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

## Project Document

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

<b>Planned start date:</b> November 2017	<b>Planned end date:</b> November 2022
<b>LPAC date:</b> February 2017	
<p><b>Brief project description:</b> As a Small Island Developing State (SIDS), the Republic of Marshall Islands (RMI) has a strong dependence on natural resources and biodiversity not only for food and income. The Marshallese relationship with the islands forms the basis of its culture and way of life which has developed in harmony over thousands of years. In the face of global threats, RMI still has pristine waters and coral reefs that contribute to ecosystem services and livelihoods. In recognition of the importance of its natural assets, RMI together with other SIDS responded to global conservation targets through the Micronesia Challenge and specifically for its part, it prepared Reimaanlok to serve as a clear roadmap of the way forward.</p> <p>This project aims to support operationalizing the Reimaanlok – the National Conservation Area Plan, adopted in 2008 to effectively conserve at least 30% of the nearshore marine resources and 20% of the terrestrial resources across Micronesia by 2020. The project objective is to sustain atoll biodiversity and livelihoods by building community and ecosystem resilience to threats and degrading influences through integrated management of terrestrial and coastal resources. The principles and processes outlined in Reimaanlok will be implemented in 5 islands/atolls, the lessons from which will guide replication in other sites.</p> <p>Expected achievements include:</p> <ul style="list-style-type: none"> <li>• Improved biophysical, socioeconomic, and cultural knowledge on terrestrial and nearshore marine resources in 5 outer islands.</li> <li>• 2,000 local residents, including 1,000 women, benefitting from integrated approaches to natural resource management in the selected 5 outer islands.</li> <li>• 30,550 ha of nearshore marine and 502 ha of terrestrial ecosystems designated as protected areas and placed under enhanced community driven management.</li> <li>• Interim operationalization of the PAN Office, and development of a suite of secondary legislation recommendations to the PAN Act of 2015.</li> <li>• Four RMI environmental professionals completing a regional post-graduate program.</li> <li>• Representatives from the 24 inhabited atolls/islands receiving on integrated approaches through the Pacific Regional R2R Program online training platform.</li> <li>• Development and piloting of an agroforestry certificate program at a higher education provider.</li> <li>• Enabled land use arrangements developed to support ecosystem based approach to natural resource management.</li> <li>• Strengthened biodiversity management information system, and enhanced access to this system.</li> <li>• Traditional ecological knowledge integrated into planning and management of the RMI PAN.</li> <li>• Increased public awareness on biodiversity conservation and the Reimaanlok process.</li> <li>• Replication initiated in other atolls and islands to ensure sustainability towards the end of the project.</li> </ul>	
<b>FINANCING PLAN</b>	
GEF Trust Fund <i>or</i> LDCF <i>or</i> SCCF <i>or</i> other vertical fund	USD 3,927,981
UNDP TRAC resources	N/A
Cash co-financing to be administered by UNDP	N/A
<b>(1) Total Budget administered by UNDP</b>	<b>USD 3,927,981</b>
<b>PARALLEL CO-FINANCING</b> ( <i>all other co-financing that is not cash co-financing administered by UNDP</i> )	

GEF Agency (UNDP)	USD 126,371
Recipient Government	USD 3,452,768
Civil Society Organization (CSO)	USD 478,000
<b>(2) Total co-financing</b>	<b>USD 4,057,139</b>
<b>(3) Grand-Total Project Financing (1)+(2)</b>	<b>USD 7,985,120</b>

**SIGNATURES**

<b>Signature:</b> print name below	<b>Agreed by Government</b>	<b>Date/Month/Year:</b>
<b>Signature:</b> print name below	<b>Agreed by Implementing Partner (UNDP)</b>	<b>Date/Month/Year:</b>
<b>Signature:</b> print name below	<b>Agreed by Responsible Party</b>	<b>Date/Month/Year:</b>

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## I. TABLE OF CONTENTS

I.	Table of Contents .....	4
II.	Development Challenge.....	7
III.	Strategy.....	12
IV.	Results and Partnerships.....	18
V.	Feasibility .....	38
VI.	Project Results Framework .....	44
VII.	Monitoring and Evaluation (M&E) Plan .....	46
VIII.	Governance and Management Arrangements .....	51
IX.	Financial Planning and Management.....	53
X.	Total Budget and Work Plan .....	57
XI.	Legal Context .....	65
XII.	Annexes.....	66

### List of Tables

Table 1:	Outer Island Details and Projected Expansion of Protected Area Network
Table 2:	Matrix of Resource Assessments Completed or in the Pipeline for by Outer Island Site
Table 3:	Resource Surveys/Assessments to be completed by R2R Project
Table 4:	Project Stakeholder Engagement Matrix
Table 5:	Project Risks
Table 6:	M&E Requirements and M&E Budget

### List of Figures

Figure 1:	Theory of Change Diagram
Figure 2:	Indicative Project Organization Structure

## List of Acronyms and Abbreviations

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

PIF	Project Identification Form (GEF)
PIR	Project Implementation Report (GEF)
PIU	Project Implementation Unit
<b>PNA</b>	<b>Parties to the Nauru Agreement</b>
POPP	Programme and Operations Policies and Procedures (UNDP)
PPG	Project Preparation Grant (GEF)
PROP	Pacific Islands Regional Oceanscape Project
R2R	Ridge to Reef
RMI	Republic of the Marshall Islands
ROAR	Results-Oriented Annual Report (UNDP)
SDG	Sustainable Development Goal
SFP	Sustainable Financing Plan
SGP	Small Grants Programme (UNDP-GEF)
SPC	Secretariat of the Pacific Community
SSB/HF	Single Side Band / High Frequency (radio)
SSTrC	South-South and Triangular Cooperation
STAR	System for Transparent Allocation of Resources
STAP	Scientific Technical Advisory Panel (GEF)
TE	Terminal Evaluation
TEK	Traditional Ecological Knowledge
TOR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
WDPA	World Database on Protected Areas
WUTMI	Women United Together Marshall Islands

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## II. DEVELOPMENT CHALLENGE

### Introduction and Global Significance

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

### Challenges, Root Causes, Impacts

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

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

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

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

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

cucumber populations plummeting, according to marine surveys conducted by MIMRA in 2016 as part of the WB/GEF PROP project. Third, climate change related events such as sea level rise, rising ocean temperature and ocean acidification is further undermining the resilience of these atoll ecosystems.

5. The root causes of the above problems are largely anthropogenic which are exacerbated by the limited development options typical of SIDS like RMI. However, addressing these problems RMI is faced with some obstacles including the remoteness of many of its communities, the necessary critical mass of skilled people and institutional cohesion needed to manage such a geographically scattered archipelago, scant financial resources, and limited information about biodiversity. The low level of scientific study about the natural environment in RMI prevents a more directed planning and prioritization in terms of biodiversity conservation. More information is needed to support science-based decision making. . The government has made progress in building national capacity particularly those related to implementing Reimaanlok<sup>5</sup> through the CMAC which has been active over the past decade in atoll biodiversity protection, conservation and integrated resource management. Budgetary sources for implementing the Reimaanlok appear limited as the Compact and Trust Fund prioritizes health, education and infrastructure outlays. An alternative financing mechanism for natural resource management has been developed in 2010 with the Sustainable Finance Plan that called for doubling of government contributions and raising a USD 13 million endowment fund to achieve the Micronesia Challenge goals.
6. Sustainable use of outer island ecosystem goods and services will lead to reduction in pressures on natural resources and also contribute to community development priorities. The socioeconomic benefits of the project are broadly distributed. Human capital will be enhanced through training and awareness-raising activities which will better enable community stakeholders to manage available natural resources. Natural capital will be increased through implementation of management measures such as sustainable agro-forestry, which will reduce rates of erosion and salinization, thus conserving soil quality, and bolstering shoreline and groundwater resilience while also reducing storm water runoff and land-based contaminants therein to nearshore marine habitats. These improvements to terrestrial ecosystem conditions will lead to increased productivity, boosting food security capacities. Financial capital is also slated to increase, e.g., introduced alternative livelihoods could result in reduced fluctuations in household income flows, enabling communities, particularly youth, women, and the elderly to better cope with outmigration and other socioeconomic challenges facing the outer islands. The project will also help enhance physical capital, through modest capital inputs, such as environmental monitoring devices and physical assets for the alternative livelihood pilots. Finally, there will be substantive contributions to social capital of the communities. Implementation of community driven management will strengthen local self-governance capacities, value traditional ecological knowledge, seek mutually beneficial arrangements with ecosystem users and landowners, and encourage more equitable access to ecosystem goods and services for women.

## Main Barriers

7. Although there have been notable advances in biodiversity conservation in RMI, both in terms of policy reform and on-the-ground activities, there remain certain barriers that continue to hinder achievement of effective and financially sustainable management of terrestrial and nearshore marine ecosystems.

### Barrier 1: Lack of information on the ecosystem health of the outer islands

8. The Reimaanlok Framework derives from a historical emphasis on marine and socioeconomic survey methodologies since it was introduced in 2008. Marine surveys and socioeconomic assessments have been made for some islands, but there remain a number of gaps. The availability of forestry information at only one of the selected outer islands and complete lack of ground water information at all of the selected outer islands is symptomatic of the Reimaanlok Framework's deficient knowledge base in land-based methods of

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<sup>5</sup> Reimaanlok is described in paragraph 17 and further outlined in Annex B.



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

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

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

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

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

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

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

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

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

management objectives. This is particularly evident in youth residing in the urban centers of the Marshall Islands.

13. Since 2006 the Reimaanlok guidelines and ConservationGIS database has been slowly taking shape under the careful watch of a team of government and non-government organizations all with a common interest in the conservation, development and management of the natural resources of the RMI. On behalf of CMAC, the College of the Marshall Islands (CMI) is overseeing US federal grant funds expiring in 2018 to establish a National Spatial Analytic Facility which will consolidate and augment the ConservationGIS database, offer a short-course in *Participatory GIS for Atoll Conservation*, and make ConservationGIS available to college students and outer island communities. However, beyond 2018, CMAC and CMI will have insufficient personnel and operational capacity to fully use this National Spatial Analytic Facility for PAN management and biodiversity conservation.

## Baseline Scenario

14. Several national and regional initiatives provide the basis for this project. The Micronesia Challenge (MC) announced in 2006 is a shared commitment of the five northern Pacific Island Countries of the Federated States of Micronesia, Republic of Marshall Islands, the Republic of Palau, Guam, and the Commonwealth of the Northern Marianas Islands to effectively conserve at least 30% of the nearshore marine resources and 20% of the terrestrial resources across Micronesia by 2020. This ambitious challenge exceeds current goals set by international conventions and treaties. The challenge also emphasizes the need for Micronesian leaders to work together at the regional level to confront environmental and sustainable development issues, in a rapidly changing world.
15. To date, RMI has legally designated protected areas in 16 of the 34 total atolls/islands. According to information contained in the World Database on Protected Areas<sup>6</sup>, the terrestrial protected areas in RMI make up a cumulative land area of 34 km<sup>2</sup>, which is approximately 19% of the 181 km<sup>2</sup> of total land area in the country, and the marine protected areas cover a combined 5,338 km<sup>2</sup>. The terrestrial protected areas nearly fulfill the 20% target of the Micronesia Challenge. However, as indicated in the State of Environment Report 2016, most of the protected areas do not yet have management plans. With respect to the marine target of 30%, the lack of a nearshore baseline for the country prohibits an accurate account of what proportion the 5,388 km<sup>2</sup> represents. Nearshore marine area in RMI is defined as the high water mark out to 100 m depth; however, there are insufficient bathymetric survey data available to determine a baseline. The Exclusive Economic Zone (EEZ) of RMI is vast, covering more than 2 million km<sup>2</sup>, and not a valid approximation of nearshore marine area.
16. Presented in 2008, the Reimaanlok – The National Conservation Area Plan for the Marshall Islands follows from RMI’s National Biodiversity Report in 2000 and in support of the MC – is the cornerstone for this project. In 2010, the budgetary allocation for the implementation of Reimaanlok was USD 0.56 million, with a projected growth by 2020 of USD 0.96 million.<sup>7</sup> This was developed by RMI in November 2006 to July 2007 with financial support from the Government of Australia and technical support from the Centre for Environmental Management. The Reimaanlok Facilitators Guide was developed in 2012 and is periodically updated based on evolving science and best practices. The report identified atolls that have already initiated some level of conservation covered by nominal legal protection through local ordinance but not by national legislation. In sum, the Reimaanlok is the mechanism to achieve the Micronesia Challenge in the RMI.
17. The eight step Reimaanlok process is described in **Annex B**. Given the specific needs and unique circumstances of atoll municipalities, the Reimaanlok facilitation consortium known as the Coastal Management Advisory Council (CMAC) may follow these eight steps in a linear or iterative process. This helps foster a sense of trust

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<sup>6</sup> [www.protectedplanet.net](http://www.protectedplanet.net)

<sup>7</sup> Source: Micronesia Challenge Sustainable Finance Plan, 2010.

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

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

## Relevance to Sustainable Development Goals (SDGs)

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

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

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

- As a Small Island Developing State (SIDS) the marine environment is inherently linked to sustainable development in RMI and the project is directly aligned with this target.

*Target 14.5: By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information.*

- The project has been designed to support the implementation of the Reimaanlok National Conservation Plan, which was developed partly in response to the Micronesia Challenge, which includes a target of effectively conserving 30% of nearshore marine areas by 2020.

*Target 14.7: By 2030, increase economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture, and tourism.*

- Sustainable use of marine resources, including fisheries, aquaculture, and tourism sectors, is one of the key objectives of the integrated natural resource management plans, developed under the guidelines of the Reimaanlok process.

*Target 14.b: Provide access for small-scale artisanal fishers to marine resources and markets.*

- Closely linked with SDG Target 14.a, the project will be facilitating improved access for small-scale artisanal fishers<sup>9</sup> to marine resources and markets at some, if not each of the selected 5 outer islands.

**SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss**

*Target 15.a: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.*

- The R2R project is well positioned to support filling a gap regarding information on terrestrial biodiversity and ecosystem services and threats in the selected 5 outer islands, and bolstering community driven integrated natural resource management plans with more representation of terrestrial systems. Under Component 1 of the project, sustainable livelihood opportunities will be facilitated at the 5 selected outer islands, based upon integrated natural resource management plans developed under the guidelines of the Reimaanlok process, inclusive of resource surveys and community consultations. The objective of such alternative livelihoods is to provide island residents with economically viable opportunities that lead to reduced pressure on biodiversity, while increasing the sustainability and resilience of the ecosystem goods and services that the communities rely on.

24. The project is also relevant with respect to SDG 5 (*Achieve gender equality and empower all women and girls*); SDG 13 (*Take urgent action to combat climate change and its impacts*), e.g., via flood risk analysis at the selected 5 outer islands<sup>10</sup>; and SDG 11 (*Make cities and human settlements inclusive, safe, resilient and sustainable*).

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### III. STRATEGY

#### Theory of Change:

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<sup>9</sup> Artisanal fisheries are traditional fisheries involving fishing households (as opposed to commercial companies), using relatively small amount of capital and energy, relatively small fishing vessels (if any), making short fishing trips close to shore, mainly for local consumption. In practice, definition varies between countries, e.g. from gleaning or a one-man canoe in poor developing countries, to more than 20 m. trawlers, seiners, or long-liners in developed ones. Artisanal fisheries can be subsistence or commercial fisheries, providing for local consumption or export (FAO Glossary, [www.fao.org](http://www.fao.org)).

<sup>10</sup> "Reimaanlok: A low-key, high impact integrated approach in the Marshall Islands", Mr. Mark Stege, Executive Director, Marshall Islands Conservation Society. UNDESA Expert Group Meeting on "Integrated Approaches for the Implementation of the SAMOA Pathway and the Post-2015 Development Agenda: Linkages between SIDS, Climate Change, and Oceans and Seas" September 2-3, 2015 Conference room 9, United Nations Headquarters, New York.

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

**Figure 1: Theory of Change Diagram**

Barriers	Outcomes	Impact Drivers (D) and Assumptions (A)	Intermediate States	Impacts
<p>Barrier 1: Lack of information on the ecosystem health of the outer islands</p> <p>Barrier 2: Insufficient human resources for PAN management and biodiversity conservation, and lack of community-level capacity</p>	<p>Outcome 1: Conservation areas delineated, declared, and efforts sustained in 5 priority outer islands to meet Reimaanlok targets and contributing to the Micronesia Challenge and Aichi targets</p>	<p>ID: Integrated approaches to natural resource management developed.</p> <p>ID: Pragmatic lessons learned regarding implementation of Reimaanlok management plans are widely disseminated and published as field-level guidelines.</p> <p>A: There is an increasing demand for sustainable ecosystem goods and services from outer islands.</p>	<p>Reimaanlok process replicated and mainstreamed in other outer islands and atolls in RMI.</p> <p>Management plans developed with sustainable use of ecosystem goods and services, and biodiversity conservation is mainstreamed across the key production sectors in RMI.</p>	<p>↓</p>
<p>Barrier 3: Weak legislative framework and institutional arrangements for PA network management</p> <p>Barrier 4: Insufficient human resource capacity for sustaining effective PAN management</p>	<p>Outcome 2: Supportive policies, institutions and communities in place to ensure successful implementation of the Reimaanlok vision</p>	<p>ID: The RMI protected area network (PAN) is adequate to safeguard key ecosystem functioning.</p> <p>ID: Financial sustainability of the RMI PAN is established.</p> <p>A: Political leadership is committed to prioritizing conservation issues, and this is reflected in enabling policies and legislation.</p>	<p>Traditional knowledge regarding natural resource management is applied and mainstreamed.</p>	
<p>Barrier 5: Erosion of traditional conservation and management practices, and insufficient awareness, knowledge, and access to available information</p>	<p>Outcome 3: Accessible data and information systems and improved linkages and collaboration with regional initiatives to support adaptive management of the biodiversity in RMI</p>	<p>ID: The enabling conditions are put in place or strengthened for NGOs to maintain their innovative contributions to biodiversity conservation.</p> <p>A: Stakeholder capacity is strengthened through institutional training programs.</p>	<p>RMI PAN is being managed effectively to achieve conservation objectives.</p>	

Globally significant biodiversity conserved contributing to human well-being

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

providers, including academic institutions, non-governmental organizations, consultants, etc. will require the capacity and resources to actively contribute to sustaining capacity building and awareness activities. Private enterprises and other actors among the production sectors will need to adopt sustainable practices. Local residents will need to commit their time in learning to implement integrated approaches to natural resource management in their communities. These processes will require continued technical and advocacy support from CMAC and multilateral agencies, including the UNDP, through disseminating lessons learned and international best practice and facilitating dialogue among the international community, introducing entry points for further support.

27. The project is also closely aligned with Regional UNDAF Outcome 1: *“By 2017, the most vulnerable communities across the PICTs are more resilient and select government agencies, civil society organizations and communities have enhanced capacity to apply integrated approaches to environmental management, climate change adaptation/mitigation, and disaster risk management”*, Subregional programme Outcome 4 (UNDAF outcome 1.1): *“Improved resilience of PICTs, with a particular focus on communities, through the integrated implementation of sustainable environmental management, climate change adaptation and/or mitigation and disaster risk management”*, and national (RMI) Outcome 1.1: *“A functional regulatory system with a high degree of compliance at all levels to achieve sustainable development of natural resources and protection of the environment through strengthened gender inclusive climate change adaptation and disaster risk reduction”*.

#### **Innovation:**

28. Innovation is addressed on the project in the design and the delivery of outputs and outcomes. With respect to design, the multi-focal area approach increasingly advocated by GEF, fosters integrated approaches that incorporate socio-economic considerations such as food and water security and livelihoods with safeguarding ecosystem goods and services, resulting in more informed and participatory biodiversity conservation. Demonstration of such integrated approaches at the local scale, specifically at 5 outer islands, is designed to catalyze subsequent scaling-up. Specific actions included in the outer island integrated approaches include protecting terrestrial and marine resources, promoting climate-resilient practices in agro-forestry, and community-based watershed interventions that enhance resilience of production systems.
29. The project is also innovative through supporting increased awareness and preservation of traditional ecological knowledge. Innovation is not limited to applying formal scientific approaches to natural resource management, but also recognizing the knowledge and practices of local communities that have developed over centuries. In RMI, traditional knowledge has slowly been eroded, due to disruptions to the social structures of the outer islands as a result of various socioeconomic factors.
30. In regard to delivery of outputs and outcomes, the innovation of the project centers on partnership arrangements and knowledge management. One of the main comparative advantages of GEF’s global outreach is the extensive networks the institution has with a wide range of multilateral agencies, inter-governmental bodies, public and private research institutions, academia, civil society, and the private sector. Working with key national and regional partners, the project will facilitate the requisite enabling conditions and incentives that promote innovation in natural resource management. Investing in improved GIS based information management systems and repositories of traditional knowledge will help leverage innovative know-how among the Reimaanlok stakeholder community.
31. This project is primarily about the implementation of RMI’s National Conservation Area Plan. Due to limitations on knowledge about biodiversity endowments and status in RMI, the plan did not attempt to identify specific sites for conservation areas, but rather develops the community-based principles, 8-step process and procedural guidelines for the design, establishment and management of conservation areas that are fully owned, led and endorsed by local communities based on their needs, values and cultural heritage. The task of this project is to operationalize these principles, process and guidelines. Innovation will be in the application of integrated approaches which is at the heart of the Pacific R2R program which this project is

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

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

#### **Assumptions:**

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

##### Internal Factors:

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

##### External Factors:

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

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

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

Management Plan (2016); draft National Solid Waste Management Strategy (2012); and subsequent implementation reports where available including RMI reports and statements to UNCBD.

35. The Pacific Regional R2R program and the national R2R projects within the program and the regional program support project will be key collaborators in the RMI R2R project. Coordination with the regional project is through program reporting and regional training activities. Both are reflected in the project framework (Outputs 2.4 and 3.4). Exchanging experiences and lessons learned on the other national R2R projects will be shared twice per year during joint meetings organized by the R2R regional project coordination team. Project resources are also allocated for funding four RMI professionals, not members of the PIU, to complete the post-graduate programme, which is also organized through the regional project. Representatives from the 24 inhabited RMI atolls/islands will also be provided opportunities to complete online R2R training modules.

#### **Alignment with GEF Focal Area Strategy and Strategic Programme:**

36. Strategic Focal Area: Biodiversity (BD): The project focuses on Objectives 1 and 2 of the GEF 5 Biodiversity Results Framework and will improve RMI's ability to manage biodiversity, address threats to this biodiversity, and ensure success of protected area efforts more fully through an integrated atoll management approach based on the culture and way of working in RMI embodied in the Reimaanlok approach.
37. Objective 1 of the GEF-5 Biodiversity Strategy aims to "*Improve Sustainability of Protected Area Systems*", and is tied to the Aichi Targets and also closely aligned with the targets of the Micronesia Challenge, which aims at expanding protection of terrestrial and marine protected areas to 20% and 30%, respectively, in participating countries by the year 2020. In each of the 5 selected outer islands of the R2R project, new terrestrial protected areas will be designed and designated, and new marine protected areas will be realized in 4 of the 5 outer islands. There is an existing MPA in Likiep, covering 32 ha, which is <1% of the nearshore marine area of this atoll. The project will assist the local communities there in expanding the MPA and also improving the management effectiveness, as recorded in the Management Effectiveness Tracking Tool (METT); which is closely aligned with Outcome 1.1, "*Improved management effectiveness of existing and new protected areas*". This project offers the opportunity to introduce the application of the METT to the Reimaanlok stakeholders, and working with them at adapting it to local circumstances, drawing also from the Micronesian Protected Area Management Effectiveness Tool (MPAME), the Marine Protected Area Management Effectiveness Assessment Tool (MPA MEAT)<sup>11</sup>, and other relevant management tools. The project is also relevant with respect to Outcome 1.2 of Objective 1 of the Biodiversity Strategy, by supporting development of sustainable financing mechanisms in order to fulfill total expenditures needed to effectively manage the protected area system.
38. Objective 2 of the GEF-5 Biodiversity Strategy ("*Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors*") is centered on biodiversity mainstreaming, and consistent with the Reimaanlok process, the management plans for the 5 selected outer islands embrace the concept of mainstreaming, by applying integrated approaches to natural resource management. The management plans capture the intrinsic connection between ecosystem goods and services with the socioeconomic priorities of the local communities, e.g., by formulating measures that promote sustainable use within the fisheries and agro-forestry sectors, reconciles ecological water demand with sustenance and production needs.
39. Strategic Focal Area: International Waters (IW): The System for Transparent Allocation of Resources (STAR) for RMI is used to leverage additional financing from the IW focal area to allow for an integrated R2R approach at the outer island level. Considering that proportion of the GEF grant allocated from the IW focal area is

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<sup>11</sup> The Marine Protected Area Management Effectiveness Assessment Tool (MPA MEAT). The MPA MEAT is a harmonized version of the MPA Report Guide of the Coastal Conservation and Education Foundation, Inc. (CCEF, White et al. 2004) as modified by the Philippine Environmental Governance Project 2 (EcoGov2).



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

#### Global Environmental Benefits:

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

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

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

## Contribution to Achievement of Aichi Targets:

44. This project also addresses all five of the Aichi Biodiversity Strategic Goals and several targets as outlined below.
- Target 1 (Awareness): Improved awareness of biodiversity nationally and in the 5 priority outer islands.
  - Target 2 (Biodiversity integrated): Biodiversity conservation will be integrated or mainstreamed into at least five outer island based development strategies and/or planning processes.
  - Target 4 (Sustainable production): Sustainable exploitation of fisheries in nearshore areas and of terrestrial resources in the priority outer islands.
  - Target 8 (Pollution): Pollution will be reduced in two outer islands.
  - Target 11 (% protected): Contributed to conservation/protection of biodiversity in terrestrial and coastal ecosystems in line with the MC and Reimaanlok targets
  - Target 14 (ecosystem services): At least 5 outer island communities will be implementing equitably-derived plans to safeguard ecosystem services as part of whole-outer island integrated management.
  - Target 18 (traditional knowledge): Traditional knowledge is documented, compiled and maintained in the GIS-based MIS; these are incorporated in the participatory processes in the formulation and implementation of integrated atoll management plans.

