GEF Project Grant(\$)	Agency Fee(\$)	Total GEF Financing (\$)
UNIDO	GET	Global	International Waters	International Waters: IW-1	Grant	1,751,484.00	166,391.00	1,917,875.00
UNIDO	SCCF-B	Global	Climate Change	SCCF-B Global/Regional support	Grant	1,751,484.00	166,391.00	1,917,875.00
Total GEF Resources (\$)						3,502,968.00	332,782.00	3,835,750.00

Project Preparation Grant (PPG)

Is Project Preparation Grant requested?

true

PPG Amount (\$)

150000

PPG Agency Fee (\$)

14250

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Programming of Funds	Grant / Non- Grant	PPG(\$)	Agency Fee(\$)	Total PPG Funding(\$)
UNIDO	GET	Global	International Waters	International Waters: IW-1	Grant	75,000.00	7,125.00	82,125.00
UNIDO	SCCF-B	Global	Climate Change	SCCF-B Global/Regional support	Grant	75,000.00	7,125.00	82,125.00
Total PPG Amount (\$)						150,000.00	14,250.00	164,250.00

Please provide justification

Sources of Funds for Country Star Allocation

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Sources of Funds	Total(\$)
Total GEF Resources					0.00

Indicative Focal Area Elements

Programming Directions	Trust Fund	GEF Project Financing(\$)	Co-financing(\$)
CCA-2-2	SCCF-B	1,751,484.00	2075000
IW-1-1	GET	1,751,484.00	1850000
Total Project Cost		3,502,968.00	3,925,000.00

Indicative Co-financing

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount(\$)
Beneficiaries	AOSIS	In-kind	Recurrent expenditures	1000000
Recipient Country Government	SIDS countries	In-kind	Recurrent expenditures	1844700
GEF Agency	UNIDO	Grant	Investment mobilized	80300
Donor Agency	Austria, EU	Grant	Investment mobilized	1000000
Total Co-financing				3,925,000.00

Describe how any "Investment Mobilized" was identified

Contributions of AOSIS and its member countries (mainly in-kind); UNIDO is currently discussing with Team Europe donors on potential co-funding. This funding would be also used to cover other technical areas, which are of high priority for AOSIS but cannot be covered through SCCF/IW funding (e.g. climate mitigation, just transition away from fossil fuels to resilient renewable energy systems).

ANNEX B: ENDORSEMENTS

GEF Agency(ies) Certification

GEF Agency Type	Name	Date	Project Contact Person	Phone	Email
GEF Agency Coordinator	UNIDO	5/13/2026	Ganna Onysko	+431260263647	G.ONYSKO@unido.org
GEF Agency Coordinator	UNIDO	5/13/2026	Martin Lugmayr	+431260263595	m.lugmayr@unido.org

Record of Endorsement of GEF Operational Focal Point (s) on Behalf of the Government(s):

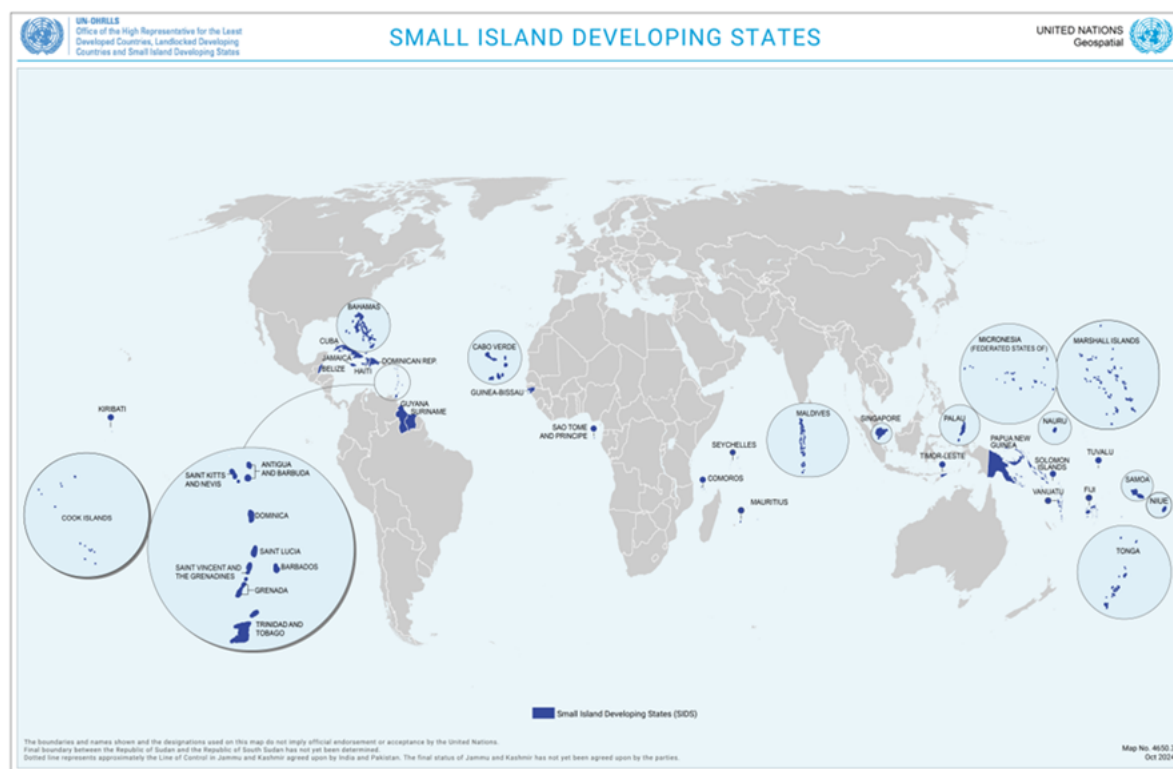
Name	Position	Ministry	Date (MM/DD/YYYY)

ANNEX C: PROJECT LOCATION

Please provide geo-referenced information and map where the project interventions will take place

Geographic Scope

The AOSIS support project generates deliverables relevant for 39 SIDS, distributed across three geographic regions: 16 in the Caribbean, 15 in the Pacific, and 8 in the Atlantic, Indian Ocean, and South China Sea (AIS) region. The AOSIS activities will be mostly of global nature.