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## IV. RESULTS AND PARTNERSHIPS

### i. Expected Results:

#### Introduction to Project Site Interventions:

45. Project site interventions are planned at 5 outer islands and are based upon community consultations made during the project preparation phase. The interventions are designed to strengthen local capacities, enabling local communities to implement the integrated natural resource management plans, and providing scale-able demonstrations of sustainable use of ecosystem goods and services.

#### Site Selection Criteria:

46. The 5 project sites (outer islands) were selected during a participatory session of the PPG inception workshop in April 2016. Following group discussions, selection criteria were pared down to the following: (1) expressed interest, with respect to the Reimaanlok process; (2) preparedness, with extra consideration given if there was an active women's group at the island; (3) ecosystem threats; and (4) socioeconomic vulnerabilities. The outer islands were split into the 2 main chains of Ratak and Ralik, to ensure that there was sufficient geographic representativeness. And, the 2 island chain lists were divided into two groups each, including those islands that are further along in the Reimaanlok process and those that are near the beginning stages. The top scoring islands in each of these 4 groups were first selected for discussion, along with the next highest score. The final 5, selected after group discussions, were Aur, Ebon, Likiep, Mejit, and Wotho. The outer islands of Ailuk and Namu were agreed as alternate sites, in case one or more of the first five did not work out over the course of the project preparation phase.
47. Biodiversity value was also taken into account in the selection of the project sites. The outer islands of Aur and Ebon are situated within the Southern Ralik KBA (Site ID 23792), and the outer islands of Likiep and Mejit are located within the Northern Ratak KBA (Site ID 23791).

#### Overview of Selected Sites (Outer Islands):

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

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

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

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

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

**OUTCOME 1: Conservation areas delineated, declared, and efforts sustained in 5 priority outer islands to meet Reimaanlok targets and contributing to the Micronesia Challenge and Aichi targets**

55. Under Outcome 1, the RMI PAN will be expanded by designating an additional 4 protected areas and an expanded PA at Likiep, covering a total of 5.02 km<sup>2</sup> (502 ha) of terrestrial and 305.50 km<sup>2</sup> (30,550 ha) of nearshore marine areas, as outlined below in **Table 1**.

**Table 1: Outer Island Details and Projected Expansion of Protected Area Network**

Location	Number of Inhabitants			Total Area, km <sup>2</sup>		Project Coverage of Protected Areas, km <sup>2</sup>	
	Women	Men	Total	Nearshore Marine	Terrestrial	Nearshore Marine	Terrestrial
Aur	223	276	499	274	3.33	82.30	0.67
Ebon	326	380	706	131	5.06	39.20	1.01
Likiep	193	208	401	482	9.27	144.60	1.85
Mejit	176	172	348	5.28	3.35	1.60	0.67
Wotho	41	56	97	126	4.10	37.80	0.82
<b>Sub-Total</b>	<b>959</b>	<b>1,092</b>	<b>2,051</b>	<b>1,018</b>	<b>25.11</b>	<b>305.50</b>	<b>5.02</b>

Notes:

Number of inhabitants obtained from 2011 RMI census

Nearshore marine area defined as high water mark out to 100 m depth. Figures presented are approximations based upon review of available aerial photographs. Estimations will be refined during project implementation, including inputs from other projects, e.g., bathymetric surveys.

The targeted spatial extent of the protected areas in the 5 outer islands is consistent with the Micronesia Challenge targets: 30% nearshore marine and 20% terrestrial

56. Management of these PAs, as part of integrated community driven natural resource plans, will be sustained through strengthened enabling conditions and capacities of stakeholders. More than 2000 beneficiaries will directly benefit from sustainable use and ecosystem goods and services in 5 outer islands.

**Output 1.1:** *Marine and terrestrial biodiversity and socioeconomic surveys conducted or updated in 5 outer islands to assess status and threats and serve as a guide in the delineation of conservation areas and spatial planning*

57. The activities under this output are designed to deliver Reimaanlok Steps 3-4 in the 5 selected outer islands. These activities include community consultations and assessments of the ecological, socioeconomic, and physical status of natural resources and threats affecting them. Information gathered will feed into the ConservationGIS database and support development of integrated management plans, per Reimaanlok Step 5. As the 5 outer islands are at different stages along the Reimaanlok 8-Step process with some sites having completed certain community consultation activities and assessments but not others, there will be some differences among the types of activities carried out across the 5 sites within this output, but all will conclude with the development of integrated management plans described in Output 1.3. The matrix presented in **Table 2** below provides a summary of what surveys have been completed to date at the 5 sites:

**Table 2: Matrix of Resource Assessments Completed or in the Pipeline for by Outer Island Site**

R2R Site	Marine	FIA/Terrestrial (Output 2.1.4)	Socio-econ.	IK/Culture (Output 3.2)	Flood Risk	Groundwater Hydrology
Aur	Not yet	Not yet	Not yet	2001	Not yet	Not yet
Ebon	2016	Not yet	2016	2016	Not yet	Not yet
Likiep	2006	2008/2018	2009	2001	Not yet	Not yet

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

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

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

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

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

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

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

**Output 1.2:** *Conservation areas delineated and declared in 5 outer islands following Reimaanlok guidelines: Type I (subsistence non-commercial use) and Type II (high level of protection) areas; coarse-scale, fine-scale and species conservation targets; land-sea interactions*

60. The site-level information gathered in Output 1.1 will support the delineation of protected areas, both for terrestrial and nearshore marine ecosystems, for each of the 5 selected outer islands. Under Output 1.2, the project will facilitate participatory local and national stakeholder consultations to ensure the protected areas are delineated at appropriate locations, in terms of ecological criteria, socioeconomic, and cultural criteria. Once agreement is made on the approximate boundaries of the protected areas as well as the sustainable use of resources further detailed in Output 1.3, the project will prepare the requisite maps and other supporting documentation required to declare the areas as designated protected areas under the RMI regulatory framework.
61. Among the 5 outer islands, one of them, Likiep, has a designated marine protected area (WDPA ID: 555583334) within the RMI protected area network. The Likiep MPA is 0.32 km<sup>2</sup>, or <1% of the nearshore marine area<sup>15</sup>. This project will assist Likiep in declaring an expanded MPA that covers a cumulative 30% of the nearshore marine area.

**Activities for Output 1.2:** refer to **Annex D**.

**Output 1.3:** *Integrated management plans developed or updated and implemented in 5 outer islands following the Reimaanlok process and balancing livelihood considerations*

62. The focus of this output is implementation of the integrated management plans developed, or in some cases updated, for the 5 outer islands. Developed in collaboration with the Local Resource Committees, these management plans will help mainstreaming protected area financing into local government development budgets, as natural resource management is intrinsically linked to the socioeconomic development of outer islands in RMI.
63. The site-level information gathered in Output 1.1 will also support local and national stakeholders in conducting a review and identification of feasible sustainable livelihoods. Field level interventions are planned that promote ecological and socioeconomic resilience of the islands, in line with the participatory, community-driven Reimaanlok process. The field interventions fall into the following, but not limited to, categories:
- a. Agroforestry, sustainable agriculture: Using site-level information from Output 1.1 land cover/course targets as well as more fine scale targets (e.g. individual tree species) will be mapped, thereby allowing all 5 outer atoll sites to determine composition and placement of rejuvenated coconut plantations inter planted with other crops, making them agroforestry systems for food security and sustainable livelihoods. This category also includes reinforcement of shoreline vegetation to improve resilience to storm surge, and also conservation of valuable land area.
  - b. Mariculture and Animal Husbandry
  - c. Small-scale fisheries
  - d. Ecotourism
  - e. Handicrafts
64. Selection of what interventions to support with project funds will be based on the following criteria:
- Potential benefits towards protection of the delineated protected areas;
  - Priorities of the local beneficiaries, represented by the Local Resource Committee;

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<sup>15</sup> Nearshore marine area defined as mean sea level to 100 m depth.

- Feasibility to sustain activities after GEF funding ceases; and
- Opportunities for involvement of women and other vulnerable groups.

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

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

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

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

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

69. The project will support the development of a 'Blue Fee' to build up the RMI account in the Micronesia Challenge Endowment Fund (MCEF). As one of the biggest fishing nations in the Western and Central Pacific Ocean, RMI derives significant revenues from fishing licenses and vessel-day schemes from distant-water fishing nations through the Parties to the Nauru Agreement (PNA<sup>17</sup>). In recent years, the annual revenues exceeded \$40 million. MIMRA which is the responsible national agency is currently mandated to remit 100% of the revenues to the Ministry of Finance. The Minister in Assistance to the President has recently directed the OEPPC to draw up legislation to allocate a certain percentage of the revenues to contribute to the MCEF and eventually meet the target of \$13 million. The funds to be generated from this new legislation will be called the 'Blue Fee'. In the course of the implementation of this project, emerging opportunities in sustainable financing will be assessed and pursued as appropriate.
70. Although no disbursements have been made, the PAN has been enacted by Parliament and PAN fund regulations are being developed inclusive of protocols and mechanism for disbursement. The R2R project will support the Government of RMI in developing mechanisms for disbursement. When the R2R project is completed, the protected areas established in all five project sites will have been done in such a way (i.e., adherence to Reimaanlok principles, processes and guidelines for the design, establishment and management of conservation areas) as to be eligible for support from the MC endowment, as well as other sustainable finance options that may become available through results under this output.
71. Some caveats accompany these calculations. First, the MC goals were naturally not yet fully achieved when the sustainable financing plan (SFP) was developed in 2010, so the 'Total Atoll Costs' needed to be ground truthed and extrapolated from an indicative sample of existing MC sites. The sample chosen was Ailuk Atoll. Second, the Ailuk Fisheries Management Plan did not have a terrestrial component, and therefore "ground truthed" costs for Ailuk's terrestrial protected areas were based on expert interviews. Third, a "climate lens" was applied to the Reimaanlok in 2011-2012, after the SFP was developed. The SFP calculations do not have any annual or establishment cost elements associated directly with climate change incorporated into its current calculation of USD 126,250 one-off establishment cost per atoll. Also, the estimated PAN management costs in the SFP are largely associated system-wide expenses, whereas recurrent costs, e.g., staff salaries, monitoring and evaluation, training, consumables, etc., were not considered in detail
72. Building upon the MC Sustainable Financing<sup>18</sup> Plan and lessons learned in climatizing the Reimaanlok Sustainable Finance Plan, the R2R project will contribute to the development and execution of at least one sustainable financing mechanism that contributes in whole or in part towards the funding shortfall for expansion and management of the RMI PAN. Activities under this output will include a feasibility study which assesses viable financing mechanisms, taking into account international and regional best practice and also the particular challenges facing the management of the PAN in RMI. The feasibility study will also address linking conservation finance with climate finance, which is consistent with the integrated approach promoted through the Reimaanlok process and the R2R approach.
73. The results of the feasibility study will be shared at the annual Micronesia Chief Executives Summit, which will increase collaboration among participating Micronesia Challenge countries and also foster south-south partnerships that could potentially enhance the likelihood for realizing long-lasting financing alternatives. At least one of the sustainable financing mechanisms identified in the feasibility study will be piloted for 1-2 years during the 5-year project lifespan, enabling sufficient time to assess the viability of the mechanism and also allowing time to distill the results and lessons learned into a case study, to be shared with local and national stakeholders, as well as interested parties in the region and beyond. Finally, an alternative sustainable financial management plan will be developed, in support of the legislative framework with respect

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<sup>17</sup> The PNA is a group of 8 Pacific SIDS that controls the world's largest sustainable tuna purse seine fishery, which include Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Solomon Islands, and Tuvalu. These countries derive significant sustainable revenues from these fishery resources.

<sup>18</sup> Micronesia Conservation Trust. (2013). We Are One Business Plan and Conservation Campaign.



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

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

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

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

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

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

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

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

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

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

78. The Protected Areas Network (PAN) Act 2015 establishes the PAN office, defined as the Protected Area Network administration under the Ministry of Resources and Development, and described in Part III of the Act, copied below **Annex A** of this project document.
79. The PAN Office, however, is not yet operationalized, having no agreed organizational arrangements, such as staffing, funding, etc. The R2R project will support development of organizational arrangements and facilitate approval of these through an agreed policy instrument. During the period when these arrangements are being developed and agreed to, the Project Implementation Unit (PIU) of the R2R project will act as the interim PAN Office; this will provide an opportunity to substantiate operational functions. The PIU staff will include a full-time PAN Coordinator, acting as biodiversity specialist for the project as well.

**Activities for Output 2.2:** refer to **Annex D**.

**Output 2.3:** *Strengthened community-based management structures recognizing traditional ownership of resources (land, coastal, etc.) and local-national arrangements to enable communities to take ownership and leadership in the formulation and subsequent implementation of integrated resource management plans*

80. Land rights in the RMI are highly complex, with titles distributed through family lineage and traditional Marshallese social structures. The integrated, community driven natural resource plans developed under the Reimaanlok process and supported by this project, will require certain land use arrangements that encourage ecological connectivity and economies of scale for sustainable use of ecosystem goods and services, and implementation of community based adaptation measures. In partnership with the Historic Preservation Office, this output is designed to support formulation and implementation of culturally appropriate land use and enforcement arrangements, resulting in a best practices guideline that could be adapted for other outer islands communities engaged in the multiple win of sustainable fisheries and agroforestry development, climate change mitigation and adaptation, and ecosystem resilience per the Reimaanlok process.

**Activities for Output 2.3:** refer to **Annex D**.

**Output 2.4:** *Capacity building on integrated approaches for conservation and livelihoods benefitting key national government agencies, community leaders and residents in all 24 outer islands in the entire country*

81. GEF funding is catalytic, providing guidance on applying international best practice to achieve conservation and socioeconomic development objectives locally while delivering global environmental benefits. Ensuring that project level results are sustained after GEF funding ceases depends partly on the institutional and individual capacities of the beneficiary country. The project will support a higher education provider in developing and testing coursework within a curriculum for an envisaged Agroforestry/Terrestrial Certification Program that will include theoretical, laboratory, and practical/internship components. Such an integrated program would increase the local knowledge base for the achievement of sustainable development in marine and terrestrial sectors by promoting regional standards and practices (e.g. forest inventory analysis protocols) as well as traditional biological knowledge for increasing ecological and climate resilience and food security of outer island communities.
82. The collective resources of the R2R regional program and national projects will be utilized to support implementation of the RMI R2R project. Representatives from each of the 24 inhabited RMI atolls/islands will have the opportunity to complete the online R2R training modules. Funds have been allocated to finance four RMI professionals to complete the post-graduate program that is under development with the help of the R2R regional programme. Consistent with the conditions outlined in §108 of the Scholarship Assistance Act 1979 (14 MIRC Ch. 1), the RMI Government will require the candidates to agree to return to RMI for a period of not less than seven years after completion of the post-graduate program.

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

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

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

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

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

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

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

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

**Output 3.1:** *GIS-based management information system (MIS) developed under the Reimaanlok project improved as an accessible repository for all spatial biodiversity and resource management information to aid in policy formulation, enforcement, monitoring, evaluation and adaptive management*

87. The project will support the GIS-based management information system (MIS) that is being developed under the Reimaanlok program. This will include enhancing the scope of the MIS, e.g., including a monitoring and evaluation platform that is accessible to both the public and policy makers. Server-based work stations across the CMAC membership base via the National Spatial Analytic Facility, with requisite hardware and software licenses will be maintained, to help sustain the user base of the MIS. The project will work closely with MIMRA, the entity responsible for maintaining and updating the GIS system after project completion.
88. The project will also organize a train-the-trainer course in preparation for and in conjunction with Output 3.3, to facilitate the technical know-how locally and also to demonstrate the use of the MIS to policy makers, conservation agencies, civil society, academia, media, etc. The project will also demonstrate the application of the enhanced MIS, e.g., for reporting progress towards achieving Reimaanlok and Micronesia Challenge conservation targets.
89. Collaboration with the regional R2R program (see Output 3.4) will contribute to capacity building objectives under this output; including facilitating local stakeholders from each of the 22 outer islands to participate in the Pacific Ridge-to-Reef Network online learning modules. The project will also reach out to the local academic and traditional ecological knowledge community, advocating mainstreaming of such learning tools, to help develop local human capital required to transition into application of integrated ridge to reef approaches.

**Activities for Output 3.1:** refer to **Annex D**.

**Output 3.2:** *Local and traditional knowledge documented and compiled in the MIS for easy access and preserved for inputs in the development of integrated management plans*

90. One of the underlying aims of this project is incorporate traditional knowledge into community driven natural resource management and climate change adaptation. The project will support national and subnational stakeholders in reviewing and updating Reimaanlok guidelines for collecting and documenting traditional knowledge which will be applied in the integrated management plans for the 5 outer islands under Component 1 of the project, but also to provide an enabling framework for highlighting traditional knowledge in RMI. The guidelines will reflect practical approaches for collecting and documenting traditional knowledge, in a way that the communities can maintain it themselves and in a manner that encourages transmission between generations through the development of Open Educational Resources in conjunction with Output 2.4. Traditional knowledge of both men and women will be documented, and the guidelines will provide a roadmap for enabling communities to draw on their local knowledge, record it in forms that are useful for them and for school children, and give rise to renewed cultural expressions or revival of practices and expressions. The guidelines will also include a general policy on reaching informed consent prior to publishing information based on communities' local knowledge. Best practices<sup>22</sup>, particularly in the Pacific, will be consulted in reviewing and updating of the Reimaanlok guidance document. Extensive stakeholder consultations will be facilitated throughout these processes, the Ministry of Internal Affairs, Historical Preservation Office, Alele Museum, House of Iroijis, higher education providers, civil society, including Marshall Islands Conservation Society, JoJiKuM, Women United Together in the Marshall Islands, and Youth to Youth in Health.

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<sup>22</sup> For example: Guidelines for Developing Legislation for the Protection of Traditional Biological Knowledge, Innovations and Practices Based on the Traditional Biological Knowledge, Innovations and Practices Model Law, Pacific Islands Forum Secretariat 2010.

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

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

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

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

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

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

target conservation sites and resources monitoring will become integrated into the educational system by using the natural environment as a bilingual hands-on learning space.

**Activities for Output 3.3:** refer to **Annex D**.

**Output 3.4:** *Coordination established with the Pacific R2R program – regional program support project and other national R2R projects – in terms on monitoring and evaluation and south-south collaboration*

95. The Pacific R2R program is a multifocal initiative with more than USD 82 million of GEF financing over a period of 5 years starting in 2013, and including national projects in 14 Pacific Island countries and one regional project, which supports introduction of integrated approaches to natural resource management through demonstration projects, capacity building, and adoption and implementation of national and local policies, reforms, and budget commitments. Under Output 3.4 of the RMI R2R project, activities will include organizing a training workshop on integrated water resources management (IWRM), which is being developed for the Laura groundwater lens in Majuro under the regional R2R project. In order to enhance regional cooperation and sharing lessons learned, the project will also arrange a regional exchange visit to one of the other Pacific Island countries where complementary activities are being implemented as designed for the RMI project. Consistent with the objective of the regional R2R program and the RMI National Conservation Plan, the project will also support development of a monitoring and evaluation system for the Reimaanlok process, with the aim of providing a foundational framework for assessing progress towards achieving the strategic Reimaanlok objectives and sufficient early warning for implementing adaptive management measures.
96. Collaboration with the regional R2R program will contribute to capacity building objectives under this output. The project will also reach out to the local academic and traditional ecological knowledge community, advocating mainstreaming of such learning tools, to help develop local human capital required to transition into application of integrated ridge to reef approaches.
97. Activities under this output also include posting project results on the IW: LEARN site, contributing to newsletters, etc.

**Activities for Output 3.4:** refer to **Annex D**.

ii. **Partnerships:**

98. Effective partnerships will be critical during project implementation and in the long-run. A list of the key partners and ways in which the project will collaborate with them are mapped out below.

<b>Partner</b>	<b>Partnership arrangements</b>
CMAC	Project Board members on project, Coordination Group for the Reimaanlok Framework and Technical Advisory Group for the PAN Office
MIMRA	Focal agency for PAN legislation, share data from marine surveys, management plans
OEPPC	Focal agency for UNDP and SPREP, Member of the Project Board
R&D	Member of the Project Board in relation to agroforestry related project activities; share data from terrestrial surveys
HPO	Member of the Project Board in relation to culturally related project activities, working in coordination with Alele Museum
EPA	Member of the Project Board in relation to water and sanitation related project activities; Executing Authority for UNDP-Regional R2R program/project

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

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

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

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

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**RMI PROP Project****RMI R2R Project**

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- Renovation/upgrading of extension facilities on selected outer islands (installation of radio/communications equipment, photovoltaic power systems, etc.);
- Resource and socio-economic surveys, community consultations, public information campaigns, training workshops and facilitation of fisheries management planning in an increasing number of outer islands;
- Ongoing fishery catch and effort data monitoring in association with the fish collection system, through continuation and expansion of the current data collection process;
- Periodic follow-up monitoring, community consultation and information dissemination;
- Extending this process to cover all 24 local government jurisdictions.

islands to assess status and threats and serve as a guide in the delineation of conservation areas and spatial planning;

**Output 1.2:** Conservation areas delineated and declared in 5 outer islands following Reimaanlok guidelines: Type I (subsistence non-commercial use) and Type II (high level of protection) areas; coarse-scale, fine-scale and species conservation targets; land-sea interactions;

**Output 1.3:** Integrated management plans developed (or updated) and implemented in 5 outer islands following the Reimaanlok process and balancing livelihood considerations;

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

102. The 5-year duration PROP project, which started implementation in 2016, is largely focused on fisheries, whereas the R2R project, consistent with the Reimaanlok process, takes more of an integrated approach to natural resource management, with activities dealing with terrestrial biodiversity conservation, pollution prevention and control, groundwater and coastal zone management, establishing new protected areas and strengthening the management of existing ones, valuing traditional ecological knowledge and land tenure systems, and strengthening information management systems. By extending the activities to all 24 local governments, the available resources on the PROP project are limited for supporting substantive implementation activities. The R2R project, focusing on 5 outer islands, will be able to sponsor more meaningful implementation activities at the local level. The following synergies between the two projects are envisaged:
- a. The PROP project is supporting marine assessments at each of the 24 local government jurisdictions, including the 5 outer islands selected by the R2R project. The R2R project will be able to utilize the results of these assessments in developing updated biophysical profiles for the 5 selected outer islands;
  - b. Implementation of coastal fisheries management plans developed under the PROP project will be shared with the R2R project, as part of the integrated natural resource management plans developed for the 5 pilot outer islands;
  - c. Joint training workshops will be organized between the two projects;
  - d. The two projects will also collaborate on delivering capacity building for local communities with respect to management of local natural resources, including coastal fisheries.
103. There are other complementary projects under development at the time of preparation of this project document; including a Green Climate Fund (GCF) financed water sector project.

iii. **Stakeholder engagement:**

104. The stakeholder engagement plan presented below is based on consultations made during the project preparation grant (PPG) phase, starting with the a national PPG inception workshop, and subsequently through interviews with key governmental sector officials, community consultations in the selected 5 outer islands, a workshop with the mayors of the 5 outer islands, and a national validation workshop. Stakeholder consultations are recorded in **Annex F** of the project document.
105. The project will engage with stakeholders at the national, local, and regional level, utilizing existing structures as much as practicable. At the national level, the Coastal Management Advisory Council (CMAC) will be one



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

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

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

**Table 4: Project Stakeholder Engagement Matrix**

<b>Stakeholder</b>	<b>Description</b>	<b>Role in the Project</b>
<b>Direct beneficiaries and community based stakeholders:</b>		
Local Communities	Residents of the 5 outer islands	Direct project beneficiaries.
Local Government Units	Mayor of each of the 5 outer islands and other local government stakeholders	Direct project role, facilitating integration of project activities into the development framework for the respective outer islands.
Local Resource Committees	Committees established under the Reimaanlok process	Direct project role, with respect to implementation of the project activities at the respective outer islands.
Women's groups and other Community based organizations	Community organizations	Direct project role, local implementing partners, facilitating field and livelihood interventions.
Custodians of traditional knowledge	Traditional knowledge custodians	Direct project role, guiding cultural surveys and development of traditional ecological knowledge guidelines.
Landowners	Owners of land in the 5 outer islands	Direct project role, participating in delineation of protected areas, and development and implementation of enabling land use arrangements for the implementation of project activities and long-term implementation of local management plans.
Local Church groups	Organized church groups	Indirect role, as important local stakeholders, providing guidance on implementation of field activities in the outer islands.
<b>Project implementation stakeholders:</b>		
United Nations Development Programme (UNDP), Pacific Office	Multilateral development agency	GEF Agency and Implementing Partner for the project
Office of Environmental Policy and Planning Coordination, OEPPC	Government agency responsible for providing policy advice to the President and Cabinet on multilateral environmental agreements and associated treaties, and collaborating with other government partners, NGOs, and communities in implementing environmental protection projects and programmes.	Responsible party for the project, housing the project implementation unit, and providing supervision and guidance during project implementation.
<b>National level stakeholders:</b>		
Coastal Management Advisory Council, CMAC	Interagency coordination and advisory group consisting of governmental agencies, civil society, and academic and research institutions dedicated to advancing the Reimaanlok Framework	Direct oversight role, as technical advisory group for the project and PAN Office, and facilitating and coordinating the Reimaanlok process.
Ministry of Internal Affairs	Government agency, responsible for administering local governance and implementing national gender strategy.	Direct project role, as member of CMAC, project cofinancing partner, and ensuring the project is aligned with national and local priorities with respect to local governance, the national gender inclusion strategy.
Marshall Islands Marine Resources Authority, MIMRA	Component unit of RMI, principal line of business is to facilitate the sustainable and responsible use of marine resources in the RMI.	Direct role, as CMAC coordinator, and collaborating with the project in expanding coastal fisheries management at the local government and community level. Also, as executing agency for the PROP project in RMI,

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

Stakeholder	Description	Role in the Project
	and mobilize and prudently manage available financial and economic resources.	sustainable financing analyses for the protected area network.
Ministry of Education	Government agency, responsible for establishing and implementing education legislation and curricula.	Direct project role envisaged in supporting the primary school engagement and national capacity building activities
Ministry of Foreign Affairs	Government agency, responsible for administering and facilitating foreign affairs and bilateral and multilateral cooperation.	Indirect, oversight role, ensuring the project is aligned with national and regional priorities and strategies, including the Micronesia Challenge.
National Training Council, NTC	Government agency, assisting with job search and training	Indirect project role, ensuring the project is aligned with national capacity building goals
Marshall Islands Mayors Association (MIMA)	Association of atoll/island local governments	Direct role envisaged in supporting the sustainable financing analyses for the protected area network
GEF Small Grants Programme (SGP) in RMI	GEF financed program, providing grants of up to \$50,000 directly to local communities including indigenous people, community-based organizations and other non-governmental groups for projects in Biodiversity, Climate Change Mitigation and Adaptation, Land Degradation and Sustainable Forest Management, International Waters and Chemicals.	Direct project role, facilitating synergies with other complementary activities, and provide guidance regarding gender and social inclusion objectives.
<b>Non-governmental organizations (domestic):</b>		
Marshall Islands Conservation Society (MICS)	RMI based conservation organization	Direct project role, as member of CMAC, project cofinancing partner, and providing technical advisory services, and supporting youth and school engagement and traditional knowledge activities.
Women United Together Marshall Islands, WUTMI	NGO in RMI dedicated to the empowerment and advancement of women	Direct project role, as member of CMAC, project cofinancing partner, and facilitating synergies with other complementary activities, and provide guidance regarding gender inclusion objectives.
Waan Aelōñ in Majel, WAM	Non-governmental program traditional Marshallese skills for men and women as a medium to transfer needed life skills and capacity building to the youth of the Marshall Islands	Direct project role implanting traditional navigational project activities as required within the individual project site Reimaanlok plans
<b>State-owned Enterprises:</b>		
National Telecommunications Authority (NTA)	Private corporation with significant ownership by the National Government. It is the authorized sole provider of telecommunications services and is responsible for providing domestic and international voice, fax, data, and Internet services to and from the Marshall Islands	Indirect project role, facilitating communications requirements between Majuro and the outer island sites
Air Marshall Islands (AMI)	Commercially operated airline which is wholly owned by the Government of the Republic of the Marshall Islands (RMI), and based out of Majuro Atoll the Capital City of the country and also acts as the country's flag carrier providing daily services between Majuro, Kwajalein Atoll, and the country's outer island (rural) communities	Indirect project role, facilitating transportation requirements between Majuro and the outer island sites

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

**iv. Mainstreaming gender:**

111. Women’s vulnerabilities to resource overuse and climate change impacts are similar to those of men; however, women also have specific additional concerns, linked to their key roles in the household and the community. The position of women in the society is more vulnerable than that of men, due to lack of land rights and asset ownership in some cases, lower educational levels, and patriarchal rule in domestic sphere. Gender issues were, therefore, carefully taken into consideration in the design of the interventions.
112. In this project, women will be involved in planning and decision-making associated with implementation of the interventions, and preference will be given to funding interventions that benefit both men and women. Aligning the project with the needs of women will increase the utility and longevity of the incremental GEF funding.
113. Based upon the gender analysis completed during the project preparation phase (see **Annex I**), specific involvement recognizes the differences between labor, knowledge, needs, and priorities of men and women, and includes but is not limited to the following:
- a. Consultation with women groups on needs and requirements associated with all interventions;
  - b. Promotion of equal representation of women and men on the Local Resource Committees;
  - c. Development of all strategic and planning documents in consultation with women and women forums, at all levels from national to the communities;
  - d. Targeted budgeting of activities promoting resilience and adaptive capacity of women, and monitoring and evaluation of such activities;
  - e. Participation, training and skills building of women for training activities identified and budgeted in relevant project outcomes;
  - f. Encouragement of women participation in the recruitment of project implementation staff; and
  - g. When applicable, equal payment of men and women.

**v. South-South and Triangular Cooperation (SSTrC):**

114. One of the underlying aims of the project is to support the operationalization of the Reimaanlok National Conservation Plan. Through strengthened individual and institutional capacities, increased public awareness, and demonstration of community driven integrated natural resource management, RMI will be better positioned to meet both national and regional conservation commitments, including the Micronesia Challenge targets. As an inter-governmental initiative involving 5 Micronesia countries, the Micronesia Challenge is a functioning South-South cooperative arrangement. The GEF funding for the R2R project will enable RMI to more effectively collaborate with the regional Micronesia Challenge partners.
115. The GEF financed R2R program is a Triangular Cooperation involving 14 Pacific Island countries, including RMI. The joint capacity building and knowledge management at the program level are designed to facilitate dissemination and scaling up of best practices, share lessons learned among participating countries, including those projects in atoll island settings, and strengthen regional collaboration on biodiversity conservation issues.

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**V. FEASIBILITY**

**i. Cost efficiency and effectiveness:**

116. The project will implement Reimaanlok, which is a national policy adopted in 2008. The processes outlined in this policy document will be followed. Furthermore, the initial work done by CMAC and its member

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

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

**ii. Risk Management:**

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

*Table 5: Project Risks*

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

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

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

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

Project risks					
Description	Type <sup>25</sup>	Impact & Probability <sup>26</sup>	Mitigation Measures	Owner	Status <sup>27</sup>
or carry out projects activities.		outputs and outcomes would be affected. Impact: 3 Probability: 3	recruitment; agree on realistic timetables for implementation due to potential delays in recruitment; back-stopping and recruiting through CMAC agencies; utilize technical advisors and counterparts.		
Weak coordination among project partners; government partners are overloaded; limited coordination with outer island leaders	Organizational	If cross-sectoral collaborative structures do not function efficiently, the requisite enabling conditions might not be in place to foster delivery of project results. Impact: 3 Probability: 3	CMAC, interagency committees created and meet regularly; senior staff participating; workplan endorsed by Chief Secretary; foster strong ownership of the project by mainstreaming project objectives into government process.	Responsible Party	No change
Poor communications and limited travel to outer islands	Operational	Monitoring and evaluation of project activities would be hindered. Impact: 2 Probability: 3	Budget for and purchase cell phones (where service) or SSB/HF radio with antenna. Use ship when airlines down. Consult with atoll leaders through use of mobile and other communications if face-to-face meetings are limited. Travel costs allocated in project budget, including annual retreat with all 5 site coordinators and other PIU staff.	PIU	No change
Weak enforcement of laws	Regulatory	If the regulatory framework is unreliable, stakeholders might be discouraged to participate in the integrated approaches advocated by the project. Impact: 2 Probability: 2	Assess and address reasons why specific laws are not respected or enforced. Include issues of enforcement in education and awareness campaigns.	Implementing Partner	No change
Limited understanding and appreciation of natural ecosystems and their services	Environmental	Designs of integrated natural resource management plans might not be representative. Impact: 3 Probability: 2	Biodiversity surveys to be conducted to assess status and improve understanding; a higher education providers could be a partner in these surveys.	PIU	No change



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

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

**iii. Social and environmental safeguards:**

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

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

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

Island Countries and Territories (2013-2017), Outcome 2 (UNDAF outcome 5.1): *“Regional, national, local and traditional governance systems are strengthened, respecting and upholding human rights, especially women’s rights, in line with international standards”*.

126. Site coordinators will be recruited for each of the 5 outer islands. These PIU staff members will have day-to-day interaction with local communities, facilitating implementation of the planned interventions and also acting as one of the main contact persons for handling environmental and social grievances. Such grievances will be recorded by the site coordinators, and the project coordinator will be responsible to report these in the annual project implementation reports (PIRs).

**iv. Sustainability and Scaling Up:**

**Sustainability:**

127. This project will fully support conservation efforts in RMI as embodied in its national policies and programs. Sustainability of these efforts will be achieved by putting in place a supportive governance framework in terms of policies, legislation, institutions at the local and national level and capacity building of key stakeholders in government and in local communities. These will be delivered in component 2. Sustainable financing mechanisms will be supported by the project to further build up the RMI sub-account in the Micronesia Challenge Trust to ensure that project activities will be sustained even after completion of the project (Output 1.4).
128. Investment in strengthening the capacities of local communities to implement integrated natural resource management plans, with limited external resources, is one way the project is addressing financial risks to sustainability. Managing the overall protected area network will require additional financial resources, particularly considering the vast areas between the outer islands of RMI. The project is supporting a feasibility study on sustainable financing mechanisms and pilot implementation of one or more of these during the lifespan of the project. These activities will guide key stakeholders towards realizing viable sustainable financing options for the long-term management of the RMI PAN.
129. The largest proportion of the project budget is allocated on implementation of integrated natural management plans in 5 selected outer islands. This catalytic funding will help advance the Reimaanlok process by demonstrating application of innovative and traditional management measures that could be scaled up elsewhere in the country. Socio-economic risks to sustainability will be mitigated through the increased awareness and strengthened capacities of Local Resources Committees in implementing their respective Reimaanlok Resources Management Plans. Furthermore, under Outcomes 2 and 3, the project is also supporting development of a tertiary agroforestry certification program, a primary school environmental education pilot, and a youth-based public awareness campaign which will altogether further bolster the likelihood that results achieved will be sustained following completion of the GEF funding. The sustainability of these programs will be supported via integration into the national education system at multiple education levels (primary, tertiary, and informal education). Within the tertiary program in particular, UNDP Regional R2R Program activities will be leveraged to enhance sustainability of both regional and national R2R project outcomes.
130. With respect to institutional framework and governance dimension to sustainability, the project will support operationalization of the PAN Office, a key governance mechanism that was established through passing the Protected Areas Network (PAN) Act 2015. The project will also fund a legislative gap analysis and preparation of an action plan for developing requisite secondary legislation, including regulations, rules, ordinances, etc., to the PAN Act.
131. Climate change considerations cross cut sustainable development strategic planning initiatives in the country, and local communities of the outer islands are particularly vulnerable. The integrated approaches advocated on the project, consistent with the Reimaanlok process, are designed to operationalize “climate-smart land

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

**Potential for Scaling Up:**

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

## VI. PROJECT RESULTS FRAMEWORK

<p><b>This project will contribute to the following Sustainable Development Goal (s):</b> SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development; SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss; SDG 13: Take urgent action to combat climate change and its impacts; SDG 6: Ensure availability and sustainable management of water and sanitation for all; SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable; SDG 5: Achieve gender equality and empower all women and girls</p>
<p><b>This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:</b> Regional UNDAF Outcome 1: By 2017, the most vulnerable communities across the PICTs are more resilient and select government agencies, civil society organizations and communities have enhanced capacity to apply integrated approaches to environmental management, climate change adaptation/mitigation, and disaster risk management</p>
<p><b>This project will be linked to the following output of the UNDP Strategic Plan:</b>  <u>Output 2.5:</u> Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation</p>

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
<p><b>Project Objective:</b> To sustain atoll biodiversity and livelihoods by building community and ecosystem resilience to threats and degrading influences through integrated management of terrestrial and coastal resources <i>3-4 indicators maximum</i></p>	<p>Legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems (Indicator 2.5 from UNDP Strategic Plan)</p>	<p>Legal framework is in place, but institutional and regulatory frameworks are generally lacking</p>	<p>Similar status as baseline</p>	<p>1</p>	<ul style="list-style-type: none"> <li>Governmental partners remain committed to pass and implement enabling institutional and regulatory frameworks</li> </ul>
	<p>Number of direct project beneficiaries</p>	<p>Negligible as Reimaanlok implementation is in early stages</p>	<p>500 total, including 250 women</p>	<p>2000 total, including 1000 women</p>	<ul style="list-style-type: none"> <li>Local stakeholders in the 5 selected outer islands remain committed to implementing the Reimaanlok process</li> <li>The RMI government is committed to facilitate the requisite enabling conditions for encouraging private sector and civil society to make innovative and inclusive contributions to biodiversity conservation of the outer islands</li> </ul>
<p><b>Component 1:</b> Expanding and Sustaining RMI Protected Areas Network  <b>Outcome 1:</b> Conservation areas delineated, declared and efforts sustained in up to 5 priority atolls to meet Reimaanlok targets and contributing to the Micronesia Challenge and Aichi targets  <i>3 indicators maximum</i></p>	<p>Terrestrial and marine ecosystems under enhanced management</p>	<p>New protected areas (number) and coverage (hectares) of unprotected ecosystems: 0</p>	<p>New protected areas and coverage of unprotected ecosystems:                      Number of new terrestrial PAs: 2                      Coverage of new terrestrial PAs: 100 ha                      Number of new marine PAs: 2</p>	<p>New protected areas and coverage of unprotected ecosystems:                      Number of new terrestrial PAs: 5                      Coverage of new terrestrial PAs: 502 ha                      Number of new marine PAs: 5</p>	<ul style="list-style-type: none"> <li>Process of legally designating the protected areas will be completed within the timeframe of the project</li> </ul>

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

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## VII. MONITORING AND EVALUATION (M&E) PLAN

134. The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results.
135. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#). While these UNDP requirements are not outlined in this project document, the UNDP Pacific Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the [GEF M&E policy](#) and other relevant GEF policies.
136. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the GEF Tracking Tools) across all GEF-financed projects in the country. This could be achieved for example by using one national institute to complete the GEF Tracking Tools for all GEF-financed projects in the country, including projects supported by other GEF Agencies.

### **M&E oversight and monitoring responsibilities:**

137. National Project Director (NPD): The NPD will be responsible for providing government oversight and guidance for project implementation. The NPD will not be paid from the project funds, but will represent a Government in-kind contribution to the project.
138. Project Coordinator: The Project Coordinator is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Coordinator will ensure that all project staff members maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Coordinator will inform the Project Board, the UNDP Pacific Office, and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.
139. The Project Coordinator will develop annual work plans based on the multi-year work plan included in **Annex E**, including annual output targets to support the efficient implementation of the project. The Project Coordinator will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g., gender strategy, KM strategy, etc.) occur on a regular basis.
140. Field level monitoring and evaluation duties will be largely the responsibility of the site coordinators, who will work closely with LRCs, service providers, and other enabling stakeholders. Once per year, the Project Coordinator will arrange a stock-taking retreat, where each of the 5 site coordinators, other PIU staff members, and relevant supporting stakeholders will jointly discuss progress, share monitoring and evaluation field results, and develop action plans for the subsequent period.
141. Project Board: The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold

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

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

**Additional GEF monitoring and reporting requirements:**

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

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

- d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP in M&E;
  - e. Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Environmental and Social Management Plan and other safeguard requirements; the gender strategy; the knowledge management strategy, and other relevant strategies;
  - f. Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
  - g. Plan and schedule Project Board meetings and finalize the first year annual work plan.
148. The Project Coordinator will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Pacific Office and the UNDP-GEF Regional Technical Advisor, and will be approved by the Project Board.
149. GEF Project Implementation Report (PIR): The Project Coordinator, the UNDP Pacific Office, and the UNDP-GEF Regional Technical Advisor will provide objective input to the annual GEF PIR covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Project Coordinator will ensure that the indicators included in the project results framework are monitored annually in advance of the PIR submission deadline so that progress can be reported in the PIR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR.
150. The PIR submitted to the GEF will be shared with the Project Board. The UNDP Pacific Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the PIR as appropriate. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.
151. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyze and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.
152. GEF Focal Area Tracking Tools: The following GEF Tracking Tool(s) will be used to monitor global environmental benefit results: International Waters and Biodiversity.
153. The baseline/CEO Endorsement GEF Focal Area Tracking Tool(s) – submitted in **Annex O** to this project document – will be updated by the Project Coordinator/Team and shared with the mid-term review consultants and terminal evaluation consultants before the required review/evaluation missions take place. The updated GEF Tracking Tool(s) will be submitted to the GEF along with the completed Mid-term Review report and Terminal Evaluation report.
154. Independent Mid-term Review (MTR): An independent mid-term review process will begin after the second PIR has been submitted to the GEF, and the MTR report will be submitted to the GEF in the same year as the 3<sup>rd</sup> PIR. The MTR findings and responses outlined in the management response will be incorporated as recommendations for enhanced implementation during the final half of the project's duration. The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the [UNDP Evaluation Resource Center \(ERC\)](#). As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders



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

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

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

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

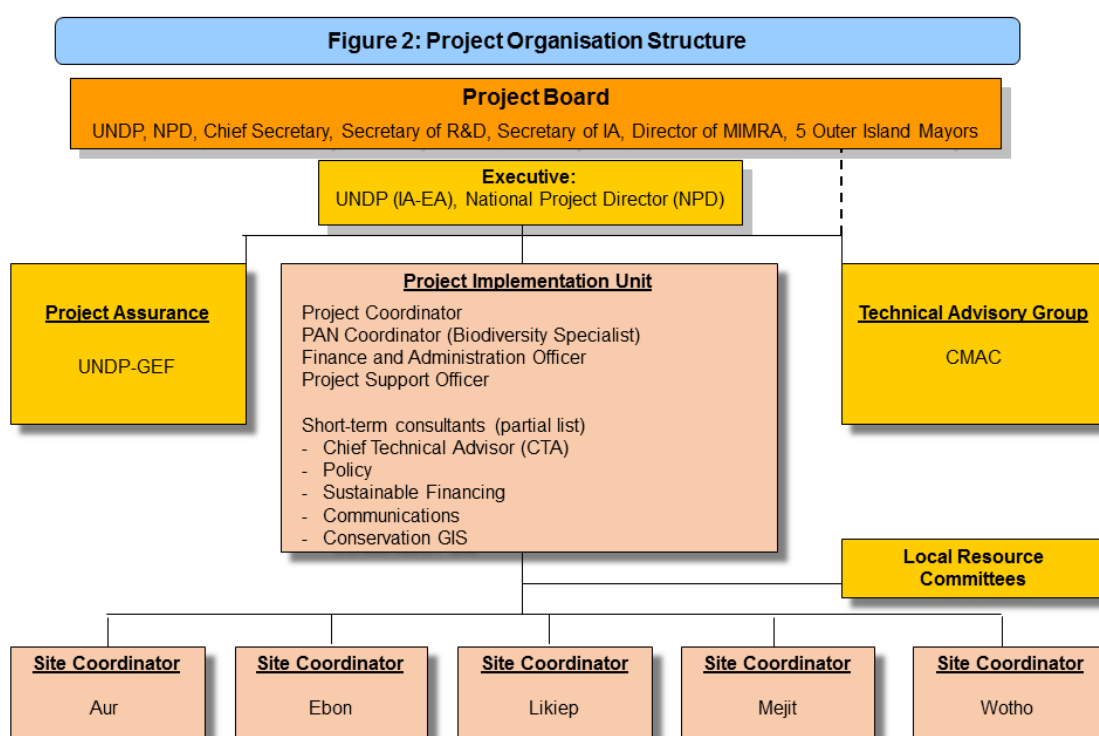
<sup>29</sup> Excluding project team staff time and UNDP staff time and travel expenses.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>29</sup> (USD)		Time frame
		GEF grant	Cofinancing	
<b>GEF Project Implementation Report (PIR)</b>	Project Coordinator, UNDP Pacific Office, UNDP-GEF team	None	None	Annually
<b>Financial Audit as per UNDP audit policies</b>	UNDP Pacific Office	Per year: USD 2,500 (USD 12,500 cumulative)		Annually or other frequency as per UNDP Audit policies
<b>Lessons learned and knowledge generation</b>	Project Coordinator	None		Annually
<b>Monitoring of environmental and social risks, and corresponding management plans as relevant</b>	Project Coordinator, UNDP Pacific Office	None		On-going
<b>Addressing environmental and social grievances</b>	Project Coordinator, UNDP Pacific Office, BPPS as needed	None for time of Project Coordinator, and UNDP CO		
<b>Project Board meetings</b>	Project Board, UNDP Pacific Office, Project Coordinator	USD 35,000		Project Board meetings twice per year, one in Majuro and one in the outer islands
<b>Supervision missions</b>	UNDP Pacific Office	Per year: USD 2,500 (USD 12,500 cumulative)		Annually, by UNDP Pacific Office project staff
<b>Oversight missions</b>	UNDP-GEF team	None <sup>30</sup>		Troubleshooting as needed
<b>Knowledge management as outlined in Outcome 3 (1% of GEF grant)</b>	Project Coordinator	USD 39,280		On-going
<b>Mid-term GEF Tracking Tool to be updated by the Project Coordinator</b>	Project Coordinator	None		Before mid-term review mission takes place.
<b>Independent Mid-term Review (MTR) and management response</b>	UNDP Pacific Office and Project team and UNDP-GEF team	USD 30,000		Between 2 <sup>nd</sup> and 3 <sup>rd</sup> PIR.
<b>Terminal GEF Tracking Tool to be updated by the Project Coordinator</b>	Project Coordinator	None		Before terminal evaluation mission takes place
<b>Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response</b>	UNDP Pacific Office and Project team and UNDP-GEF team	USD 30,000		At least three months before operational closure
<b>Translation of MTR and TE reports into English</b>	UNDP Pacific Office	Not applicable		
<b>TOTAL indicative COST</b> Excluding project team staff time, and UNDP staff and travel expenses		<b>USD 170,280</b>		

<sup>30</sup> The costs of UNDP Pacific Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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



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

5. Director of Marshall Islands Marine Resources Authority
  6. Mayor of Aur
  7. Mayor of Ebon
  8. Mayor of Likiep
  9. Mayor of Mejit
  10. Mayor of Wotho
  11. Designated representative of UNDP (Executive and Senior Supplier)
162. The **Project Coordinator** will run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Coordinator function will end when the final project terminal evaluation report, and other documentation required by the GEF and UNDP, has been completed and submitted to UNDP (including operational closure of the project).
  163. The **Technical Advisory Group**, made up of the CMAC members, will provide technical guidance to the PIU and to the Project Board through regular thematic meetings during implementation and on an as-needed basis, e.g., reviewing specific deliverables, terms of reference, etc. Apart from providing technical guidance, the Technical Advisory Group may also deliver support for capacity building activities.
  164. The **project assurance** roll will be provided by the UNDP Pacific Office specifically.
  165. Additional quality assurance will be provided by the UNDP Regional Technical Advisor as needed.
  166. Governance role for project target groups: Local Resource Committees (LRCs) operating at each of the 5 selected outer islands and represented by a cross section of local stakeholders, will be the governance body for implementation of the integrated natural resource management plans.
  167. UNDP Direct Project Services as requested by Government (if any): UNDP as the GEF implementing agency and Implementing Partner holds overall accountability and responsibility for the delivery of results to the GEF. Working closely with the OEPPC, as Responsible Party, to achieve the project outputs, UNDP will provide Direct Project Services (DPS), according to UNDP policies on GEF funded projects. DPS costs are those incurred by UNDP for the provision of services that are execution driven and can be traced in full to the delivery of project inputs. Direct Project Services are over and above the project cycle management services. They relate to operational and administrative support activities carried out by UNDP. DPS include the provision of the following estimated services: i) Payments, disbursements and other financial transactions; ii) Recruitment of staff, project personnel, and consultants; iii) Procurement of services and equipment, including disposal; iv) Organization of training activities, conferences, and workshops, including fellowships; v) Travel authorization, visa requests, ticketing, and travel arrangements; vi) Shipment, custom clearance, vehicle registration, and accreditation. As is determined by the GEF Council requirements, these service costs are assigned as Project Management Cost, identified in the project budget as Direct Project Costs. Eligible Direct Project Costs should not be charged as a flat percentage. They should be calculated on the basis of estimated actual or transaction based costs and should be charged to the direct project costs account codes: "64397- Services to Projects-CO staff" and "74596 – Services to Projects – GOE".
  168. Flow of funds: As the GEF implementing agency, UNDP will receive funds for this project. Under the direct implementation modality, UNDP will disburse the funds directly to the contracted parties for implementation of the activities described in the project document and elaborated in individual procurement packages.
  169. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: In order to accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects

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

170. **Project management:** Project management will be administered by the Project Implementation Unit (PIU). The envisaged composition of the PIU is enumerated below.
- a. National Project Coordinator
  - b. PAN Coordinator / Biodiversity Specialist
  - c. Finance and Administration Officer
  - d. Project Support Officer
  - e. Site Coordinators (one for each of the 5 selected outer islands)
171. The PIU staff members will be recruited for the duration of the project. Additional staff may be hired, under long-term agreement (LTA) or short-term consultancy agreements, as necessary to ensure adequate support. Relevant procurement of services required to support the implementation of the project will be managed by the PIU, following established rules and procedures of the UNDP, which are objective, transparent, and participatory. The Government of RMI will sit in the selection panels for procurement of goods and services. Since the PIU will be located at the OEPPC, the director as national project director will oversee the PIU and hence will share responsibility with UNDP in the management of the project.
172. The PIU office will be hosted by the Government of RMI, and it will be located in Majuro in office space provided by the the OEPPC.