ANNEX D: ENVIRONMENTAL AND SOCIAL SAFEGUARDS SCREEN AND RATING

(PIF level) Attach agency safeguard screen form including rating of risk types and overall risk rating.

Title

ES_Screening_260220_AOSIS_Support_signed

GHG calculation sheet AOSIS final

ANNEX E: RIO MARKERS

Climate Change Mitigation	Climate Change Adaptation	Biodiversity	Land Degradation
Principal Objective 2	Principal Objective 2	Significant Objective 1	No Contribution 0

ANNEX F: TAXONOMY WORKSHEET

GEF Taxonomy Category	Level 1 / Core Theme	Level 2 & 3 / Specific Keywords or Targets	Project Application, Justification & Alignment
Focal Area (SCCF)	Climate Change Adaptation (SCCF-B)	Climate Finance; Ecosystem-based Adaptation; National Adaptation Plans (NAPs); Vulnerability assessments (MVI); Loss and Damage.	Primary Focal Area: The Climate and Finance Hubs directly support the operationalization of NAPs and the MVI, unlocking vulnerability-informed concessionality for 39 SIDS.
Focal Area (IW)	International Waters (IW)	Areas Beyond National Jurisdiction (ABNJ); Marine Protected Areas (MPAs); BBNJ implementation; Regional Management Institutions (RMIs).	Primary Focal Area: The Ocean and Legal Hubs facilitate the domestication of the BBNJ Agreement, supporting high-seas ABMTs and establishing AOSIS as a functional RMI.
Focal Area (CCM)	Climate Change Mitigation (CCM)	Energy Transition; Decarbonization; Energy security; Value chain decoupling; Just transition.	Co-Benefit: Analytical support for decoupling critical SIDS value chains (tourism, fisheries) from fossil fuels, generating the indirect avoidance of 507,000 tCO ₂ e.
Focal Area (C&W)	Chemicals and Waste	Plastics; Circular Economy; Marine litter prevention; Global Plastics Treaty.	Co-Benefit: The Plastics Hub provides legal and technical advisory for the domestication of circular economy frameworks to prevent marine plastic leakage.
Influencing Model	Strengthen Institutional Capacity and Decision-Making	Targeted Capacity Building; Fiduciary Maturation; Institutional Memory.	Core Mechanism: Formalizing the AOSIS Secretariat to end reliance on rotating chairmanships. Establishing 5 Technical Hubs and an AI-supported 'Digital Brain'.
Influencing Model	Transform Policy and Regulatory Environments	Mainstreaming; Legal and Regulatory Frameworks.	Sovereign Implementation: Providing 39 SIDS with standardized legal templates and technical briefs to domesticate complex treaties (BBNJ, Paris Agreement) into national law.

Influencing Model	Convene Multi-Stakeholder Alliances	South-South and Triangular Cooperation (SSTC); Global/Regional Advocacy.	Coalition Synergy: Establishing formal coordination channels with the LDC Group, regional bodies (CARICOM, PIF, IOC), and the UNIDO GN-SEC energy centers.
Stakeholder Engagement	Beneficiaries	SIDS Diplomatic & Technical Corps; National Focal Points.	1,000 primary beneficiaries professionalized to shape multilateral processes and implement sovereign climate/ocean policies.
Stakeholder Engagement	Civil Society	Youth Networks (e.g., CYEN, PICAN); NGOs.	Guaranteed 30% youth representation in capacity-building cohorts; active roles in ensuring social safeguards and just transition monitoring.
Stakeholder Engagement	Private Sector	SIDS MSMEs; Regional Financial Institutions; Chambers of Commerce.	The Finance Hub advises 50 MSMEs and related entities on de-risking policy frameworks to unlock private capital for blue-green economic transitions.
Stakeholder Engagement	Women / Gender	Women's Networks (e.g., SIDS DOCK IWON); Female Negotiators.	Strict mandate for 50% women's representation across all technical hubs and capacity-building cohorts. Explicit mainstreaming of gender-responsive climate policy.
Capacity & Knowledge	Knowledge Management	Knowledge platforms; Data integration; SIDS-SIDS Exchange.	Deployment of an AI-driven 'Digital Brain' to preserve negotiating history and share sovereign implementation best practices. Integration with GEF IW:LEARN .
Capacity & Knowledge	Innovation	Policy innovation; Digital tools; Financial structuring.	Operationalizing the Multidimensional Vulnerability Index (MVI) to disrupt traditional, income-based climate finance eligibility frameworks.
Rio Marker	Climate Change Adaptation	Score: 2 (Principal)	The project's SCCF-B financing is fundamentally designed to reduce institutional vulnerability and enhance the adaptive capacity of SIDS governments.

Rio Marker	Climate Change Mitigation	Score: 1 (Significant)	The energy-industry decoupling strategies promoted by the Climate and Finance Hubs are explicitly designed to advance low-emission, just transitions.
Rio Marker	Biodiversity	Score: 1 (Significant)	The BBNJ domestication outputs (GEF-IW) provide the direct legal and spatial planning tools required for SIDS to protect transboundary marine biodiversity (30x30 targets).