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## IX. FINANCIAL PLANNING AND MANAGEMENT

173. The total cost of the project is USD 7,985,120. This is financed through a GEF grant of USD 3,927,981, and USD 4,057,139 in parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.
174. **Parallel co-financing:** The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. The planned parallel co-financing will be used as follows:

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

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

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

Cofinance Source	Cofinancing Type	Cofinancing Amount	Planned Activities/Outputs	Risks	Risk Mitigation Measures
	Grant	USD 500,000	<ul style="list-style-type: none"> <li>Output 1.4, Sustainable financing</li> <li>Output 2.1, Secondary legislation for PAN Act</li> <li>Output 2.2, Operationalize the PAN Office</li> <li>Output 2.3, Strengthening community structures</li> <li>Output 2.4, Institutional and individual capacity building</li> <li>Output 3.4, Coordination with R2R regional program and other regional and south-south initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Change in governmental mandate</li> <li>Reduction of governmental funding</li> <li>Government partners are overloaded</li> </ul>	<ul style="list-style-type: none"> <li>Change in governmental mandate</li> <li>Reduction of governmental funding</li> <li>Regular interaction with CMAC will help ensure cross-sectoral support</li> </ul>
Ministry of Internal Affairs (IA)	In-kind	USD 2,452,768	<ul style="list-style-type: none"> <li>Output 1.1, Scientific, social, and cultural surveys and assessments</li> <li>Output 1.2, Delineate and designated protected areas</li> <li>Output 1.3, Develop and implement integrated resource management plans</li> <li>Output 1.4, Sustainable financing</li> <li>Output 2.3, Strengthening community structures</li> <li>Output 2.4, Capacity building on integrated approaches</li> <li>Output 3.1, Strengthen and improve access of MIS</li> <li>Output 3.2, Traditional knowledge integrated into local planning</li> <li>Output 3.3, Public awareness</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of local government funding</li> <li>Revised priorities in case of a change in the mayor</li> <li>Unintended consequences of project interventions</li> </ul>	<ul style="list-style-type: none"> <li>PIU will stay in close contact with Ministry officials</li> <li>Local Resource Committees will be primary local governance partner</li> <li>Particular focus placed on communication, and hiring qualified PIU staff including site coordinators</li> </ul>
MI Conservation Society (MICS)	In-kind	USD 100,000	<ul style="list-style-type: none"> <li>Output 1.1, Scientific, social, and cultural surveys and assessments</li> <li>Output 1.2, Delineate and designated protected areas</li> <li>Output 1.3, Develop and implement integrated resource management plans</li> <li>Output 1.4, Sustainable financing</li> <li>Output 2.3, Strengthening community structures</li> <li>Output 3.1, Strengthen and improve access of MIS</li> <li>Output 3.2, Traditional knowledge integrated into local planning</li> <li>Output 3.3, Public awareness</li> </ul>	<ul style="list-style-type: none"> <li>Decline in continuity in case of personnel changes</li> <li>Funding does not materialize as planned</li> </ul>	<ul style="list-style-type: none"> <li>Maintain regular communication</li> <li>As a member of CMAC, accountability is enhanced</li> </ul>
Women United Together MI (WUTMI)	In-kind	USD 378,000	<ul style="list-style-type: none"> <li>Output 1.1, Scientific, social, and cultural surveys and assessments</li> <li>Output 1.3, Develop and implement integrated resource management plans</li> <li>Output 2.3, Strengthening community structures</li> </ul>	<ul style="list-style-type: none"> <li>Decline in continuity in case of personnel changes</li> <li>Funding does not materialize as planned</li> </ul>	<ul style="list-style-type: none"> <li>Maintain regular communication</li> <li>As a member of CMAC, accountability is enhanced</li> </ul>

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

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

- c. UNDP has closed the accounts for the project;
  - d. UNDP and the Responsible Party have certified a final Combined Delivery Report (which serves as final budget revision).
181. The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Pacific Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Pacific Office.



## X. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Proposal or Award ID:	00101900	Atlas Primary Output Project ID:	00104152
Atlas Proposal or Award Title:	Marshall Islands R2R		
Atlas Business Unit	FJI10		
Atlas Primary Output Project Title	Marshall Islands Ridge to Reef Project		
UNDP-GEF PIMS No.	5685		
Implementing Partner	United Nations Development Programme		

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

GEF Component/Atlas Activity	Responsible Party/[1] (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	See Budget Note:
				72500	Supplies	200	200	200	200	200	1,000	19
				72800	Information Technology Equipmt	1,000	-	-	-	-	1,000	20
				73100	Rental & Maintenance-Premises	4,800	4,800	4,800	4,800	4,800	24,000	21
				74200	Audio Visual & Print Prod Costs	-	-	3,250	2,500	750	6,500	22
				74500	Miscellaneous Expenses	2,000	2,000	2,000	2,000	2,000	10,000	23
				74700	Transport, Shipping and handle	-	-	500	500	-	1,000	24
				75700	Training, Workshops and Confer	5,000	22,500	40,000	22,500	5,000	95,000	25
					<b>sub-total GEF</b>	<b>133,743</b>	<b>135,293</b>	<b>160,963</b>	<b>102,493</b>	<b>75,242</b>	<b>607,734</b>	
					<b>Total Outcome 2</b>	<b>133,743</b>	<b>135,293</b>	<b>160,963</b>	<b>102,493</b>	<b>75,242</b>	<b>607,734</b>	
<b>COMPONENT/ OUTCOME 3:</b> <i>Knowledge Management and Monitoring &amp; Evaluation</i>	UNDP	62000	GEF	71200	International Consultants	5,500	-	19,250	8,250	-	33,000	26
				71300	Local Consultants	12,000	18,000	18,000	6,000	12,000	66,000	27
				71400	Contractual Services - Individual	13,072	13,072	13,072	13,072	13,072	65,360	28
				71600	Travel	3,700	3,700	3,700	3,700	3,700	18,500	29
				72100	Contractual Services-Companies	16,000	25,000	46,000	13,000	-	100,000	30
				72200	Equipment and Furniture	750	-	-	-	-	750	31
				72400	Communic & Audio Visual Equip	1,953	-	-	-	-	1,953	32
				72500	Supplies	600	600	600	600	600	3,000	33
				72800	Information Technology Equipmt	5,500	7,500	-	-	-	13,000	34
				73300	Rental & Maint of Info Tech Eq	-	2,000	2,000	2,000	2,000	8,000	35
				74100	Professional Services	-	2,371	2,371	2,371	2,371	9,484	36
				74200	Audio Visual & Print Prod Costs	-	-	5,749	6,849	799	13,397	37
				74500	Miscellaneous Expenses	1,800	1,800	1,800	1,800	1,800	9,000	38
				75700	Training, Workshops and Confer	13,000	24,875	25,375	15,000	15,000	93,250	39
					<b>sub-total GEF</b>	<b>73,875</b>	<b>98,918</b>	<b>137,917</b>	<b>72,642</b>	<b>51,342</b>	<b>434,694</b>	
	<b>Total Outcome 3</b>	<b>73,875</b>	<b>98,918</b>	<b>137,917</b>	<b>72,642</b>	<b>51,342</b>	<b>434,694</b>					
Project management [2]	UNDP	62000	GEF	71200	International Consultants	-	-	30,000	-	30,000	60,000	40
				71400	Contractual Services - Individual	3,127	3,127	3,127	3,127	3,126	15,634	41

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

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

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

Summary of Funds (USD):						
Source	Amount	Amount	Amount	Amount	Amount	Total
	Year1	Year 2	Year 3	Year 4	Year 5	
GEF	563,955	968,963	1,001,242	730,153	663,668	3,927,981
UNDP	18,224	31,153	32,192	23,470	21,332	126,371
Recipient Government and CSO Cofinancing Partners	566,855	969,025	1,001,328	730,046	663,514	3,930,768
<b>TOTAL</b>	<b>1,149,034</b>	<b>1,969,141</b>	<b>2,034,762</b>	<b>1,483,669</b>	<b>1,348,514</b>	<b>7,985,120</b>

**Budget Breakdown by Atlas Code:**

Code	Description	Total, USD	%
71200	International Consultants	241,500	6.1%
71300	Local Consultants	324,000	8.2%
71400	Contractual Services - Individual	931,286	23.7%
71600	Travel	106,140	2.7%
72100	Contractual Services - Company	1,683,250	42.9%
72200	Equipment and Furniture	162,750	4.1%
72400	Communic & Audio Visual Equip	14,453	0.4%
72500	Supplies	4,000	0.1%
72800	Information Technology Equip	21,000	0.5%
73100	Rental & Maintenance-Premises	24,000	0.6%
73300	Rental & Maint of IT Equip	8,000	0.2%
74100	Professional Services	12,500	0.3%
74200	Audio Visual & Print Prod Costs	26,647	0.7%
74500	Miscellaneous Expenses	19,000	0.5%
74598	Direct Project Costs	84,145	2.1%
74700	Transport, Shipping and handle	12,500	0.3%
75700	Training, Workshop, Conference	252,810	6.4%
	<b>GRAND TOTAL</b>	<b>3,927,981</b>	<b>100.0%</b>

**Budget Notes:**

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

8.	72800. Investment costs in information technology equipment at USD 7,000; including USD 1,000 for each of the 5 site coordinators, covering costs of a laptop for each of them and basic IT equipment to support their work in the field; and USD 2,000 for a web portal app for data entry of hydrological data under Output 1.4.
9.	74200. Audiovisual and print production costs at USD 6,750 for various knowledge products in support of the activities under Component 1.
10.	74700. Transportation-shipping costs at USD 11,500, covering cargo expenses for shipping equipment and supplies to/from the outer islands.
11.	75700. Training, workshop, and conference costs at USD 40,760; including USD 1,810 for 5 return flights at USD 400 per flight for supporting stakeholder consultations under Outcome 1.2; USD 4,375 for DSA as part of stakeholder consultations under Outcome 1.2; USD 3,620 for 2 domestic flights for each of the 5 islands as part of stakeholder consultations under Outcome 1.2; USD 1,250 for DSA as part of stakeholder consultations under Outcome 1.2; and USD 13,945 for a sustainable financing workshop under Outcome 1.4, including USD 3,000 for a catered venue for 3 days, USD 6,000 for international airfare (2 persons), USD 1,810 for domestic airfare for 5 persons, 1,875 for DSA for 15 person-days in Majuro at government rate, and USD 1,260 for DSA for 6 person-days in Majuro at the UN rate; and USD 15,000 for the annual project board meetings at the outer islands (considered monitoring missions), one charter flight per year is allocated at USD 2,650 per year, and USD 350 per year is allocated for catering a one-day meeting.
<b>Component 2:</b>	
12.	71200. International consultant costs at USD 68,750 at an indicative rate of USD 11,000 per month; including USD 30,250 for the chief technical advisor for miscellaneous support, USD 11,000 for supporting a regional legislative gap analysis; USD 16,500 for supporting a regional land use study; and USD 11,000 for supporting preparation of a land use arrangements framework.
13.	71300. Local consultant costs at USD 57,000 at an indicative rate of USD 6,000 per month; including USD 6,000 for a legislative gap analysis; USD 6,000 for compiling legislation best practice; USD 3,000 for developing 5-year action plan for legislative reform; USD 6,000 for miscellaneous support for operation of PAN Office; USD 6,000 for a regional land use study; USD 6,000 for preparation of a land use arrangements framework; USD 6,000 for consolidating lessons learned; and USD 18,000 for supporting agro-forestry program, facilitating R2R trainings, and other miscellaneous support under Output 2.4.
14.	71400. Contractual services (Individual) for project implementation unit broken down as follows: 2.5 months per year, 21% time, for the Project Coordinator for each of the 5 years of implementation at USD 3,820 per month; 5 months per year, 42% time, for the PAN Coordinator/Biodiversity Specialist at USD 2,998 per month for each of the 5 years of project implementation; 3 months per year, 25% time, for the Finance/Administration Officer at USD 1,441 per month for each of the 5 years of project implementation; and 3 months per year, 25% time, for the Project Support Officer at USD 992 per month for each of the 5 years of project implementation.
15.	71600. Travel expenses at USD 32,520; including USD 12,000 in local travel; USD 15,000 in international travel to/from Majuro; USD 1,530 in domestic air travel; and USD 3,990 in daily subsistence allowance (DSA), at USD 210 per day for stay in Majuro at the UN rate, USD 125 per day for stay in Majuro at the government rate, and USD 50 per day for stay at the outer islands at the government rate.
16.	72100. Contract services (Companies) costs at USD 92,250; including USD 16,250 for support from experts in gender/social inclusion; USD 75,000 for development and testing of agro-forestry curriculum; and USD 1,000 for facilitating a stakeholder workshop planned for Year 4.
17.	72200. Investment costs for equipment and furniture at USD 57,000; including USD 2,000 for furniture and equipment for the PAN Office; USD 30,000 for a project vehicle (2WD pickup); and USD 25,000 for supporting equipment in support of the development of the agro-forestry program.
18.	72400. Investment costs in communication and audio visual equipment at USD 2,500, including USD 1,000 for the PAN Office and USD 1,500 for the agro-forestry program.
19.	72500. Costs of miscellaneous supplies for the operation of the PAN Office at USD 1,000, at USD 200 per year.
20.	72800. Investment costs in information technology equipment at USD 1,000, in support of the operation of the PAN Office, for a laptop for the PAN coordinator.
21.	73100. Maintenance and services of PAN premises at USD 24,000, at USD 4,800 per year for the 5 years of project implementation.
22.	74200. Audiovisual and print production costs at USD 6,500, including USD 1,000 for a multi-layer interactive <i>weto</i> (land parcel) map of demonstration site with resource maps from Component 1, and for USD 7,000 for producing various knowledge products in support of the other activities in Component 2.
23.	74500. Miscellaneous expenses at USD 10,000, at USD 2,000 per year for insurance and maintenance for the project vehicle.
24.	74700. Transportation, shipment costs at USD 1,000, for cargo expenses incurred for domestic travel to/from outer islands.

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

42.	74100. Professional services at USD 3,016 for miscellaneous services at USD 754 per year for years 2, 3, 4, and 5.
43.	74596 – Services to Projects at USD 84,145; including USD 9,515 for staff selection and recruitment of total 9 staff members at USD 1,057.25 per staff; USD 2,181 for staff HR and benefits administration at issuance of contract for 9 staff members at USD 242.30 per staff; USD 2,181 for staff HR and benefits administration at separation for 9 staff members at USD 242.30 per staff; USD 35,057 for recurrent personnel management for 6 staff members during Year 1 and Year 2, and 9 staff members for years 3 through 5 at USD 898.91 per staff per year; USD 1,987 for setting up vendors and carrying out payment processes for an estimated 55 transactions at USD 36.12 per transaction; USD 8,900 for procurement of an estimated 23 consultants at USD 386.94 per consultant; USD 5,817 for processing travel authorizations for an estimated 147 transactions at USD 39.57 per transaction; USD 5,458 for F10 settlements for an estimated 147 transactions at USD 37.13 per transaction; USD 7,492 for procurement of high value goods and services (>USD 100,000) for an estimated 9 procurements at USD 832.47 per procurement; USD 4,707 for procurement of low value goods and services (<USD 100,000) for an estimated 22 procurements at USD 213.94 per procurement; and USD 887 for procurement of goods and services having a value between USD 300 and USD 5,000 for an estimated 21 procurements at USD 42.23 per procurement.
44.	75700. Workshop/training/conference related expenses totaling USD 23,800; including USD 9,300 for the inception workshop and first project board meeting, including 2 days of renting a catered venue at USD 1,000 per day, USD 3,000 for international travel for the CTA to attend the workshop, 5 return domestic flights for the 5 mayors, 5 days of DSA for the CTA at USD 210 per day, and 10 days of DSA for the 5 mayors at USD 125 per day per person in Majuro; and USD 14,500 for project board meetings, once per year in Majuro. For the board meetings in Majuro (first one held in conjunction with the inception workshop), domestic return flights for the 5 mayors are allocated each year at USD 400 per person per year, USD 1,000 for rental of a catered venue for one day per year, and DSA for the 5 mayors at USD 125 per person per day (one day per person per year).



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## XI. LEGAL CONTEXT

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

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

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

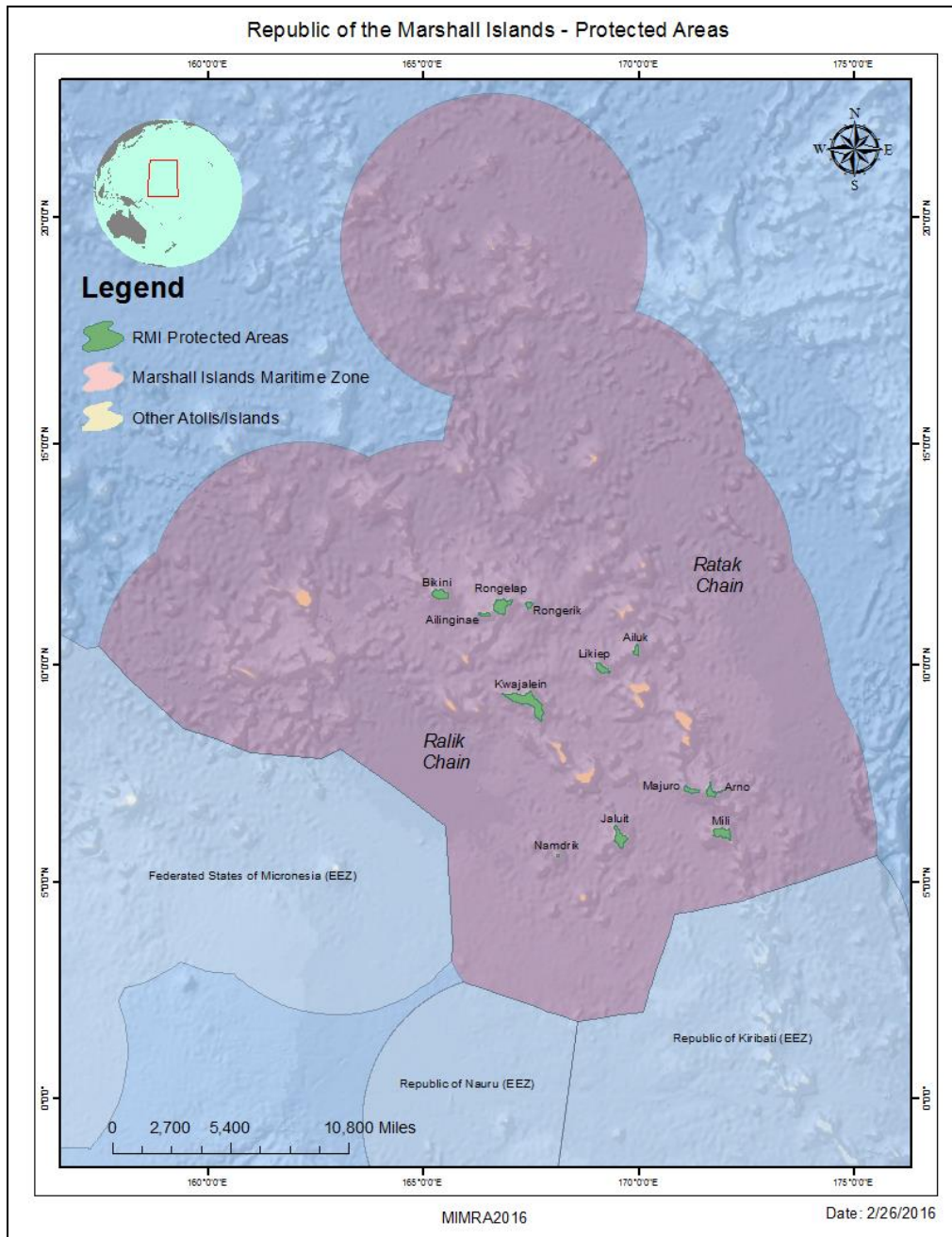
189. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
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## **XII. ANNEXES**

- A. Protected Area Network (PAN) of RMI and Description of PAN Office
- B. Reimaanlok Process
- C. Site Profiles
- D. Project Activities
- E. Multi-year Workplan
- F. Stakeholder Consultations
- G. Monitoring Plan
- H. Evaluation Plan
- I. Gender Analysis and Action Plan
- J. Terms of Reference for Project Board and Project Implementation Unit
- K. UNDP Social and Environmental and Social Screening Report (SESP)
- L. UNDP Risk Log
- M. Breakdown of Estimated Direct Project Costs
- N. UNDP Project Quality Assurance Report
- O. GEF Biodiversity Tracking Tool at baseline
- P. Additional agreements

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

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



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

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

## Protected Area Network of the Republic of Marshall Islands:

Location	WDPA ID	Designation	IUCN Category	Protected Area (km <sup>2</sup> )			Status	Status Year	Type of Designation	Governance	Data Provided By
				Total	Marine	Terrestrial					
Ailinginae	555583308	Conservation Area	Ib	1,068.58	1,065.50	3.08	Designated	2002	National	NA	MIMRA
Likiep	555583334	Conservation Area	VI	0.32	0.31	0.01	Designated	2006	National	Local Communities	MIMRA
Mili	555583340	Conservation Area	Ib	98.50	97.61	0.89	Designated	NA	National	Individual Landowners	MIMRA
Ailuk	555583309	Conservation Area	VI	25.13	25.11	0.02	Designated	2010	National	Local Communities	MIMRA
Arno	555583313	Conservation Area	VI	71.45	65.85	5.60	Designated	2004	National	Local Communities	MIMRA
Kwajalein	555592846	Conservation Area	Ib	7.77	7.72	0.05	Designated	NA	National	Individual Landowners	MIMRA
Rongerik	555556767	Conservation Area	VI	1,047.87	1,046.28	1.59	Designated	2006	National	NA	MIMRA
Namdrik	555592843	Conservation Area	VI	26.59	25.61	0.98	Designated	2012	National	Local Communities	MIMRA
	555555577	Ramsar Site, Wetland of International Importance	Not Reported				Designated	2012	International	Local Communities	MIMRA
Bikini	555556766	Conservation Area	Ib	212.28	205.95	6.33	Proposed	2006	National	NA	MIMRA
Majuro	555592845	Conservation Area	Ib	2.83	2.72	0.11	Designated	2013	National	Local Communities	MIMRA
Bokaak (Taongi) Atoll	4248	Other Area	Ia	106.97	106.97	0.00	Established	NA	National	NA	MIMRA
Jaluit	902678	Ramsar Site, Wetland of International Importance	Not Reported	201.93	200.90	1.03	Designated	2012	International	Local Communities	MIMRA
	555583329	Conservation Area	VI				Designated	2002	National	Local Communities	MIMRA
Rongelap	555583362	Conservation Area	VI	2,912.76	2,905.39	7.37	Designated	2002	National	NA	MIMRA
Bikar Atoll	4229	Other Area	Ia	56.31	56.31	0.00	Designated	NA	National	Local Communities	MIMRA
Wotje	TBD	TBD	TBD	TBD	0.00	8.18	TBD	TBD	TBD	TBD	SOE
Erikub	TBD	TBD	TBD	TBD	0.00	1.53	TBD	TBD	TBD	TBD	SOE
<b>Sub-Total</b>				<b>5,839.29</b>	<b>5,812.23</b>	<b>36.77</b>					

Source:

[www.protectedplanet.net](http://www.protectedplanet.net)

SOE: State of Environment, 2016

### Notes:

Nearshore marine area defined as high water mark to 100 m depth. Micronesia Challenge targets for protected area coverage: 30% marine and 20% terrestrial

NA: Not available; TBD: To Be Determined

### **Description of the PAN Office:**

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

#### **Excerpt from the Protected Areas Network (PAN) Act 2015 (Part III- PAN Office)**

##### **PART III – PAN OFFICE**

##### **§507. Establishment of PAN Office**

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

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

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

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

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

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

## ANNEX B. Reimaanlok Process:

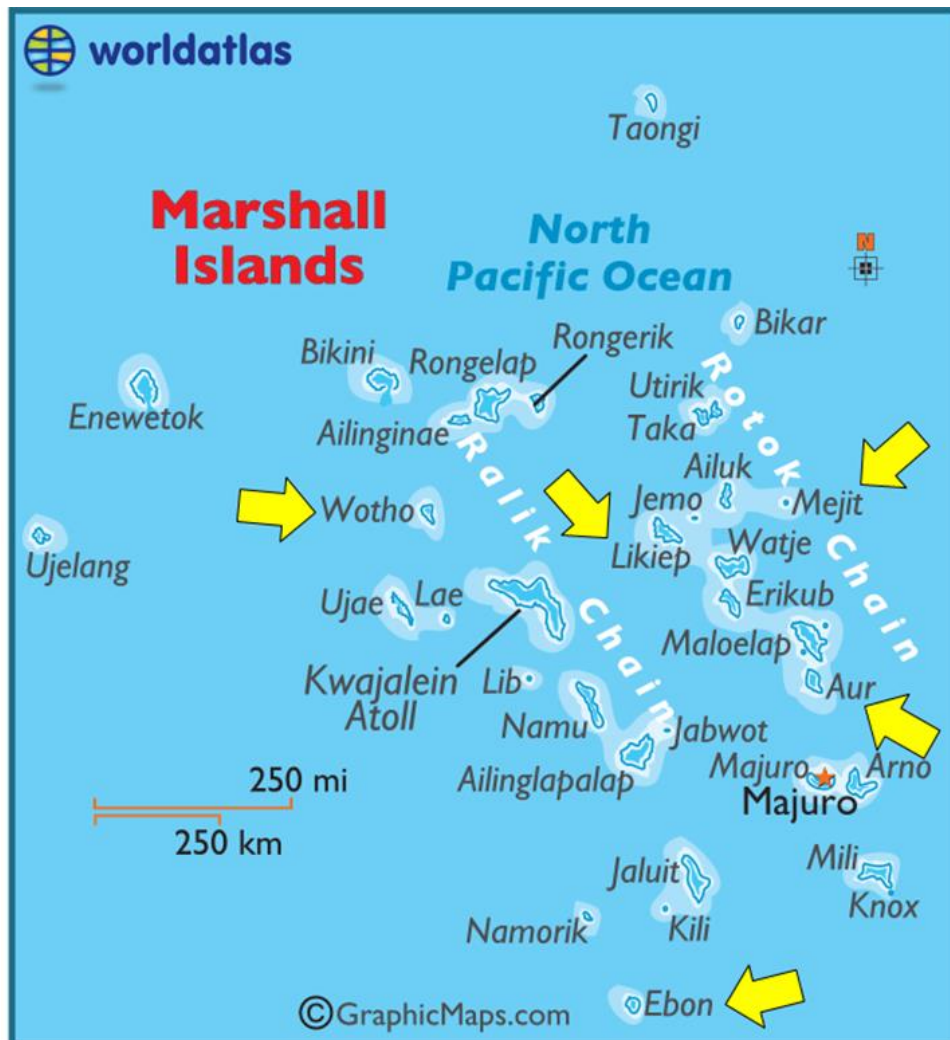


## ANNEX C. Site Profiles

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

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

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



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

## Site Profile: Aur Atoll

### 1. INTRODUCTION

Located within the Ratak Chain, Aur Atoll has a total of 32 small islets dotted along on almost a ring-shaped coral reef that forms a lagoon area size of 92.58 square miles (239.78 square kilometers), and a total land area of 2.17 square miles (5.62 square kilometers).

The atoll is located on the world map at 8.2000° N, 171.1000° E, and it is 80 miles north of Majuro atoll, the Capital City, thus making the atoll one of the most accessible outer islands in the RMI.

Like the rest of the islands in the country, Aur is a tropical atoll with a warm weather all year-round with May to October as the wet season, and with November to April as the dry season (Australian Bureau of Meteorology and CSIRO, 2011: Page 116).

The atoll has two main population communities and they are the Aur Aur and the Tobal Aur communities, and there are two domestic airports in the atoll: one is on Aur Aur; and the other one is on Tobal Aur. The airport on Aur Aur has been closed for many years, and the airport on Tobal Aur has been the only one opened, and it is the point of arrival and departure for people traveling to and from Aur Atoll on the local airline's weekly flight (R2R Mission Report, 20-27 June).

### 2. DEMOGRAPHICS

According to the 2011 Census, Aur's total population stands at around 499 of which 276 are males and 224 are females. However, in the 1999 Census the total population was 537 thus showing a decline in the population of 7%, during the two intercensal periods.

Aur's age-dependency population (age 0-14; and 64 and up) which depends on the working-age population (age 15-64) for sustenance, is about 58 % thus showing a relatively dependent population.

The total number of households in Aur registered during the census was 95 as compared to 86 in the 1999 Census indicating an increase in the number of households. However, the average household size declined from 6.2 persons per household in the 1999 Census to just 5.3 in 2011.

Out of the 95 households, around 60 households were engaged in copra making and fishing while about 70 households were engaged in handicraft making, with the women being the expert handicraft makers making most of the handicraft products for sale, while their male counterparts carve miniature traditional canoes, model fish, and Meto (traditional navigational map of the RMI) for the same purpose.

The total number of people migrating out or leaving Aur atoll is on the rise. For instance, the Census reveals that the number of people who came to Aur during the period was only 31 as compared to the 50 people who left the atoll. Therefore, a total of 19 people migrated out of Aur (50 minus 31) during the same period showing that outmigration is on the rise.

### 3. SOCIOECONOMIC BACKGROUND AND IMPORTANT RESOURCES

As a low-lying atoll with a very narrow resource base, Aur has only two important natural resources, and these are (1) agricultural and (2) fisheries/marine, resources. The agricultural resources include the coconut trees, the breadfruit trees, the pandanus trees, etc. The marine resources include the atoll's vast variety of reef fish such as the red snappers, the grouper fish, wrasse fish, triggerfish, lobsters, sea turtles, etc., including the deep ocean fishes such as the tuna and the "jojo" or the flying fish, which are all an important source of protein for the people of Aur.

Copra is the most important cash-crop and the main source of income for the people of Aur, followed by handicraft-making as the second important source of income, especially for the women.

Fishing for reef fish as a commercial activity has become another important source of income, which is made possible by the MIMRA's Fish Collection Vessel from Majuro that motors to Aur from Majuro every two week, to transport fishing equipment, gears, and supplies including gasoline fuel for the fishermen in Aur, and to collect the fish, and



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

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

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

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

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

#### 5. CONSERVATION AREAS AND DESCRIPTIONS

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

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

terrestrial resource management into the presently marine-focused Aur Resources Management Plan which is being developed. An integrated Aur Resources Management Plan will include comprehensive marine and terrestrial resources assessments of the biological significance of these two proposed conservation areas in relation to the entire atoll's biodiversity needs, and moreover enhance the Aur people's understanding, articulation, endorsement, and effective use of resource management options available to them, including the establishment of Type 1 and Type 2 conservation.

## **6. PAST AND ONGOING PROJECTS**

### **Past Project: "Waa Kuk Waa Jimor Project"**

This is a Ministry of Resources and Development (R&D), the Ministry of Internal Affairs (IA), and the UN Joint Office joint project for Food Security aimed at "food crop replanting in Aur Atoll", and it is being funded by EU with USD250 thousand, for over five years.

There have been several site visits to Aur by these agencies to bring and introduce the project to the Aur people, including bringing of agricultural tools and equipment. The result of such trips have established two local task forces one in Aur Aur, and the other one in Tobal Aur, whose roles were to coordinate the replanting of important food trees such as pandanus, breadfruit, bananas, etc.

Tools such as wheelbarrows, chainsaws, lawnmowers, machetes (long knives to cut long bushes), shovels, racks, and picks, were provided for by the project, and kept and managed by the task forces on Aur Aur and Tobal Aur, respectively. Since the project has ended, there has been a slip-away of coordination, and hence the participants said the two task forces need to wake up and become active again. There is no designated agriculturalist to oversee the Aur agroforestry programs like Waa Kuk Waa Jimor.

### **Ongoing Project: "Taab Wod" or "Coral Farming"**

This project has been initiated and is owned by a private aquarium trade export company in Majuro called, "TSL Inc." which aims at providing the brood stock (the corals) and training to the women in Tobal to do the farming in the lagoon. The overall goal is to farm these special types of corals and once these corals have grown to maturity the company will then purchase from the women therefore, providing an income opportunity to the women in Tobal.

Funding will be over USD200 thousand from the USAID PACAM over three years.

As a matter of fact, Tobal women informed the site visiting team that they are still waiting for TSL to come back to Tobal to launch the project, and they also expressed their desire to have their men doing the actual activities to be in line with the local custom, but with arrangement for the income generated with a sizable amount, to be funneled into their women's group.

### **Ongoing Project: Aur Reimaanlok**

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

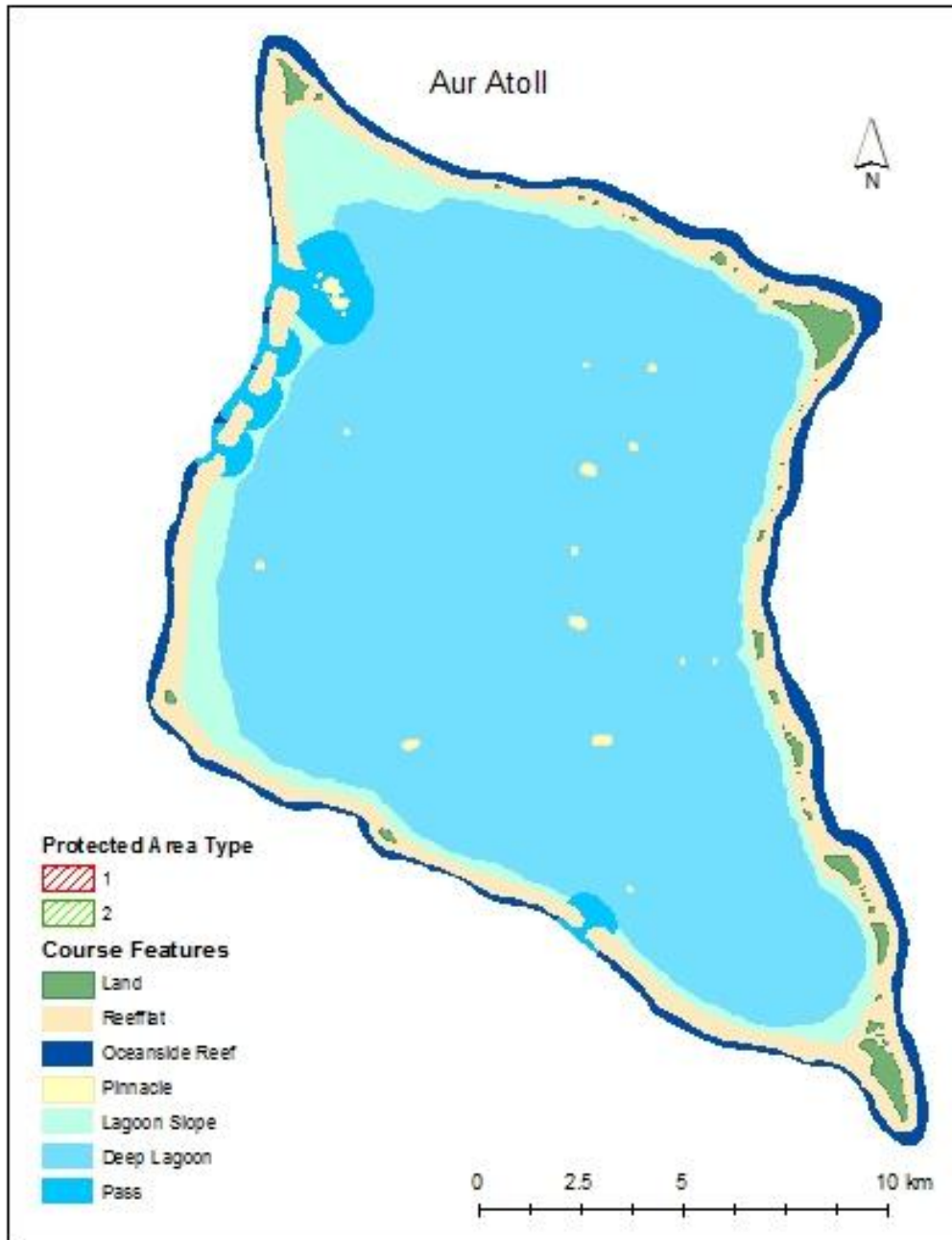
Reimaanlok develops the principles, processes and guidelines for the design, establishment and management of conservation areas that are fully owned, led and endorsed by local communities based on scientific evidence, cultural values and future needs. With the implementation of the Reimaanlok National Conservation Area Plan of 2008, the Marshall Islands has seen more community-based resource management planning including the designation of protected areas throughout the RMI. Currently, various atolls are in different stages of the Reimaanlok 8-step process. Moreover, a dedicated, long-term monitoring program that began in 2011 to survey reefs across Majuro and several neighboring outer atolls such as Aur Atoll is now in place. Specifically, Aur Atoll is in step 3 (Community Engagement) of the Reimaanlok 8-step process, and will be initializing step 4 (Data Gathering) with its first atoll-wide marine survey sometime in 2017. The R2R project is needed to integrate consideration of other natural and cultural resources located in Aur Atoll into the ongoing Aur Reimaanlok project.

## **7. ADDITIONAL INFORMATION**

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

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

8. BASE MAP



**Aur Atoll Base Map**  
(Data Source: CMAC ConservationGIS Database)

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## Site Profile: Ebon Atoll

### 1. INTRODUCTION

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

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

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

### 2. DEMOGRAPHICS

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

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

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

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

### 3. SOCIOECONOMIC BACKGROUND AND IMPORTANT RESOURCES

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

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

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

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

virtually nonexistent. As a rural outer atoll, the major sources of income according to the 2011 Census are mainly from the informal sector, such as from crop other than copra (97.8% of the total number of households were involved in producing crop such as breadfruit flour production mill, and taro); fish (98.5%); copra (87.%); raising livestock (97.1%); and handicraft making (27.2%). In addition, Ebon is the first place in the RMI to produce the "breadfruit flour", and it is also their intention to seek support under the R2R for assistance in enhancing production as well as marketing of such an important local food product, including creating value-added to taro production such as "taro chips" for export, etc.

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

Ebon's following field intervention options to be considered by the R2R project are the proposed activities that were identified during the Ebon Community Consultative (CC) Meetings conducted by the project's site visiting team to Ebon during the 28 July - 4 August 2016 period, and laid out below.

Sector	Description
Agroforestry, sustainable agriculture	1. Replant crops; 2. Construct dry litter piggery facilities; 3. Carry out a forest stocktake/inventory assessment and analysis; and 4. Engage youth in breadfruit replanting activities aimed at supporting a breadfruit flour production mill.
Mariculture	No activity on this sector is presented in Mission Report
Fisheries	1. Biological monitoring techniques with focus on corals and invertebrates.
Eco-tourism	No activity on this sector is presented in Mission Report
Handicrafts	No activity on this sector is presented in Mission Report
Other	1. Draft Ebon Resources Management Plan; 2. Develop and enforce ordinances; 3. encourage wellness or healthy lifestyles.
Other	1. Promote renewable energy use.

#### 5. CONSERVATION AREAS AND DESCRIPTIONS

The threats that Ebon faces are waste, coastal erosion, invasive species, climate change, storms, migration, loss of traditional knowledge and expressions of culture. Climate change has now been considered top priority challenge based on total number of target resources affected by it (Ebon Mission Report, 28 July - 4 August 2016, Page 4).

The Reimaanlok was completed in April 2008 and serves as an overarching framework for conservation area planning through RMI. Efforts to continue the national cohesion developed through the Reimaanlok to address environment conservation is taking place throughout the Marshall Islands; case in point, the R2R PPG stakeholder community consultative meetings in Ebon Atoll in July/August 2016 took place in concert with the Reimaanlok Step 5 field trip conducted by MIMRA under the PROP project.

The Reimaanlok Step 6 process has not yet been formally concluded in Ebon Atoll, and so to date no conservation areas have been established in Ebon Atoll. However, the proposed conservation area contained within the draft Ebon Resource Management Plan identifies Type II site located at eastern deep water pass. The R2R project is needed to help the Ebon people integrate terrestrial resource management into the presently marine-focused draft Ebon Resources Management Plan which is being developed. An integrated Ebon Resources Management Plan will include comprehensive marine and terrestrial resources assessments of the biological significance of the proposed conservation area in relation to the entire atoll's biodiversity needs, and moreover enhance the Ebon people's understanding, articulation, endorsement, and effective use of resource management options available to them, including the establishment of Type I and Type II conservation areas.

#### 6. PAST AND ONGOING PROJECTS

**Ongoing Project: Ebon Reimaanlok**

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

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

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

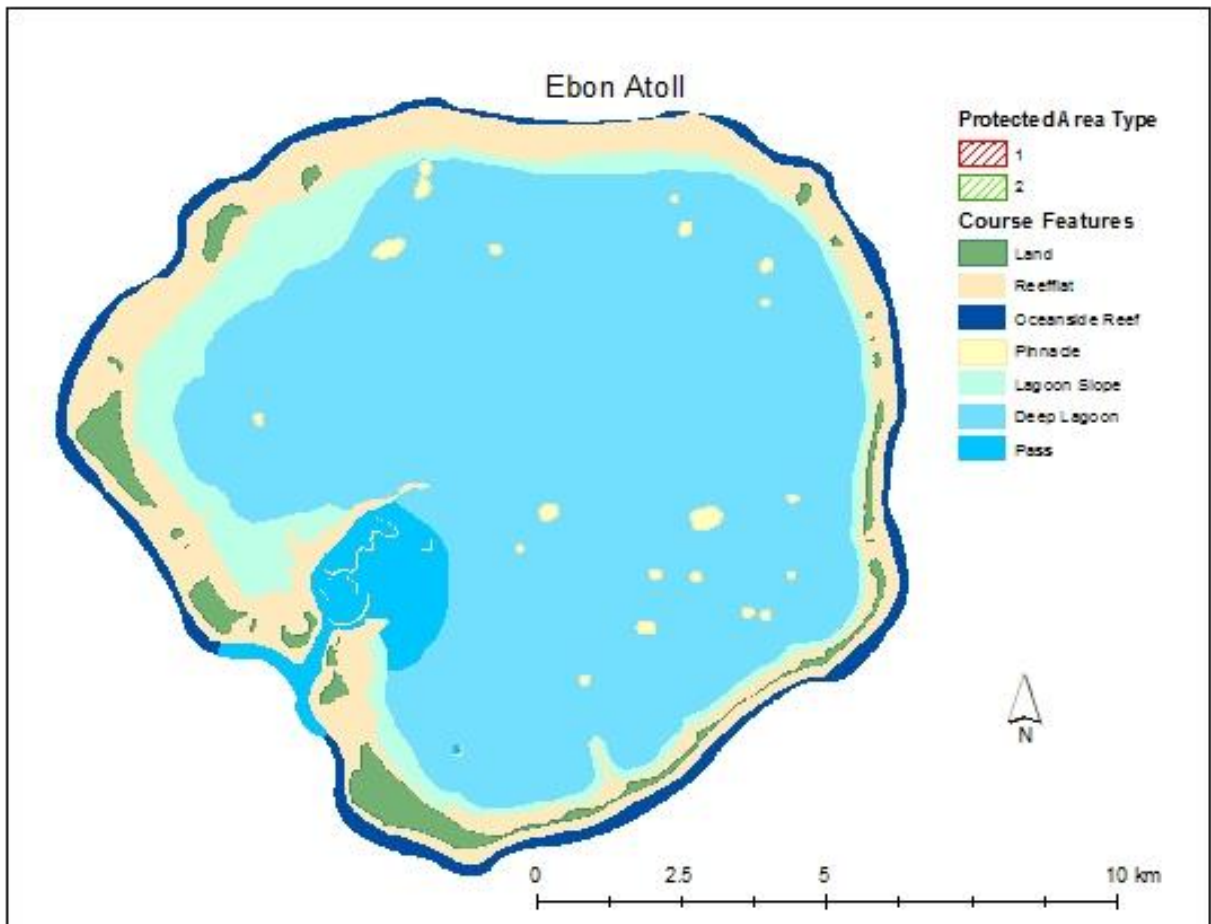
The Ministry of Resources & Development is overseeing a three-year food security project in Ebon Atoll and Majuro Atoll with USD 394,000 funding support from the UN FAO. (UN FAO Website) In Ebon, the FAO project is targeting 20 households from the main island of Ebon and Taka, the second largest community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

## **7. ADDITIONAL INFORMATION**

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

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

## 8. BASE MAP



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

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## Site Profile: Likiep Atoll

### 1. INTRODUCTION

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

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

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

### 2. DEMOGRAPHICS

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

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

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

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

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

### 3. SOCIOECONOMIC BACKGROUND AND IMPORTANT RESOURCES

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

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

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

After meeting with various stakeholders both on Majuro and during the site visit to Likiep, including discussing various areas or resources for possible conservation intervention under the R2R project, the following table below lists some of those areas, or resources. According to the table, it shows that "other alternative livelihood possibilities in the Likiep Management Plan" is the most important area to start followed by creating environmental education and awareness including developing a GPS program to help with monitor turtle nests, etc. However, the rest of the proposed areas are all important.

Sector	Description
Agroforestry, sustainable agriculture	1. Develop a Terrestrial and Cultural Component as part of the Likiep Master Plan; 2. Create a Canoe/boat building program.
Mariculture	1. Develop a Clam Farming and Agroforestry program, or project.
Fisheries	1. Develop a Sophisticated Marine Protected Scheme
Eco-tourism	Designate Likiep's navigational and plantation heritage
Handicrafts	1. Identify and then implement Any projects that advance the handicraft trade
Other	1. Include other alternative livelihood possibilities in the Likiep Management Plan.
Other	1. Create environmental education and awareness initiatives; and 2. Develop a GPS Program aimed at monitoring and conserving the abundant turtle nesting sites on Likiep.

#### 5. CONSERVATION AREAS AND DESCRIPTIONS

Likiep has achieved Step 7 of the Reimaanlok process and is the only site among the five R2R project sites that has a declared Marine Protected Area. However, during the PPG community consultation meetings in Likiep it was shown that nobody seemed to have any knowledge of any ordinances that established the MPAs, though 'they are common knowledge' among the community today. Some also expressed interest for a terrestrial and cultural component to the Likiep Management Plan, especially given Likiep's long history as a coconut plantation farm and national historic site." (ibid),

#### 6. PAST AND ONGOING PROJECTS

##### "GEF \$50,000 Grant"

For the Marine Protected Area Sites, which did not perform as expected and so would be used as a lesson learned for the R2R.

##### "Likiep Reimaanlok"

Conduct Steps 1-6 of the Reimaanlok process with emphasis on fisheries planning. MIMRA and CMI facilitators will continue to assist in this process.

##### "MIMRA Loto Hatchery Project"

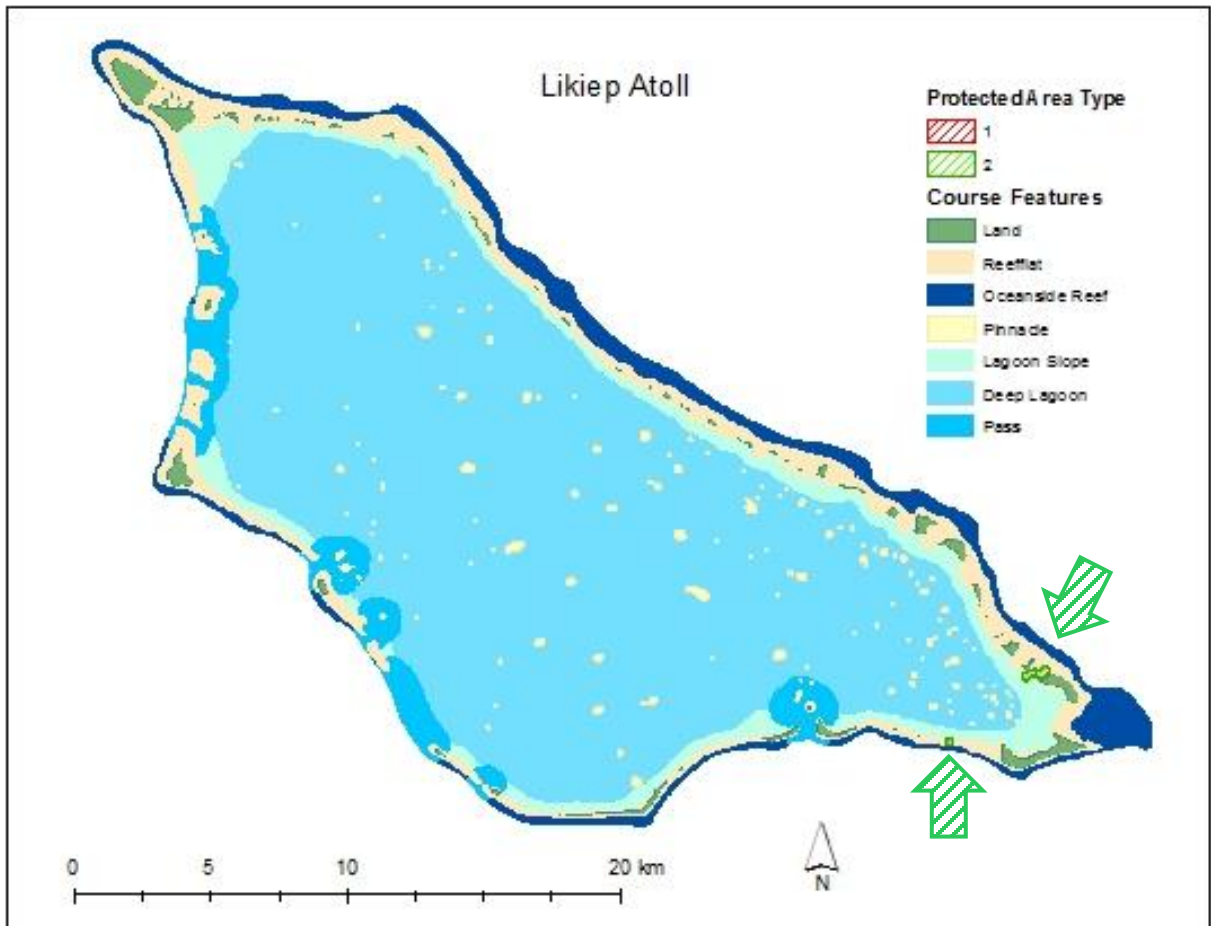
Currently, MIMRA has tank filled with giant clam juveniles at the Loto Hatchery.

#### 7. ADDITIONAL INFORMATION

Likiep has a 300-gallon reverse osmosis plant for potable water supply during drought periods. There are currently problems with their boat dock which they are working on resolving. Loading and off-loading goods has been difficult under the current conditions of the dock. They are also working on food security projects, including taro and bread fruit, among other crops. There are increasing erosion problems on the ocean side (Mayors Inception Workshop, 21 April 2016).

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

## 8. BASE MAP



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

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## Site Profile: Mejit

### 1. INTRODUCTION

Mejit Island is one of the five single islands in the country which is located in the Ratak Chain, with a total land area of only 0.72 sq miles (1.86 sq kilometers). Since it is a single island and has no lagoon to boast like we have seen in the three atolls mentioned earlier therefore, Mejit is a bit different. For example, the island is nested atop a raised platform of live coral, previous generations of fossilized coral, and a long dormant volcano that drops to the seafloor thousands of meters deep.

Mejit looks almost like a *"bow tie"* when it is looked at from the sky, with northern part of the island "Ene-ion" or southern part as the "Ene-rok"; and in the middle which is the narrowest part is the domestic airport. Now, other than the dry land and the reef that surrounds the whole island, the Mejit's other well-known feature is its inland lake, or enclosed pond, which is located on Ene-ion, or in the northern part of Mejit island, which seems to occupy a good chunk of Mejit's total land area. The pond is a fresh water lake which is the only fresh water pond or lake in the country and it is a valuable resource for the people of Mejit that could be relied upon for various water uses, especially during long dry sessions such as long droughts.

Mejit's location on the world map is at 10.2936° N, 170.8710° E.

### 2. DEMOGRAPHICS

When surveyed in 2016 Mejit's population stood at 252, though the 2011 national census indicates a population of 348. Assuming these figures are correct, Mejit's population has shrunk by 20% in the last 5 years (Mejit LEAP 2016 and 2011 Census).

As another proxy of out-migration data, AKIM official records from 2011 to 2016 show that the female population has fallen from 176 to 147 (16%), a third of which were said to have migrated to the US. (Mejit R2R Mission Report 2016, Page 24).

The average household size has also come down from 7 persons per household in 1999 to 6 persons per household in 2011 with also the medium household income coming down from a peak of USD 2,263 registered in 1999 to only USD 1,150 in 2011.

The majority (76.3%) of Mejit's population is below 45 years of age and very few (4.4%) above 60. According to a recent tally by the island's medical clinic, 39 students were enrolled in grades K-8 at Mejit Elementary School last school year (Mejit LEAP 2016).

### 3. SOCIOECONOMIC BACKGROUND AND IMPORTANT RESOURCES

Nearly all households on Mejit fish (93 percent) and make handicrafts (75 percent) as their livelihoods. Over half also practice farming (51 percent) and a large number (over 30 percent) earn income in the public service sector (Mejit LEAP 2016).

Fishing grounds are confined to the west-facing lee of the island during windy periods. A marine stock survey will be conducted by MIMRA in the latter part of 2017. This will be the first marine survey on Mejit. In the meantime, key informant interviews describe a decline in the use of traditional fishing methods in recent years due to various reasons including the frequency of large commercial fishing boats that are sighted around Mejit, which the Mejit residents believe are there to fish and therefore have caused the supply of tuna fish around the island to fall drastically. The resident of Mejit also correlate reduced tuna numbers to less use of a particular fishing method that involves collecting schooling baitfish to attract and capture reef fish species to then attract and capture pelagic tuna species. Moreover, it is noteworthy that with some modern equipment adjustments, the flying fish or jojo is still caught the same way as in the past. Specifically, beyond the wave break at night from a single-person canoe using a strong flashlight and a pole-and-basket to catch the flying fish attracted to the light. The Flying fish "jojo" is known for its abundance in Mejit, and the main source of protein in Mejit people's diet, is a very important fish species that need to be protected while at the same time, its processing becoming enhanced so that it could become a

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

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

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

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

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

#### 5. CONSERVATION AREAS AND DESCRIPTIONS

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

which was filled in during the 1970s as part of a land reclamation project to build the current runway that services weekly passenger flights from Majuro. An integrated Mejit Resources Management Plan provided by the R2R will include comprehensive marine and terrestrial resources assessments of the biological significance of this proposed terrestrial conservation area in relation to the entire atoll's biodiversity needs, and moreover enhance the Mejit people's understanding, articulation, endorsement, and effective use of resource management options available to them, including the establishment of Type 1 and Type 2 conservation areas. It is also worth mention that the Mejit Atoll Local Government passed of an ordinance in 2015 to prohibit visiting ships from dumping waste in the waters that surround Mejit.

## **6. PAST AND ONGOING PROJECTS**

### **Past and Ongoing Project: Freshwater Catchment Supply Initiative**

Three aid-funded projects from UNDP SGP, Japan Grassroots, and government are building on drought relief efforts initiated during the 2013 drought to provide a combined estimate of 120,000 gallons in additional water storage capacity for Mejit by 2017. The Japan Grassroots project has been completed, and the UNDP SGP project is ongoing. Also, an RO machine that produces about 80 to 100 gallons a day of drinking water is operational on Mejit (Mejit LEAP 2016)

### **Ongoing Project: Mejit Reimaanlok**

Reimaanlok develops the principles, processes and guidelines for the design, establishment and management of conservation areas that are fully owned, led and endorsed by local communities based on scientific evidence, cultural values and future needs. With the implementation of the Reimaanlok National Conservation Area Plan of 2008, the Marshall Islands has seen more community-based resource management planning including the designation of protected areas throughout the RMI. Currently, various atolls are in different stages of the Reimaanlok 8-step process.

Currently there are two ongoing projects under the Reimaanlok process carried out by MIMRA and MICS to work with the community of Mejit to conduct Steps 1-4 of the Reimaanlok process. The project by MICS emphasizes climate adaptation and agroforestry development with a grant of approximately USD70 thousand from the German International Climate Initiative; and \$4 thousand from Global Green Grants Fund. The project has completed a Local Early Action Plan (LEAP) for Mejit, a participatory vegetation mapping project conducted by the Mejit women's group, and as mentioned above, is in process of encouraging the community of Mejit to convert a coconut plantation along the east/northeast shoreline of Mejit into a conservation area that contributes towards the 20% terrestrial MC goal.

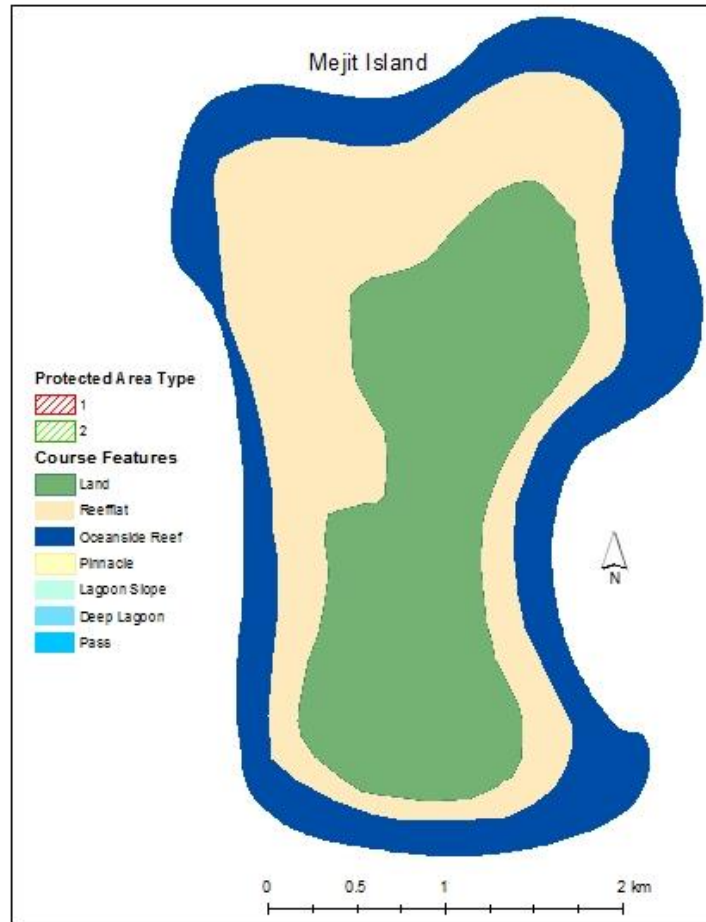
Moreover, efforts are currently underway by the Marshall Islands Marine Resources Authority to advance Step 4 of the Reimaanlok process in Mejit Island. The effort is part of a USD 1,000,000 Pacific Regional Oceanscape Project dedicated to the Reimaanlok in the RMI over five years. Specifically, the PROP project on Mejit Island will be continuing Step 4 (Data Gathering) with the island's first atoll-wide marine survey in mid-2017. The R2R project is needed to fully integrate all natural and cultural resources located in Mejit into the ongoing Mejit Reimaanlok project and advance it more comprehensively into Reimaanlok Steps 5-7.

## **7. ADDITIONAL INFORMATION**

Mejit has been one of the more fortunate outer islands in the Marshall Islands because it has been receiving both food as well as water security projects and programs from the national government as well as from the donor partners. For example, the community piggery and a nursery project where piglets as well as seedlings and green vegetables are distributed to the families; a newly constructed 50,000 gallon water catchment funded by Japan grassroot grant; a separate RO water unit system to produce or convert salt water into drinking water of up to 100 gallons a day, just to name a few of the projects that aim to benefit the community of Mejit.

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

## 8. BASE MAP



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

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## Site Profile: Wotho Atoll

### 1. INTRODUCTION

Wotho atoll is located in the Ralik Chain, in the northwest part (known in the Marshallese local language as the "*Kabin-Meto*" (or bottom of the sea)) region of the country.

The atoll has a total of 18 islets three of which are relatively large, with a lagoon area size of 36.65 sq miles (94.92 sq kilometers) and a combined landmass of 1.67 sq miles (4.33 sq kilometers).

Wotho is one of the most isolated places in the country. Although it is close to Kwajalein atoll, it is hard to reach except traveling to it on the local airline which flies there once every two week or if there are not enough passengers, the aircraft will not go; or traveling to it on a boat.

Wotho's location on the world map is at 10.0833° N, 165.8333° E.

### 2. DEMOGRAPHICS

According to the 1999 Census and 2011 Census, Wotho's population has decreased from 145 to 100. Today, an even smaller community of now 90 inhabitants resides on Wotto Atoll, making it the smallest R2R site population wise. (Wotho LEAP 2016) The population therefore had declined in nearly 20 years by over 35%. The majority (70 percent) of Wotto's small population is below 45 years of age, with the female and the male numbers at around 40 and 60, respectively.

Total age dependency ratios were 89% in 2011 and 91% in 1999, respectively, which indicate a highly dependent population albeit the ratios seem to have come down a bit however, the ratios as registered were still very high.

The number of school-going age children (6-13 years old) reached 100% in 2011 as compared to 94.1% in 1999; this was easy to achieve as the population is very small and after consistent investment of US-RMI Compact funds into education through construction of better school facilities, more professional training, etc., in recent years hence this has enabled achievement of having "all" the children in Wotho attended school during the period.

With respect to the internal migration of Wotho people (age 5 years old and over) during the intercensal period, there were 11 people who migrated out of Wotho as compared to nine persons who migrated to Wotho resulting in a net outflow of two out-migrants hence showing a movement of people leaving Wotho mostly to Ebeye Kwajalein, Majuro, and other places like the US, in search of better opportunities that are lacking not only in Wotho, but also lacking in many rural places (outer islands) in the RMI.

### 3. SOCIOECONOMIC BACKGROUND AND IMPORTANT RESOURCES

The small community on Wotho Atoll maintains close ties to relatives who have migrated, and their traditional leadership who reside on Kwajalein Atoll. According to the 2011 and 1999 Censuses, Wotho's livelihood activities include subsistence farming (95.5%); raising livestock (100%); making copra for income (91%); producing handicrafts for income (68.2%); and fishing for subsistence and income (100%). Occupations also exist in the service sector supporting local government functions, one school (Kindergarten-8th grade), one medical dispensary, and two Christian churches. Income earned is primarily used to supplement local food with imported food. (Wotho LEAP 2016) In addition, important resources for Wotho residents' diets include paan and bwilok, and pigs. According to residents, Wotho's annual drought-like conditions make use of local food crops limited, and moreover harvesting seasons are changing for some species and the food crops do not ripen well enough, or at all, for the people to harvest. Key crops include coconuts, breadfruits, pandanus, and the kojbar tree for its medicinal value. Copra, handicrafts, and kojbar are an important source of income for many Wotho households. (Wotho LEAP 2016)

Wotho is often described as one of the food baskets of the Marshall Islands, because of its isolation and therefore perceived abundance of marine and terrestrial food sources. Its importance to Marshallese culture and traditional practices is evident as traditional leaders residing on Kwajalein periodically use Wotho Atoll as a place to gather food for special occasions.



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

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

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

#### 5. CONSERVATION AREAS AND DESCRIPTIONS

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

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

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

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

Management Plan provided by the R2R will include comprehensive marine and terrestrial resources assessments of the biological significance of this proposed conservation areas in relation to the entire atoll's biodiversity needs, and moreover enhance the Wotho people's understanding, articulation, endorsement, and effective use of resource management options available to them, including the establishment of Type 1 and Type 2 conservation areas.

## **6. PAST AND ONGOING PROJECTS**

### **Past project: Piggery Construction Project**

A Japan Grassroots funding has constructed an 8-stall concrete piggery along the shoreline near the main population center, and this concrete pig-pen has a built-in septic tank to store and keep away the pig waste from spilling into the open, and destroying the environment and causing bad smell and creating serious health issue. Based on the island height and flood risk analysis conducted recently as part of the Reimaanlok project mentioned above, there is some concern that the septic tank is located in an area that may be at risk for flooding in the next 20-30 years.

### **Ongoing project: Wotho Reimaanlok**

Reimaanlok develops the principles, processes and guidelines for the design, establishment and management of conservation areas that are fully owned, led and endorsed by local communities based on scientific evidence, cultural values and future needs. With the implementation of the Reimaanlok National Conservation Area Plan of 2008, the Marshall Islands has seen more community-based resource management planning including the designation of protected areas throughout the RMI. Currently, various atolls are in different stages of the Reimaanlok 8-step process.

Currently there are two ongoing projects under the Reimaanlok process carried out by MIMRA and MICS to work with the community of Mejit to conduct Steps 1-4 of the Reimaanlok process. The project by MICS emphasizes climate adaptation and sustainable fisheries development with a grant of approximately USD70 thousand from the German International Climate Initiative; and \$10 thousand from IUCN. The project has completed a Local Early Action Plan (LEAP) for Wotho, an island height and flood risk assessment conducted by MICS, and as mentioned above, is in process of supporting the community of Wotho expanding on its traditional *mo* located in the southeastern quadrant of the atoll as a Type II marine protected area, inclusive of seasonal protection measures for certain species throughout the atoll.

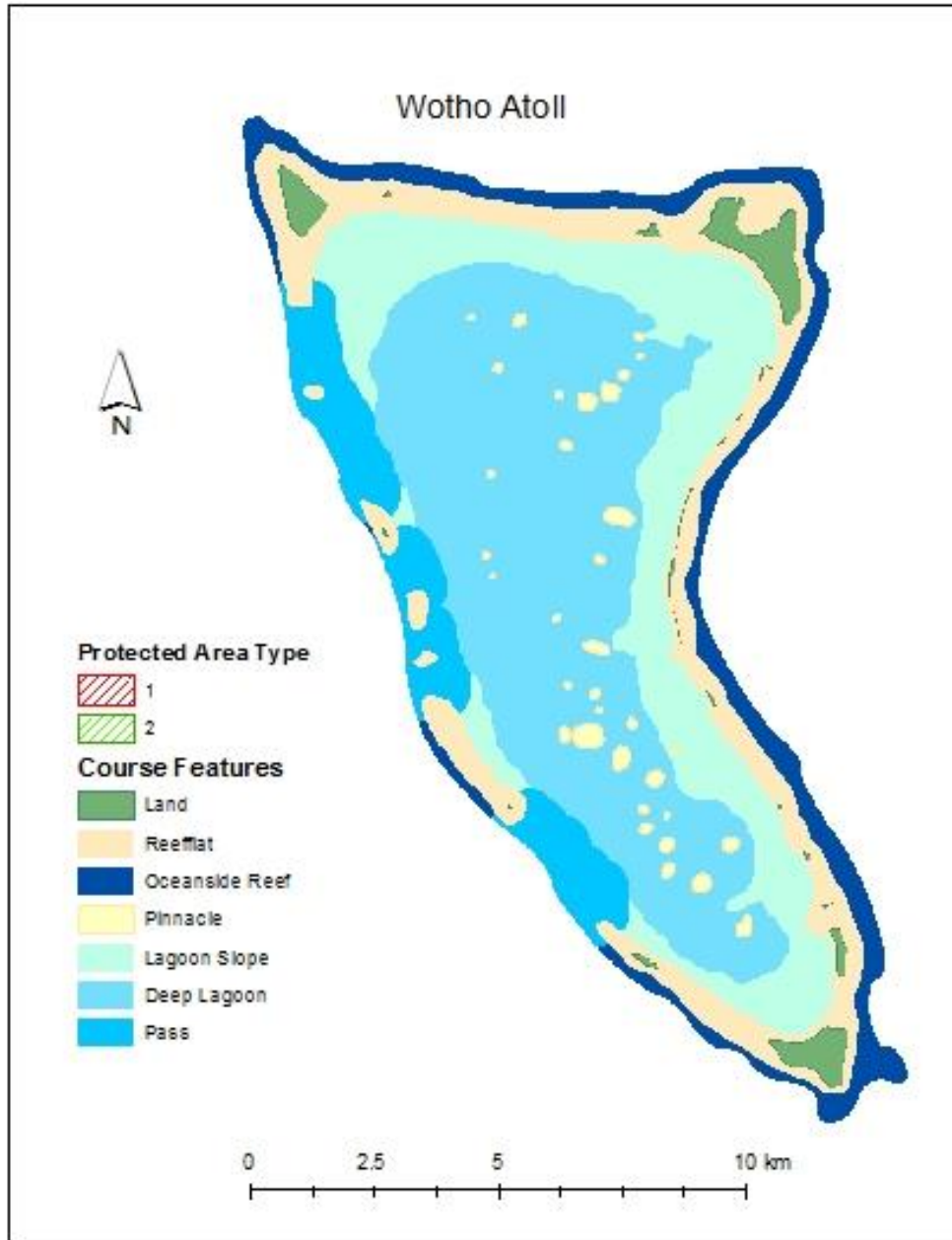
Moreover, the Marshall Islands Marine Resources Authority concluded an atoll-wide marine survey in Wotho in 2016 as part of the Pacific Regional Oceanscape Project dedicated to the Reimaanlok in the RMI over five years. The R2R project is needed to fully integrate all natural and cultural resources located in Wotho into the ongoing Wotho Reimaanlok project and advance it more comprehensively into Reimaanlok Steps 5-7.

## **7. ADDITIONAL INFORMATION**

Transportation between Wotho and Ebeye is a highly critical issue simply because of Wotho's isolation and lack of consistent transportation service; the local government and the community of Wotho as a result have recently acquired a boat, but they need an engine and other upgrades to make it seaworthy, and that they have requested support from R2R to assist them purchase an engine for the boat. The engine is available and funding in the amount of several hundred thousand US dollars is the only matter standing between the local community and finally having their boat (Mayors Workshop Report, 12 April 2016).

There is a Wotho Local Resource Committee (LRC) operating under the Reimaanlok process is positioned to implement their integrated Wotho Resource Management Plan. Preliminary support through a local government resolution was evidenced on 2 July 2016 during the R2R site visit, as Local Government Resolution No. 14-16. Good communication between the local community members and any project is vital for smooth and successful project implementation and so, it is recommended that the R2R build on previous Reimaanlok efforts with the existent LRC as a good community strategy already in place prior to and during project implementation.

## 8. BASE MAP



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

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**ANNEX D. Project Activities:**

No.	Activity Description
<b>Component 1: EXPANDING AND SUSTAINING RMI PROTECTED AREA NETWORK</b>	
<b>Outcome 1: Conservation areas delineated, declared, and efforts sustained in 5 priority outer islands to meet Reimaanlok targets and contributing to the Micronesia Challenge and Aichi targets</b>	
<b>Output 1.1: Marine and terrestrial biodiversity and socioeconomic surveys conducted (or updated) in 5 outer islands to assess status and threats and serve as a guide in the delineation of conservation areas and spatial planning</b>	
1.1.1	Adapt the marine survey made under the PROP project, for inclusion in the integrated profile of the outer island.
1.1.2	Carry out a terrestrial biophysical survey of the outer island, including flood risk assessments.
1.1.3	Perform an updated socioeconomic assessment of the outer island, including a cultural survey.
1.1.4	Carry out a hydrogeological survey at one outer island (to be determined during project inception).
1.1.5	Consolidate the findings of the surveys into an integrated profile of the outer island.
<b>Output 1.2: Conservation areas delineated and declared in 5 outer islands following Reimaanlok guidelines: Type I (subsistence non-commercial use) and Type II (high level of protection) areas; coarse-scale, fine-scale and species conservation targets; land-sea interactions</b>	
1.2.1	Conduct stakeholder consultations with respect to delineation of key conservation areas.
1.2.2	Delineate key terrestrial and marine conservation areas.
1.2.3	Facilitate declaration of the delineated key conservation areas as terrestrial and marine protected areas.
<b>Output 1.3: Integrated management plans developed or updated and implemented in 5 outer islands following the Reimaanlok process and balancing livelihood considerations</b>	
1.3.1	Carry out a feasibility study that balances conservation and livelihood considerations.
1.3.2	Develop (or update) integrated management plan, underpinned by traditional knowledge.
1.3.3	Strengthen the capacity of community based management and monitoring of designated protected areas, focusing on youth and women community based organizations.
1.3.4	Implement field interventions, including but not limited to agroforestry, sustainable agriculture, mariculture, animal husbandry, small-scale fisheries, ecotourism, or handicrafts.
1.3.5	Consolidate lessons learned into a case study report, to support scaling up in other islands/atolls.
<b>Output 1.4: Sustainable financing mechanisms from internal and external sources put in place to further build up the RMI sub.account in the Micronesia Challenge Trust in order to meet the costs of implementing the National Conservation Area Plan</b>	
1.4.1	Undertake consultations with relevant government agencies, primarily MIMRA and the Ministry of Finance to allocate an appropriate percentage from the annual fishing revenues to contribute to the RMI sub-account in the MCT
1.4.2	Formulate appropriate legislation related to the 'Blue Fee' which is the percentage to be derived from fishing revenues to build up the MCT RMI sub-account
1.4.3	Formulate necessary guidelines to implement the 'Blue Fee' legislation once enacted; support for implementation
1.4.4	Assess emerging opportunities for sustainable financing during project implementation
1.4.5	Support for the developing mechanisms for disbursement of funds in accordance with the PAN Law
<b>Component 2: IMPROVED GOVERNANCE FOR INTEGRATED ATOLL MANAGEMENT</b>	
<b>Outcome 2: Supportive policies, institutions and communities in place to ensure successful implementation of the Reimaanlok vision</b>	
<b>Output 2.1: Action plan for developing secondary legislation to the Protected Area Network (PAN) Act 2015 formulated</b>	
2.1.1	Carry out legislative gap analysis.

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

No.	Activity Description
<b>Output 3.3: Support for expansion / continuation of education and awareness programs at the local and national levels, e.g., the 'Just Act Natural' initiative; complementary awareness programs implemented using various forms of media to mobilize support for conservation and livelihoods</b>	
3.3.1	Support development of a primary school environmental education curriculum.
3.3.2	Test implementation of the primary school environmental education curriculum at one of the 5 selected outer islands.
3.3.3	Facilitate youth groups, e.g., through the Atoll Habitats and "Just Act Natural" initiatives, in increasing youth engagement in the Reimaanlok process.
<b>Output 3.4: Coordination established with the Pacific R2R program – regional program support project and other national R2R projects – in terms on monitoring and evaluation and south-south collaboration</b>	
3.4.1	Organize a training workshop on integrated water resources management, in collaboration with the regional R2R project demonstration site: the Laura groundwater lens in Majuro.
3.4.2	Participate in relevant regional activities organized by the Pacific R2R program including training, cross site visits in the region, provision of data for program level reporting, linking project website with regional R2R project website, among others.
3.4.3	Support development and maintenance a project website, and dissemination of information via social media platforms.
3.4.4	Contribute to the IW:LEARN knowledge management platform through sharing results by posting information on the website, contributing to newsletters, or by other means.

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

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

Task/Activity	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 2.1: Action plan for developing secondary legislation to the Protected Area Network (PAN) Act 2015 formulated																					
2.1.1: Legislative gap analysis	PIU, CTA																				
2.1.2: Assessment of regional best practice	PIU, CTA																				
2.1.3: Prepare 5-year legislative action plan	PIU, CTA																				
Output 2.2: The PAN Office is operationalized through agreed organizational arrangements formally adopted through an appropriate policy instrument																					
2.2.1: Develop operational guidelines for PAN Office and run office	PIU, MIMRA																				
2.2.2: Facilitate approval of PAN Office instrument	PIU, MIMRA																				
2.2.3: Develop synthesis report on PAN Office	PIU, MIMRA																				
Output 2.3: Strengthened community-based management structures recognizing traditional ownership of resources (land, coastal, etc.) and local-national arrangements to enable communities to take ownership and leadership in the formulation and subsequent implementation of integrated resource management plans																					
2.3.1: Prepare land use rights study	PIU, IA																				
2.3.2: Develop land use arrangements framework	PIU, IA																				
2.3.3: Consolidate lessons learned into case study	PIU, IA																				
Output 2.4: Capacity building on integrated approaches for conservation and livelihoods benefitting key national government agencies, community leaders and residents in all 22 outer islands in the entire country; participation by key project stakeholders in regional training programs conducted by the Pacific R2R program support project																					
2.4.1: Support development and piloting of agroforestry program	PIU, Edu																				
2.4.2: Facilitate participation in R2R Network online learning	PIU, UNDP, R2R																				
2.4.3: Support 4 RMI professionals in completing post-graduate program	PIU, UNDP, R2R																				
<b>Component 3: KNOWLEDGE MANAGEMENT</b>																					
Outcome 3: Accessible data and information systems and improved linkages and collaboration with regional initiatives to support adaptive management of the biodiversity in RMI																					
Output 3.1: GIS-based management information system (MIS) developed under the Reimaanlok project improved as an accessible repository for all spatial biodiversity and resource management information to aid in policy formulation, enforcement, monitoring, evaluation and adaptive management																					
3.1.1: Enhance GIS-based MIS	PIU, MIMRA																				
3.1.2: Provide hardware and software support for MIS	PIU, MIMRA																				
3.1.3: Organize MIS training	PIU, MIMRA																				
3.1.4: Sponsor demonstrations of MIS use	PIU, MIMRA																				
Output 3.2: Local and traditional knowledge documented and compiled in the MIS for easy access and preserved for inputs in the development of integrated management plans																					
3.2.1: Support development of TEK guidelines for RMI	PIU, IA																				
3.2.3: Document TEK for the 5 project outer islands	PIU, IA																				
3.2.3: Organize TEK workshop	PIU, IA																				



Task/Activity	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 3.3: Support for expansion / continuation of education and awareness programs at the local and national levels, e.g., RARE Pride campaign for local leaders, 'Just Act Natural' initiative; complementary awareness programs implemented using various forms of media to mobilize support for conservation and livelihoods																					
3.3.1: Support development of primary school curriculum	PIU, Edu																				
3.3.2: Pilot the curriculum in the 5 outer islands	PIU																				
3.3.3: Facilitate youth engagement in Reimaanlok process	PIU																				
Output 3.4: Coordination established with the Pacific R2R program – regional program support project and other national R2R projects – in terms on monitoring and evaluation and south-south collaboration																					
3.4.1: Training workshop, Laura lens demonstration site	PIU, R2R																				
3.4.2: Participate in regional R2R activities	PIU, UNDP, R2R																				
3.4.3: Maintain project website and social media posts	PIU																				
3.4.4: Contribute to IW:LEARN KM platform	PIU, UNDP																				

## ANNEX F. Stakeholder Consultations:

<b>Stakeholder:</b>	<b>Ministry of Foreign Affairs, Republic of the Marshall Islands</b>			
Interviewee:	<b>Name</b>	<b>Position</b>	<b>E-mail</b>	<b>Tel.</b>
	Mr. Bruce Kijiner	Secretary of Foreign Affairs	<a href="mailto:kijinerb@gmail.com">kijinerb@gmail.com</a>	+692 625 4979
Date of Consultation:	11 April 2016			
Mandate in terms of the objectives of the Project	Responsible for administering and facilitating foreign affairs and bilateral and multilateral cooperation.			
Interests in the Project	Ensure the project is aligned with national and regional priorities and strategies, including the Micronesia Challenge.			
Role during Project Implementation	Facilitate synergies with other projects, including GEF financed ones, and national programs and strategies.			
Potential Conflicts	None			
Mitigation Strategy	N/A			
Supporting Information	<p>Mr. Kijiner indicated that a recent decision was made at the Joint Economic Management Meeting regarding indicating funds under the COFA (Compact of Free Association) as cofinancing contributions for international donor financed projects, including the R2R one.</p> <p>ADB and World Bank are providing grant support to the water and climate change sector. We should make sure synergies are assessed and integrated into the project design.</p> <p>Jose Padilla informed Mr. Kijiner that if the Marshall Islands Marine Resource Authority (MIMRA) is the national implementation partner, a capacity assessment would need to be made before submitting the project document.</p>			

<b>Stakeholder:</b>	<b>Ministry of Internal Affairs (IA)</b>			
Interviewee:	<b>Name</b>	<b>Position</b>	<b>E-mail</b>	<b>Tel.</b>
	Ms. Molly Helkena	Acting Secretary of IA	<a href="mailto:mhelkena@yahoo.com">mhelkena@yahoo.com</a>	+692 6258240
	Ms. Mable Peter	Chief of HPO	<a href="mailto:mabelpeter1984@yahoo.com">mabelpeter1984@yahoo.com</a>	+692 6258240
	Ms. Elise Huffer	Social Development Adviser- Culture, SPC, Fiji	<a href="mailto:EliseH@spc.int">EliseH@spc.int</a>	+679 3379387
Date of Consultation:	14 April 2016			
Mandate in terms of the objectives of the Project	Responsible for administering local governance and cultural heritage resources.			
Interests in the Project	Ensure the project is aligned with national and local priorities with respect to local governance, the national gender inclusion strategy, and consistent with identification and preservation of cultural heritage resources.			
Role during Project Implementation	Facilitate interactions with the local governments of the five selected outer islands; provide guidance and assistance with respect to assessment of cultural heritage resources and drafting of traditional knowledge products; and provide support for gender focused activities.			
Potential Conflicts	None			
Mitigation Strategy	N/A			
Supporting Information	<p>Ms. Helkena explained the activities of the Ministry and the activities of the Historic Preservation Office (HPO). The mayors of Ebon and Likiep are women, and both are quite proactive in their communities.</p> <p>Ms. Huffer indicated that RMI has ratified the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage (ICH), and an inventory is required. The R2R project could support progress towards this inventory, for example.</p> <p>The SPC has tools for mapping traditional knowledge; these could be shared and SPC could also act as a reviewer of project plans and progress.</p>			

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

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

<b>Stakeholder:</b>	<b>Environmental Protection Authority (EPA)</b>
	Groundwater delineation in the outer islands is also limited; the project could provide support with respect to this. The EPA formerly had the mandate for the Convention on Biological Diversity (CBD), but the OEPPC has taken that over.

<b>Stakeholder:</b>	<b>College of the Marshall Islands (CMI)</b>			
Interviewee:	<b>Name</b>	<b>Position</b>	<b>E-mail</b>	<b>Tel.</b>
	Don Hess	Vice President	<a href="mailto:cmihess@gmail.com">cmihess@gmail.com</a>	+692 6253291
Date of Consultation:	18 April 2016			
Mandate in terms of the objectives of the Project	Service provider for delivering higher education, and also technical advisory services.			
Interests in the Project	Ensure the project contributes to the capacity building priorities for the country. Also, as a member of CMAC, ensure the project is in line with the Reimaanlok process..			
Role during Project Implementation	Support capacity building activities, provide technical advisory services, and support traditional knowledge activities. CMI could also potentially act as national implementation partner.			
Potential Conflicts	None			
Mitigation Strategy	N/A			
Supporting Information	<p>CMI has provided technical assistance on a number of sustainable livelihood activities, including black pearl and clam farming, coconut products, and handicrafts.</p> <p>Seaweed farming has generally been unsuccessful, in his experience.</p> <p>With respect to capacity building needs, terrestrial biodiversity surveys, monitoring, and integrated conservation approaches are some examples.</p> <p>There is no park ranger qualification in RMI – such a program would be welcomed.</p> <p>Dr. Hess also chairs the Small Grants Programme Board, and he sees a number of potential synergies between the SGP and the R2R project. There are also grant opportunities, max. USD 25,000, with Seacology.</p> <p>Dr. Hess has been an active member of CMAC and looks forward to the R2R project. He is uncertain of the basis for the 30% marine protected area coverage target under the Micronesian Challenge.</p>			

<b>Stakeholder:</b>	<b>Ministry of Finance</b>			
Interviewee:	<b>Name</b>	<b>Position</b>	<b>E-mail</b>	<b>Tel.</b>
	Ms. Maybelline Anton	Secretary of Finance	<a href="mailto:maybellineabing@hotmail.com">maybellineabing@hotmail.com</a>	+692 6258311
	Ms. Jennifer Y. Tseng	Head Grant Writer	<a href="mailto:jenniferytseng@gmail.com">jenniferytseng@gmail.com</a>	+692 6255968
Date of Consultation:	19 April 2016			
Mandate in terms of the objectives of the Project	Coordinate national development planning, and mobilize and prudently manage available financial and economic resources.			
Interests in the Project	Ensure the project resources are prudently expended.			
Role during Project Implementation	Oversee financial management during project implementation. Also, the Ministry could support sustainable financing analyses for the protected area network.			
Potential Conflicts	None			
Mitigation Strategy	N/A			
Supporting Information	<p>The Ministry of Finance representatives confirmed that MIMRA has the ability and authority to receive funds directly.</p> <p>With respect to the Compact funds, a number of projects and programs will likely indicate these funds as cofinancing contributions. They are uncertain what proportion would be available as R2R cofinancing.</p> <p>The ADB is focusing on the water and energy sectors.</p> <p>World Bank is focusing on energy and climate change resilience.</p> <p>The EU EDF is focusing on renewable energy and energy efficiency projects.</p>			

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

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

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

<b>Stakeholder:</b>	<b>Ministry of Resources and Development, Division of Trade and Investment</b>
Interests in the Project	Ensure project supported activities are in line with national trade and investment priorities, in order to maximize socio-economic development for local communities.
Role during Project Implementation	Facilitate synergies between the private sector and community based organizations supported by the project.
Potential Conflicts	None
Mitigation Strategy	N/A
Supporting Information	<p>The Division of Trade and Investment has identified 5 priority sectors: pandanus, handicrafts, tourism, coconuts, and fisheries.</p> <p>They are working on a national export strategy, aiming to facilitate the RMI private sector. There could be synergies between the community based organizations supported by the R2R project and the private sector buyers/distributors.</p> <p>The representatives were interested in receiving island resource assessment results; they have a shortage of data, so this information would be a big help for them.</p> <p>They are also investigating scaling up pandanus fruit juice production. There has not been a value chain analysis made yet; the R2R project might be able to support the Division with such a study.</p> <p>There is a fair trade event every year in Kwajalein; focuses on handicrafts, fish, and coconut products.</p>

<b>Stakeholder:</b>	<b>Atoll Marine Aquaculture Ltd.</b>			
Interviewee:	<b>Name</b>	<b>Position</b>	<b>E-mail</b>	<b>Tel.</b>
	Mr. Michael Slinger	CEO	<a href="mailto:tsirmi@yahoo.com">tsirmi@yahoo.com</a>	+692 625 0324
Date of Consultation:	20 April 2016			
Mandate in terms of the objectives of the Project	This is a private sector company.			
Interests in the Project	Collaborate with community driven small business activities they are working on.			
Role during Project Implementation	Possible synergies with community activities, e.g., in Aur. Also, there could be opportunities to collaborate with respect to transportation to/from the sites.			
Potential Conflicts	None			
Mitigation Strategy	N/A			
Supporting Information	<p>The company is active with collecting aquarium fish and supporting aquarium coral and clam farming. They are working with islands that are reasonable close to Majuro – transportation costs for the ones further out are prohibitive.</p> <p>In Jaluit, they are collecting fish from the southern side of the atoll.</p> <p>In July of this year, they are expanding in Aur with a 40 person women’s group for a coral and clam farming operation. The clams require about 3 years to reach maturity, so they need other activities to make the operation viable. For the coral that do not color and other quality criteria, they replant in-place, thus providing an ecosystem rehabilitation service. The Aur activities will be completed under a USAID project under the Pacific-American Climate Fund (PACAM) program.</p> <p>The local groups are registered cooperatives, having bank accounts and capable to receive grant financing. The company is preparing resource management plans for each of their operations.</p> <p>They are also actively developing an eco-tourism business, targeting aquarium enthusiasts. According to Michael, there are a number of interested people wanting to take part in participatory eco-tourism activities. There could be synergies with the R2R project on the livelihood programs, resource management, and also logistical arrangements, i.e., transport out to the island.</p>			

<b>Stakeholder:</b>	<b>Marshall Islands Visitors Authority (MIVA)</b>			
Interviewee:	<b>Name</b>	<b>Position</b>	<b>E-mail</b>	<b>Tel.</b>
	Ms. Brenda Alik Maddison	General Manager	<a href="mailto:gm@visitmarshallislands.com">gm@visitmarshallislands.com</a>	+692 625 6482
Date of Consultation:	20 April 2016			

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

**ANNEX G. Monitoring Plan:** The Project Coordinator will collect results data according to the following monitoring plan.

Monitoring	Indicators	Description	Data source / Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective from the results framework	<b>Indicator 1</b>	Number of countries with legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	<i>Government Gazette Project progress reports</i>	Annually Reported in DO tab of the GEF PIR	<i>Project Coordinator</i>	<i>Review of published government gazette Review of project progress reports</i>	<p><b>Assumptions:</b></p> <ul style="list-style-type: none"> <li>Governmental partners remain committed to pass and implement enabling institutional and regulatory frameworks</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>The Government does not commit to following through with enhancing legal and regulatory frameworks</li> </ul>
	<b>Indicator 2</b>	Number of direct project beneficiaries	<i>Project monitoring reports Household survey</i>	Annually Reported in DO tab of the GEF PIR	<i>Project Coordinator, Site Coordinators</i>	<i>Review of project monitoring reports</i>	<p><b>Assumptions:</b></p> <ul style="list-style-type: none"> <li>Local stakeholders in the 5 selected outer islands remain committed to implementing the Reimaanlok process</li> <li>The RMI government is committed to facilitate the requisite enabling conditions for encouraging private sector and civil society to make innovative and inclusive contributions to biodiversity conservation of the outer islands</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>Unsustainable activities undermine advances in natural resource management</li> <li>The effects of climate change adversely impact terrestrial and marine ecosystems</li> </ul>
Project Outcome 1	<b>Indicator 1.1</b>	Terrestrial and marine ecosystems under enhanced management	Government Gazette GEF BD tracking tool, Objective 1	Annually Reported in DO tab of the GEF PIR	Project Coordinator	Review of published government gazette Completed GEF tracking tool	<p><b>Assumptions:</b></p> <ul style="list-style-type: none"> <li>Process of legally designating the protected areas will be completed within the timeframe of the project</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>Resistance from local communities regarding designating protected areas</li> </ul>



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

Monitoring	Indicators	Description	Data source / Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
		linked to resource management documented and mapped in the 5 project sites management plans, and celebrated annually via inter-generational knowledge transmission events	<i>Project progress reports</i>			<i>knowledge products</i> <i>Review of project progress reports</i>	<ul style="list-style-type: none"> <li>Governmental partners remain committed to mainstream traditional knowledge</li> <li>Sufficient number of TEK custodians are in place and willing to participate</li> </ul> <b>Risks:</b> <ul style="list-style-type: none"> <li>Resistance by local communities to participate</li> <li>Unintended consequences from disseminating sensitive information</li> </ul>
<b>Mid-term GEF Tracking Tool</b>	N/A	N/A	Standard GEF Tracking Tool available at <a href="http://www.thegef.org">www.thegef.org</a> Baseline GEF Tracking Tool included in Annex O.	After 2 <sup>nd</sup> PIR submitted to GEF	Project Coordinator <i>M&amp;E Consultant (optional)</i>	Completed GEF Tracking Tool	
<b>Terminal GEF Tracking Tool</b>	N/A	N/A	Standard GEF Tracking Tool available at <a href="http://www.thegef.org">www.thegef.org</a> Baseline GEF Tracking Tool included in Annex O.	After final PIR submitted to GEF	Project Coordinator <i>M&amp;E Consultant (optional)</i>	Completed GEF Tracking Tool	
<b>Mid-term Review</b>	N/A	N/A	To be outlined in MTR inception report	Submitted to GEF same year as 3 <sup>rd</sup> PIR	<i>Independent evaluator</i>	Completed MTR	
<b>Environmental and Social risks and management plans, as relevant.</b>	N/A	N/A	Updated SESP and management plans	Annually	Project Coordinator UNDP CO	Updated SESP	

**ANNEX H. Evaluation Plan:**

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

## ANNEX I. Gender Analysis and Action Plan:

### Introduction

Women's vulnerabilities to resource overuse and climate change impacts are similar to those of men; however, women also have specific additional concerns, linked to their key roles in the household and the community as stated above. Therefore, one can easily interpret that the position of women in the society is more vulnerable than that of men. In this project, women will be involved in planning and decision-making associated with implementation of the interventions, and preference will be given to funding interventions that benefit both men and women. Aligning the project with the needs of women will increase the utility and longevity of the incremental GEF funding.

Women's role in the Marshallese custom and traditional culture is considered very important stemming from the idea that the Marshall Islands is a matrilineal society in which one's birthright and prime ownership of land comes through his or her mother. Therefore, one's mother is very important because it is not only her lineage (*bwij*) that gives one the right to inherit land, but it is also through her lineage that represents one's identity. Although women held the land titles, they would often designate a male member, referred to as '*ommaan maronron*', of their clan to assist with managing and making decisions about the land. However, final decisions were never made without the consultation taking place with the women of the clan.

Women and girls are referred to as the "mothers" while men and boys are referred to as the "sons" of the Marshallese society. Traditionally, at birth Marshallese are given titles; for girls they were *iep jeltok* (basketing facing you) and for boys they were *iep jellok* (basket facing away). The basket symbolized their knowledge, skills, and assets. As they grow older and get married the woman would normally stay with her clan, therefore, all her knowledge, skills and assets stayed with her family, while the man moves in with his wife's family bring along with him his basket of knowledge, skills and assets. This tradition extends back to the matrilineal society and the inheritance of land rights, which gave women a sense of economic security. There are Marshallese proverbs that speak to this and the role of women in traditional Marshallese society; *Jined ilo Kobo*, *Lejmaanjur*, *Limaro Bikbikir kolo eo* among others. One particular proverbs pertaining to men gives us the understanding of men's respect toward women and the protection of women; *Ekakwikwi jinen emmaan*, *a call to arms when a woman is experiencing violence the men in her family would come to her defense*.

For many decades, with colonialism and globalization, traditional Marshallese practices have eroded giving way for new and transformed cultures. A shift to a more patriarchal society began to take place, giving rise to issues that impact women's land rights, decision-making, economic opportunities, and social and health benefits.

### Objectives of this Document

In line with the gender equality and social inclusion strategies, guidance, and standards of both UNDP and GEF, the participation of women and men with equal voice, and also in line with the cultural norms as mentioned above, is integral to the successful implementation of this project.

This document lays out the policy-framework and social and cultural factors relevant to the R2R project, and includes recommendations for gender integration in order to foster optimal social inclusion and sustainability of project results.

This document also contains a Gender Action Plan for the project implementation team which will serve as a basis for addressing gender considerations throughout the project implementation phase, utilizing appropriate social development and gender indicators for monitoring progress towards envisaged gender and social inclusion.

### General Project Description

As a Small Island Developing State (SIDS), the Republic of Marshall Islands (RMI) has a strong dependence on natural resources and biodiversity. The Marshallese relationship with the islands forms the basis of its culture and way of life which has developed in harmony over thousands of years. In the face of global threats, RMI still has pristine waters and coral reefs that provide ecosystem goods and services that local communities are reliant upon. In

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

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

### **Gender Mainstreaming Considerations**

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

### **Methodology**

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

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

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

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

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

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

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

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

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

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

disbursement of close to USD 50 million per year. These compact funds somehow allow the GRMI to provide the services the people of Marshall Islands need. However, in spite of the support there are still hardship issues facing the Marshallese female population.

One of the most pressing social issues is violence against women and girls. The Family Health and Safety Study was conducted in 2012 resulted in nearly 70% of the women surveyed had or were experiencing physical, sexual, emotional and financial abuse. Violence against women and girls is the greatest violation of their rights and leads into other issues such as health complications, lack of economic security, inability to continue their education, hindrance to exercise their decision-making rights, so of which then gives rise to violence against women and girls as well.

With eroding cultural practices a rise in policies and legislation to protect women and families from abuse were established. The National Gender Equality Policy includes VAW as a priority area, and the Domestic Violence Prevention and Protection Act developed as a result of a tragic VAW incident that shook the country and pushed Parliament members to establish such a law. Enforcement of the policy and the Act remains a challenge; however, a support service for victims of violence against women and girls has been established.

**Health and Welfare:** According to the Household Integrated Economic Survey (HIES) conducted by EPPSO in 2002 (the next HIES is slated to take place in 2017), 80% of Marshallese women continue to face problem of access to health care services particularly due to lack of drugs, and inadequate services, including but not limited to lack of female medical service providers as 56% of the women surveyed, agreed this was a problem. In addition, a few socio-cultural stereotypes or “taboos” continue to prohibit women from accessing certain resources such as fetching water from the well during droughts because according to local belief, women who are having period would make the water salty and they are hence prohibited to fetch water for themselves (Focused Assessment of Community Needs During *iien idini* (time of disaster)).

**Educational attainment:** The Marshallese Constitution requires that the government shall provide "universal education" for every Marshallese child. In other words, it is unlawful to deny educational services to any school age children based on social status including sex. Therefore, over the years since the RMI became a constitutional government in 1979, the ratio between female and male student has been always close to one to one. For example, in the primary education which consists of the kindergarten to grade 8, the ratio of girls to boys was 1:0.97 and at secondary level education which is the high school or from grade 9 to grade 12, the ratio was 1:1.02 (ADB 2009<sup>39</sup>). In 2014, the school ratio of girls to boys at the three levels was 1:0.99, 1:1.03, and 1:0.92, respectively (ADB 2016<sup>40</sup>). Over the years, the female student number that continues on to post-secondary education has been consistently increasing indicating improved performance and more and better opportunities offered to the female students, and this is true as there have been, in recent years, increased numbers of scholarships from countries like New Zealand, Australia, and Republic of China provided to the Marshallese students, especially the female students.

**Economic Issues:** While there are increasing numbers of women in the labor force as compared to 20 to 30 years ago, women's participation in the economy continues to lag behind that of the men. For example, the RMI's latest 2011 Census shows that the total employed population at the time of 12,647 employed Marshallese, there were only 4,389 women employed as compared to 8,258 men employed during the same period. This is translated into an employment-population ratio between females and males of 28% and 51%, respectively. The contributing factors to the low employed female workers were due mostly to the lack of suitable job opportunities, still existing stereotypes against the women members of society, and other factors that work against the advancement of women.

**Gender Policy:** Honorable Minister David Kabua stated in his opening statement in the Gender Policy the following: "While our cultural values remains one of our greatest strengths, the reality is that too many women and girls are met with tremendous hardships in their daily lives, including facing violence at home; limited access to justice and protection; exclusion from decision-making processes; difficulty to accessing productive assets and financial resources; and limited job opportunities."

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<sup>39</sup> ADB, 2009

<sup>40</sup> ADB, 2016

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

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

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

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

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

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

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

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

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<sup>41</sup> Braun, 2012

## Project Gender Mainstreaming Strategy

The project gender mainstreaming strategy recognizes the differences between labor, knowledge, needs, and priorities of men and women, and includes but is not limited to the following:

- h. Consultation with women groups on needs and requirements associated with all interventions;
- i. Promotion of equal representation of women and men on the Local Resource Committees;
- j. Development of all strategic and planning documents in consultation with women and women forums, at all levels from national to the communities;
- k. Targeted budgeting of activities promoting resilience and adaptive capacity of women, and monitoring and evaluation of such activities;
- l. Participation, training and skills building of women for training activities identified and budgeted in relevant project outcomes;
- m. Encouragement of women participation in the recruitment of project implementation staff; and
- n. When applicable, equal payment of men and women

## Monitoring and Evaluation

Performance of the targets specified in the gender action plan will be regularly monitored reporting on gender disaggregated data, information, and indicators, in order to allow for evaluation of the progress made. Monitoring and evaluation results will be reported in the project annual progress reports (APRs) and project implementation reviews (PIRs). Relevant management measures will be implemented, as needed, and any critical risks will be included in the risk management system of the project.

Capacity of local resource committees will also be strengthened to enable specified members to carry out long term monitoring following closure of the GEF project.

## Gender Action Plan

Activity	Action	Target Indicators	Responsibility
Increasing project awareness	Ensure balanced representation of both genders in all consultation forums. Organize separate consultations with women prior to and during project implementation to ensure that they receive sufficient information about the project and create opportunities for them to voice their views, needs and preferences with regard to the project. Information campaigns about the project (in local language and not reliant on written materials) developed as to outline the benefits for both men and women.	50:50 representation target  Separate consultations completed for each project activity (% completed)  Campaign developed (Y/N) Number of campaigns conducted	PIU, Site Coordinators, Local Resource Committees, CSO partners
Promoting gender awareness	Gender awareness training will be delivered by qualified CSO partner(s). PIU staff members, including site coordinators, will be obliged to participate in the trainings. Training will also be conducted, when required, in order to raise gender awareness among staff of the implementing agencies, contractors, community leaders, and outer island residents. Conduct workshops with the project staff to ensure they are able to detect, intercept,	Training developed (Y/N) Number of people / organizations trained  All project staff trained  Campaigns developed (Y/N) Number of campaigns implemented using suitable modes of delivery	PIU, Site Coordinators, Local Resource Committees, CSO partners



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

**ANNEX J. Terms of Reference for Project Board and Project Implementation Unit:**

Terms of Reference provided for the following positions:

1. Project Board
2. Project Coordinator
3. PAN Coordinator / Biodiversity Specialist
4. Finance and Administration Officer
5. Project Support Officer
6. Site Coordinators

## PROJECT BOARD

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### I. OVERALL RESPONSIBILITIES

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

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

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

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

### II. COMPOSITION AND ORGANIZATION

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

The Project Board contains three roles, including:

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

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

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

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

**Board members:**

The proposed members of the board include the following:

1. Chief Secretary (Senior Beneficiary)
2. National Project Director (Executive)
3. Secretary of Ministry of Resources and Development
4. Secretary of Ministry of Internal Affairs
5. Director of Marshall Islands Marine Resources Authority
6. Mayor of Aur
7. Mayor of Ebon
8. Mayor of Likiep
9. Mayor of Mejit
10. Mayor of Wotho
11. UNDP (Senior Supplier)

The initial composition of the Project Board will be reviewed and recommended for approval during the LPAC meeting. During implementation, the composition will be reviewed by the PB and changes may be agreed on.

**Reaching a quorum:**

Each member of the Project Board shall have one vote. For an eleven-member board, at least six must vote yes to pass a motion, regardless of how many are present. This means that if six show up – that gives you a quorum because six of eleven are present – all six must vote yes to pass a motion.

No member of the Project Board, or his/her duly designated and recognized proxy may cast a vote in absentia. Board members who are unable to attend meetings of the PB, and who are not represented by proxy, may have their comments on specific items being considered by the Board by submitting their comments in writing to the Secretariat. Such written comments may be presented for consideration by the Project Board but shall not constitute or be recorded as a vote by the absent member.

**Providing a proxy:**

Members of the Project Board may provide a proxy to someone to appear and vote for them at a meeting of the Project Board. A member of the Project Board may not designate another member of the board as his/her proxy. The Project Board will recognize a person as proxy so designated in writing by a Project Board member upon delivery of notification of the proxy to the Secretariat. Written notification of proxy designation must contain the signature of the board member authorizing the proxy.

**Change in position:**

The members of the Project Board are position dependent. Upon change of the person in the designated position, representation on the board shall change accordingly. In cases of change of position due to national elections (i.e. for the Mayor positions on the Board in November 2019), a special orientation meeting will be held as soon as possible after the national elections for the new members.

**III. SPECIFIC RESPONSIBILITIES**

Project Board members are expected to thoroughly prepare for, attend, and participate in all semiannual board meetings. Each Board member is expected to ensure that other existing and planned future commitments do not materially interfere with the member's service.

**Defining the project:**

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

**Initiating the project:**

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

**Running the project:**

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

**Closing the project:**

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

**Frequency of meetings, venue and agenda**

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

agenda for the June/July PB meeting shall include the review of the preceding 6-month progress report and appraisal of the 3<sup>rd</sup> and 4<sup>th</sup> QWPs. During this meeting, the PB will approve any change in the annual budget as may be proposed by the PIU.

## **EXECUTIVE**

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

### Specific Responsibilities of the Executive:

- Ensure that there is a coherent project organizational structure and logical set of plans;
- Set tolerances in the AWP and other plans;
- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Brief relevant stakeholders about project progress; and
- Organize and chair Project Board meetings.

The Executive is responsible for overall assurance of the project. The Executive may delegate some responsibility for the project assurance functions.

## **SENIOR BENEFICIARY**

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

### Specific Responsibilities of the Senior Beneficiary:

- Ensure the expected output(s) and related activities of the project are well defined;
- Make sure that progress towards results expected by the beneficiaries remains consistent from the beneficiary perspective;
- Promote and maintain focus on the expected project results;
- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes; and
- Resolve priority conflicts.

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete, and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards the expected results
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

The Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities.

## **SENIOR SUPPLIER**

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

### Specific Responsibilities of the Senior Supplier:

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

The supplier assurance role responsibilities are to:

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

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

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## PROJECT COORDINATOR

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### I. POSITION INFORMATION

Post Title: Project Coordinator  
Classified Grade: NO-C  
Supervisor: National Project Director

### II. ORGANIZATIONAL CONTEXT

Under the supervision of the National Project Director of the R2R project, the Project Coordinator (PC) has the responsibility to run the project on a day-to-day basis. The Project Coordinator's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The PC heads the PIU which serves as the Secretariat to the PB.

### III. KEY FUNCTIONS / KEY RESULTS

#### Summary of Key Functions:

- Strategic project planning, coordination, and implementation
- Management of the project
- Representation and coordination
- Management of communication flow
- Partnership building and donor liaison

#### Key Functions:

- Lead day-to-day implementation of the work plans and budgets approved by the Project Board and based upon the approved project document.
- Liaise directly with the project proponents and representatives of national and regional representatives, in order to coordinate the annual work plans for the project. The work plan will provide guidance on the day-to-day implementation of the project and on the integration of the various cofinancing partner initiatives.
- Responsible for preparation of all substantive, managerial, and financial reports on the project.
- Provide overall supervision for staff members of the Project Implementation Unit (PIU), as well as guide and supervise all project partners responsible for executing different components of the project as well as external policy relations.
- Consult and coordinate closely with the Project Board and national and regional project partners.
- Manage the realization of project outputs through activities as described in the project document and outlined in the detailed annual reports.
- Ensure gender and social inclusion objectives are fulfilled, complying with UNDP social and environmental safeguard requirements.
- Identify and obtain any support and advice required for project management, planning, and control.
- Plan the activities of the project and monitor progress against the project results framework.



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

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

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

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

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

**Experience:** At least ten years of development work experience in RMI and/or in the region.  
 Three to five years of senior-level management responsibilities of similar size and complexities in biodiversity conservation and/or fisheries and coastal area management.  
 Practical experience in the Reimaanlok process and other national policies and programs.

- Language:** Fluency in English and Marshallese (both oral and written).
- IT Skills:** Proficiency in the use of various software applications, including MS Word, MS Excel, MS PowerPoint, and project management software such as MS Project, and adequate knowledge and practical experience in handling web-based information management systems.
- Other:** Working knowledge of Outer Island logistics and communication methods preferred.  
Good inter-personal and team building skills.  
Familiar with Government and UN/UNDP procedures would be desirable.  
Strong knowledge and solid experience in coordination of project management support are essential as well as ability to draft high quality technical and managerial reports and correspondence.

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## PAN COORDIANTOR / BIODIVERSITY SPECIALIST

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### I. POSITION INFORMATION

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

### II. ORGANIZATIONAL CONTEXT

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

### III. KEY FUNCTIONS / KEY RESULTS

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

### IV. DURATION OF ASSIGNMENT

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

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

**Education:** At least a master’s degree in environmental science, coastal area management, biodiversity conservation, or another related discipline.

**Experience:** At least seven years of development work experience in RMI and/or the region.  
Practical experience in biodiversity conservation and/or fisheries and coastal area management is essential.

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

**IT Skills:** Proficiency in the use of various software applications, including MS Word, MS Excel, MS PowerPoint, and project management software such as MS Project, and adequate knowledge and practical experience in handling web-based information management systems. Proficiency in GIS software preferred.

**Other:** Working knowledge of the Reimaanlok process and sustainable financing plan and other national policies and programs.

Good inter-personal and team building skills, with proven experience in legislative advocacy.

Familiarity with Government procedures required.

Strong knowledge and solid experience in biodiversity conservation are essential, as well as ability to draft high quality technical and managerial reports and correspondence.

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## FINANCE AND ADMINISTRATION OFFICER

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### I. POSITION INFORMATION

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

### II. ORGANIZATIONAL CONTEXT

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

### III. KEY FUNCTIONS / KEY RESULTS

#### Summary of key functions:

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

#### Key Functions:

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

- Take timely corrective actions as required to resolve financial data issues.
- Oversee procurement of goods and services, ensuring full compliance with relevant public and/or UNDP procurement policies and procedures.
- Review sub-contractors and suppliers invoices and supporting documentation to ensure that services have been adequately provided.
- In close consultation with the Project Coordinator, manage human resource services for PIU staff, including managing recruitment processes, maintaining updated job descriptions, ensuring work contracts are in order, supervising regular performance appraisals, etc.
- Organize and facilitate trainings for the operations/ projects staff on finance, procurement, and administration procedures.

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

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

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

**Education:** Bachelor Degree in Finance, Business or Public Administration. Specialized certification in accounting or finance would be desirable.

**Experience:** Minimum four years of progressively responsible finance, administration, and procurement experience is required at the national level.

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

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

**Other:** Knowledge of and experience in supporting administration, finance, and purchasing of development projects will be highly desirable.

Strong knowledge and solid experience in coordination of project management support are essential as well as ability to draft high quality correspondence on budget-related issues, briefing notes, graphic and statistical summaries, accounting spreadsheets, etc.

Good inter-personal skills.

Familiarity with Government and UN/UNDP policies and procedures preferred.

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## PROJECT SUPPORT OFFICER

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### I. POSITION INFORMATION

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

### II. ORGANIZATIONAL CONTEXT

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

### III. KEY FUNCTIONS / KEY RESULTS

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

### IV. DURATION OF ASSIGNMENT

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

### V. QUALIFICATIONS AND SKILLS REQUIRED

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

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

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

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

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

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## SITE COORDINATORS

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### I. POSITION INFORMATION

Post Title: Site Coordinators  
Classified Grade: SC-4  
Supervisor: Project Coordinator

### II. ORGANIZATIONAL CONTEXT

Under the supervision of the Project Coordinator, the Site Coordinators are responsible for assisting and supporting the project implementation, monitoring the project work plan, and the achievement of outputs and targets at the site level, mostly under Outcome 1. One Site Coordinator is envisaged for each of the five outer islands of Aur, Ebon, Likiep, Mejit, and Wotho. The Site Coordinators will work closely with Local Resource Committees and service providers supporting implementation of field activities.

### III. KEY FUNCTIONS / KEY RESULTS

- Facilitating implementation of work plans, covering site level activities under Outcome 1.
- Exercising quality control over the development and implementation of site level activities, ensuring they are consistent with approved work plans.
- Supporting the development of annual site based work plans and budgets, financial allocations and expenditures for relevant activities, and ensuring most effective use of the resources.
- Co-organizing and participating actively in regular stakeholder meetings and project review sessions at site level.
- Performing regular monitoring of field activities, providing performance feedback to the Project Coordinator.
- Identifying and promoting opportunities for public-private partnership arrangements at the site level.

### IV. DURATION OF ASSIGNMENT

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

### V. QUALIFICATIONS AND SKILLS REQUIRED

**Education:** Environmental management, social science, public administration completed at higher secondary level – preferably having a college degree.

**Experience:** Facilitation of the Reimaanlok process at the site level.

**Languages:** Fluency in Marshallese (both oral and written); professional proficiency in English (both oral and written).



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

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

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

Strong trouble-shooting and adaptive management skills.

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**ANNEX K. UNDP Social and Environmental and Social Screening Report (SESP):**

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

**Project Information**

<b>Project Information</b>	
1. Project Title	Reimaanlok – Looking to the Future: Strengthening natural resource management in atoll communities in the Republic of Marshall Islands employing integrated approaches (RMI R2R)
2. Project Number	5685
3. Location (Global/Region/Country)	Republic of Marshall Islands

**Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability**

**QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?**

*Briefly describe in the space below how the Project mainstreams the human-rights based approach*

The project fully incorporates the human-rights based approach. In fact, the Reimaanlok process on natural resource management is a community-driven, participatory approach that strengthens local capacities for effective and financially sustainable ecosystem management. A central part of the Reimaanlok process is establishment of Local Resource Committee (LRCs), which not only acts as a supervisory body but also is a platform for local residents to raise concerns. Consistent with participatory human rights principles, the LRCs work closely with local government units, religious institutions, and other enabling stakeholders, ensuring proper representation, in particular marginalized individuals and groups. The project is also supporting improved access to information and enhanced application of traditional knowledge with respect to natural resource management, consistent with the Subregional programme Pacific Island Countries and Territories (2013-2017), Outcome 2 (UNDAF outcome 5.1): *“Regional, national, local and traditional governance systems are strengthened, respecting and upholding human rights, especially women’s rights, in line with international standards”*.

*Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment*

Women’s position in the Marshallese custom and traditional culture is very important because Marshall Islands is a matrilineal society in which one’s birthright and prime ownership of land comes through his or her mother. However, since the local custom generally looks upon them to be mostly submissive to their husbands, brothers, cousins, uncles, and sons, the male relatives thus often take on the role of resource allocators and asset managers, albeit the ownership remains with the “alap woman” she often yields to her closest male relatives to be on the frontline of utilizing the resource, or resources (known in Marshallese as “momaan maronron”). The project design incorporates a participatory approach for engaging women, with specific outputs and indicators that address gender inequality issues. Under Component 1, the project supports strengthening of local communities for managing integrated natural resource management plans. As documented in the project gender action plan, the project will endeavor to achieve balanced representation of men and women in skills development, awareness campaigns, and livelihood opportunities. Resources are also allocated for delivering gender awareness training to project implementation staff.

*Briefly describe in the space below how the Project mainstreams environmental sustainability*

The project supports implementation of national environmental sustainability priorities identified in the regional UNDAF (2013-2017), specifically Outcome 1: *“By 2017, the most vulnerable communities across the PICTs are more resilient and select government agencies, civil society organizations and communities have enhanced capacity to apply integrated approaches to environmental management, climate change adaptation/mitigation, and disaster risk management”*, and also RMI Country Outcome 1.1: *“A functional regulatory*

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

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

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

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

<p>Risk 2: Project activities are likely to involve agro-forestry practices at one or more of the 5 selected outer islands.</p>	<p>I = 1 P = 3</p>	<p><b>Low</b></p>	<p>One of central focuses of the project is promotion of sustainable use of ecosystem goods and services. An example of this could be sustainable agro-forestry practices, e.g., involving breadfruit. Substantive resources are allocated for training and awareness-raising on biodiversity friendly land use practices.</p>	
<p>Risk 3: Project activities are likely to involve production and/or harvesting of fish populations and other aquatic species.</p>	<p>I = 1 P = 3</p>	<p><b>Low</b></p>	<p>Similar to the terrestrial activities, the project is promoting sustainable use of coastal and marine resources. And, substantive resources are allocated for training and awareness-raising on biodiversity friendly practices.</p>	
<p>Risk 4: The project proposes utilizing tangible and/or intangible forms of cultural heritage as part of the community driven natural resource management plans.</p>	<p>I = 1 P = 3</p>	<p><b>Low</b></p>	<p>One of the barriers to effective and financially sustainable management of terrestrial and nearshore ecosystems that the project is addressing is the erosion of traditional ecological knowledge (TEK). The project is supporting strengthening the documentation and application of TEK in natural resource management. Qualified and experienced specialists will support the project, with particular attention placed on integrating TEK in a manner that is respectful to the rights and customs of the local communities.</p>	
<p><b>QUESTION 4: What is the overall Project risk categorization?</b></p>				
<p>Select one (see <a href="#">SESP</a> for guidance)</p>				<p>Comments</p>
<p><i>Low Risk</i></p>				<p><input checked="" type="checkbox"/></p>
<p><i>Moderate Risk</i></p>				<p><input type="checkbox"/></p>

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

### Final Sign Off

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

PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.
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## SESP Attachment 1. Social and Environmental Risk Screening Checklist

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

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

1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	Yes
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>45</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No

<sup>45</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]



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

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

6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

**ANNEX L. UNDP Risk Log:**

**Project Title:** Reimaanlok – Looking to the Future: Strengthening natural resource management in atoll communities in the Republic of Marshall Islands employing integrated approaches (RMI R2R) **Award ID:** 00101900

**Date:** December 2016

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

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
				might be discouraged to participate in the integrated approaches advocated by the project. I = 2 P = 2	enforcement in education and awareness campaigns.				
5	Limited understanding and appreciation of natural ecosystems and their services	Dec 2016	Environmental	Designs of integrated natural resource management plans might not be representative. I = 3 P = 2	Biodiversity surveys to be conducted to assess status and improve understanding; higher education providers could be a partner in these surveys.	PIU			
6	Climate change events hinders implementation and limits impacts of projects	Dec 2016	Environmental	Incentives for participating in sustainable use of natural resources would be negated by the adverse impacts of climate change on the ecosystem goods and services that the incentives are based upon. I = 3 P = 3	Collaborate with other national and regional projects on improving resilience to climate change and to mitigate the negative impacts on biodiversity conservation. The strengthening of the RMI Protected Areas Network is envisioned to improve resilience of the natural ecosystems to climate change.	PIU			
7	Relatively higher costs of project implementation in an geographically spread-out country	Dec 2016	Organizational	The costs of implementation outweigh the potential benefits delivered. I = 3 P = 4	Plan for higher costs. Explore more cost-efficient partnerships with other projects and stakeholders through joint undertaking of activities.	PIU			
8	Project activities are likely to be proposed within or adjacent to critical habitats	Dec 2016	Environmental	Unintended consequences associated with sustainable use of terrestrial resources.	One of central focuses of the project is promotion of sustainable use of ecosystem goods and services. An example of this could be sustainable agro-	PIU			

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

## Annex M: Breakdown of Estimated Direct Project Costs

Description	Unit	Unit Price* USD	Estimated number of transactions**					Cost (USD)						Sub-totals
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Total	
<b>Direct Project Costs - General Operating Expenses (GOE)</b>								<b>21,476</b>	<b>20,879</b>	<b>16,469</b>	<b>12,060</b>	<b>13,261</b>	<b>84,145</b>	
Staff selection and recruitment (one-off)	staff	1,057.25	6.0	3.0	0.0	0.0	0.0	6,343	3,172	0	0	0		9,515
Staff HR & Benefits Admin & Manage, at issuance of contract	staff	242.30	6.0	3.0	0.0	0.0	0.0	1,454	727	0	0	0		2,181
Staff HR & Benefits Admin & Manage, at separation	staff	242.30	0.0	0.0	0.0	0.0	9.0	0	0	0	0	2,181		2,181
Recurrent personnel management	staff/yr	898.91	6.0	6.0	9.0	9.0	9.0	5,393	5,393	8,088	8,090	8,090		35,054
Payment process (including setting up vendors)	process	36.12	14.0	20.0	13.0	5.0	2.0	506	722	470	181	72		1,951
Procurement of consultants	consultant	386.94	8.0	7.0	6.0	1.0	1.0	3,096	2,709	2,322	386	387		8,900
Travel authorization	process	39.57	26.0	27.0	35.0	31.0	28.0	1,029	1,068	1,385	1,227	1,108		5,817
F10 settlement	process	37.13	26.0	27.0	35.0	31.0	28.0	965	1,003	1,300	1,151	1,040		5,459
Procurement process involving local CAP (higher value)	procurement	832.47	2.0	5.0	2.0	0.0	0.0	1,665	4,162	1,665	0	0		7,492
Procurement not involving local CAP (low value)	procurement	213.94	4.0	8.0	5.0	4.0	1.0	856	1,712	1,070	856	214		4,708
Procurement of goods and services, USD 300 - 5,000 value	procurement	42.23	4.0	5.0	4.0	4.0	4.0	169	211	169	169	169		887
<b>TOTAL</b>													<b>84,145</b>	

\*Unit prices obtained from UNDP 2017 Universal Price List (UPL), valid as of 1 January 2017, for Fiji; and the universal price list for 2016 for the Pacific Office.

\*\*The estimated number of transactions are broken down below in the procurement plan.

### Procurement Plan:

Description	Estimated number of transactions				
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Recruitment of PIU staff</b>					
Project Coordinator	1				
PAN Coordinator, Biodiversity Specialist	1				
Finance and Administration Officer	1				
Project Support Officer	1				
Site Coordinator, Aur		1			
Site Coordinator, Ebon		1			

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

Description	Estimated number of transactions				
	Year 1	Year 2	Year 3	Year 4	Year 5
PM, Board Meetings (2 per year)	5	5	5	5	5
Local Consultant, M&E support	1	1	1	1	1
Annual monitoring visit by UNDP Pacific Office staff	1	1	1	1	1
Local Consultant, Gender and Social Inclusion	1		1		1
Project Manager, outer island visits	2	2	2	2	2
Site Coordinators, to/from Majuro annually	5	5	5	5	5
International Consultant, Output 1.4, sustainable financing			1		
Sustainable financing workshop				5	
R2R Post Graduate Program (2 trips per person, 4 persons)		2	2	2	2
TEK workshop, Output 3.2			5		
International, midterm review			1		
International, terminal evaluation					1
Miscellaneous	1	1	1		
<b>Sub-total</b>	<b>26</b>	<b>27</b>	<b>35</b>	<b>31</b>	<b>28</b>
<b>Procurement, high value</b>					
Output 1.1, surveys/assessments (5 islands - 2 shared)	2	2			
Output 1.3, field interventions (5 islands)		3	2		
<b>Sub-total</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Procurement, low value</b>					
PM, IT equipment	1	1	1	1	
PM, Inception Workshop	1				
Output 1.3, field equipment (5 islands)		2			
Output 1.3, hydrogeological assessments			1		
Output 1.4, sustainable financing workshop				1	
Output 2.4, Agro-Forestry Curriculum Development and Testing		1			
Output 2.4, R2R Post-Graduate Course (4 people)		1	1	1	1
Output 3.1, GIS software procurement	1				
Output 3.1, MIS training/workshop		1			
Output 3.2, TEK workshop			1		



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

**ANNEX N.**  
**UNDP Project Quality Assurance Report**

# PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

## OVERALL PROJECT

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

## DECISION

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

## RATING CRITERIA

### STRATEGIC

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

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

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

<ul style="list-style-type: none"> <li>• <b>1:</b> While the project may respond to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.</li> </ul>											
<b>RELEVANT</b>											
<p><b>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (<i>all must be true to select this option</i>)</li> <li>• <b>2:</b> The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (<i>both must be true to select this option</i>)</li> <li>• <b>1:</b> The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.</li> </ul> <p><small>*Note: Management Action must be taken for a score of 1, or select not applicable.</small></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"><b>Evidence</b></td> </tr> <tr> <td colspan="2">TOC pages 14 – 15. refer to paragraph 30 – 47 on pages 14 - 19</td> </tr> </table>	3	2	1		<b>Evidence</b>		TOC pages 14 – 15. refer to paragraph 30 – 47 on pages 14 - 19			
3	2										
1											
<b>Evidence</b>											
TOC pages 14 – 15. refer to paragraph 30 – 47 on pages 14 - 19											
<p><b>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project’s theory of change and justify the approach used by the project over alternatives.</li> <li>• <b>2:</b> The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project’s theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.</li> <li>• <b>1:</b> There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.</li> </ul> <p><small>*Note: Management Action or strong management justification must be given for a score of 1</small></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"><b>Evidence</b></td> </tr> <tr> <td colspan="2">Partnerships /stakeholder engagement on Pages 31- 39</td> </tr> <tr> <td colspan="2">Sustainability paragraph 133</td> </tr> </table>	3	2	1		<b>Evidence</b>		Partnerships /stakeholder engagement on Pages 31- 39		Sustainability paragraph 133	
3	2										
1											
<b>Evidence</b>											
Partnerships /stakeholder engagement on Pages 31- 39											
Sustainability paragraph 133											
<p><b>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (<i>all must be true to select this option</i>)</li> <li>• <b>2:</b> A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (<i>all must be true to select this option</i>)</li> <li>• <b>1:</b> The project design may or may not mention information and/or data on the differential impact of the project’s development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"><b>Evidence</b></td> </tr> <tr> <td colspan="2">Gender analysis refer to pages 111 – 116 (includes gender action plan) Project results framework page 47</td> </tr> </table>	3	2	1		<b>Evidence</b>		Gender analysis refer to pages 111 – 116 (includes gender action plan) Project results framework page 47			
3	2										
1											
<b>Evidence</b>											
Gender analysis refer to pages 111 – 116 (includes gender action plan) Project results framework page 47											

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

<ul style="list-style-type: none"> <li>• <b>1:</b> No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.</li> </ul> <p>*Note: Management action or strong management justification must be given for a score of 1</p>	Pages 133 – 140.	
<p><b>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?</b></p> <p>The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes	No
<b>MANAGEMENT &amp; MONITORING</b>		
<p><b>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project’s selection of outputs and activities are at an appropriate level and relate in a clear way to the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (<i>all must be true to select this option</i>)</li> <li>• <b>2:</b> The project’s selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (<i>all must be true to select this option</i>)</li> <li>• <b>1:</b> The results framework does not meet all of the conditions specified in selection “2” above. This includes: the project’s selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project’s theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3   2	1
	<p><b>Evidence</b></p> <p>Refer to Project Results Framework in project document</p>	
<p><b>11. Is there a comprehensive and costed M&amp;E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</b></p>	Yes (3)	No (1)
<p><b>12. Is the project’s governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project’s governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (<i>all must be true to select this option</i>).</li> <li>• <b>2:</b> The project’s governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (<i>all must be true to select this option</i>)</li> <li>• <b>1:</b> The project’s governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3   2	1
	<p><b>Evidence</b></p> <p>Refer to page 54: governance &amp; management arrangement</p>	

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

EFFECTIVE		
<p><b>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li><b>3:</b> The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i></li> <li><b>2:</b> The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.</li> <li><b>1:</b> The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
	1	
	<p><b>Evidence</b></p> <p>DIM first two years and NIM for three years</p>	
<p><b>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</b></p> <ul style="list-style-type: none"> <li><b>3:</b> Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.</li> <li><b>2:</b> Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.</li> <li><b>1:</b> No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.</li> </ul>	3	2
	1	
	<p><b>Evidence</b></p> <p>TOC makes reference to communities (human resources),</p> <p>Refer to <b>Table 4:</b> Project Stakeholder Engagement Matrix on page 35</p>	
<p><b>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?</b></p>	Yes (3)	No (1)
<p><b>21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</b></p> <p><i>*Note: Management Action or strong management justification must be given for a score of “no”</i></p>	Yes (3)	No (1)
<p><b>22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li><b>3:</b> The project has a realistic work plan &amp; budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources.</li> <li><b>2:</b> The project has a work plan &amp; budget covering the duration of the project at the output level.</li> <li><b>1:</b> The project does not yet have a work plan &amp; budget covering the duration of the project.</li> </ul>	3	2
	1	
	<p><b>Evidence</b></p> <p>Refer to pages 60 – 67 (budget and annual work plan)</p>	
SUSTAINABILITY & NATIONAL OWNERSHIP		
<p><b>23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li><b>3:</b> National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.</li> <li><b>2:</b> The project has been developed by UNDP in close consultation with national partners.</li> <li><b>1:</b> The project has been developed by UNDP with limited or no engagement with national partners.</li> </ul>	3	2
	1	
	<p><b>Evidence</b></p> <p>Evidence Refer to selection criteria page 19 (49), mission reports,</p>	



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

**ANNEX O.**  
**GEF Biodiversity Tracking Tools at Baseline**

**Note: To be provided separately in excel files.**

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

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



REPUBLIC OF THE MARSHALL ISLANDS  
Office of Environmental Planning & Policy Coordination

P.O. Box 975

Majuro, Marshall Islands 96960

Phone No: (692) 625-7944/7945 Fax No: (692) 625-7918 E-mail: clarencesam@gmail.com

February 24, 2017

MI17-004

Ms. Osnat Lubrani  
UN Resident Coordinator and UNDP Resident Representative  
Level 8 Kadavu House Building  
414 Victoria Parade  
Suva, Fiji

Dear Ms Lubrani:

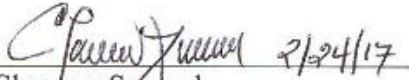
**Implementation Modality for the Proposed UNDP-GEF Project “Reimaanlok – Looking to the Future: Strengthening natural resource management in atoll communities in the Republic of Marshall Islands employing integrated approaches (RMI R2R)”**

As the GEF Operational Focal Point, I am requesting UNDP that the subject project be implemented following UNDP’s Direct Implementation Modality (DIM) for at least the first two years of the five-year project. During the DIM period, we request UNDP to undertake a capacity assessment, formulate and implement training programs to strengthen the capacity of the RMI government to implement the project on its own following UNDP’s National Implementation Modality (NIM), starting possibly on the third year until the end of the project. We understand that such transition will be subject to appropriate UNDP rules and regulations, including capacity assessments confirming the designated national partner’s readiness for NIM, which will be examined and decided upon by the Project Board in due time.

Even while following DIM, the Government of RMI will collaborate with UNDP through the Office of Environmental Planning and Policy Coordination (OEPPC). The RMI R2R Project Implementation Unit (PIU) will be hosted by OEPPC and will be working closely with national and local stakeholders and liaising with UNDP.

RMI looks forward to continue our strong partnership with the UNDP that has been forged through the years.

Best regards,

  
Clarence Samuel  
GEF Operational Focal Point and  
Director, OEPPC  
Majuro, Republic of Marshall Islands