



## United Nations Development

<b>Project title:</b> Integrating biodiversity safeguards and conservation into development in Palau		
<b>Country:</b> Palau	<b>Implementing Partner:</b> Ministry of Natural Resources, Environment and Tourism	<b>Management Arrangements:</b> National Implementation Modality (NIM)
<b>UNDAF/Country Program Outcome:</b> Environmental Sustainability		
<b>UNDP Strategic Plan Output:</b> Output 1.3 Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.		
<b>UNDP Social and Environmental Screening Category:</b> Moderate Risk		<b>UNDP Gender Marker:</b> 2
<b>Atlas Project ID/Award ID number:</b> 00105164		<b>Atlas Output ID/Project ID number:</b> 00106389
<b>UNDP-GEF PIMS ID number:</b> 5645		<b>GEF ID number:</b> 9208
<b>Planned start date:</b> July 1, 2018		<b>Planned end date:</b> June 30, 2024
<b>LPAC date:</b> 10 August 2017		
<p><b>Brief project description:</b> Palau's economy is projected to become increasingly dependent on tourism that is rising by 30% annually, necessitating new tourism infrastructure and service industries. Agriculture and fisheries, even though contributing barely 4% to Gross Domestic Product (GDP) continues to provide the main livelihood for about 20% of Palau's population. Local food security is a national priority, given the heavy reliance on food imports, and these three sectors (agriculture, fisheries and tourism) are now growing in line with Palau's national development policies and plans. However, increasing pressures from tourism and agriculture and fisheries development activities are also resulting in rapidly increasing pressures on the country's natural resources and biodiversity; and the rich terrestrial and marine natural resources, on which tourism (and agriculture and fisheries) depend, are especially vulnerable to such pressures.</p> <p>This project aims to address the negative impacts of unsustainable sector-led development practices on biodiversity-rich landscapes of Palau, including its productive coastal and marine ecosystems, while taking into account climate change adaptation needs and inclusive and equitable social and economic development for dependent communities, as well as safeguarding against threats to biodiversity and the introduction and spread of Invasive Alien Species through the tourism and related sectors. <b>The objective of the project is to mainstream biodiversity conservation into integrated land and seascape governance, planning and management in Palau.</b></p> <p>The project recognizes the fact that these land and seascapes underpin the lives and livelihoods of a large number of local communities and that implementation of a coherent strategy to promote sustainable, biodiversity-friendly livelihood options is an integral part of the solution. The project objective is to be achieved through the implementation of four inter-related and mutually complementary Components (Project Outcomes) that are focussed on addressing existing barriers. The four Outcomes of the project are:</p> <p><b>Outcome 1:</b> Enhanced national institutional framework for integrated planning and management of land and seascapes;</p>		

**Outcome 2:** Integrated multi-sector land and seascape planning and management operational in Babeldaob states to reduce threats to biodiversity and improve ecosystem services to benefit communities and state economies;

**Outcome 3:** Integrated multi-sector planning and management operational in 264,686 ha of seascapes and coastal areas in the Southern Lagoon to reduce threats to biodiversity and improve ecosystem services to benefit communities and state economies; and

**Outcome 4:** Knowledge management, monitoring and evaluation support, equitable gender benefits and biodiversity conservation in Palau.

FINANCING PLAN		
GEF Trust Fund	USD 4,233,562	
UNDP TRAC resources	USD 0	
Cash co-financing to be administered by UNDP	USD 0	
<b>(1) Total Budget administered by UNDP</b>	<b>USD 4,233,562</b>	
PARALLEL CO-FINANCING (all other co-financing that is not cash co-financing administered by UNDP)		
UNDP	USD 0	
Government	USD 15,616,306	
Civil Society Organizations	USD 7,055,000	
<b>(2) Total co-financing</b>	<b>USD 22,671,306</b>	
<b>(3) Grand-Total Project Financing (1)+(2)</b>	<b>USD 26,904,868</b>	
SIGNATURES		
Signature: print name below	Agreed by Government	Date/Month/Year:
Signature: print name below	Agreed by Implementing Partner	Date/Month/Year:
Signature: print name below	Agreed by UNDP	Date/Month/Year:

---

## I. TABLE OF CONTENTS

I. Table of Contents .....	3
II. Development Challenge .....	6
III. Strategy .....	17
IV. Results and Partnerships .....	21
V. Feasibility .....	42
VI. Project Results Framework .....	48
VII. Monitoring and Evaluation (M&E) Plan .....	53
VIII. Governance and Management Arrangements .....	57
IX. Financial Planning and Management .....	60
X. Total Budget and Work Plan .....	62
XI. Legal Context .....	69
XII. Annexes .....	70

Figure 1: Threats, root causes and barriers to mainstreaming biodiversity conservation across

Figure 2: Theory of Change

Figure 3: Map of project areas and states in relation to Outcomes 2 and 3

Table 1: Geographical, Biological and Socio-economic Features of Pilot Land and Seascapes

Table 2: Risk Table

Table 3: Mandatory GEF M&E Requirements and M&E Budget

## Annexes

1. Palau Policies and Legislative Gaps
2. Outline of Proposed Palau National Invasive Species Strategic Action Plan
3. Status of Master Planning Conditions in Babeldaob and Southern Lagoon States
4. Framework for Participatory Land/Seascape Planning and Management
5. Gender Analysis and Mainstreaming Action Plan
6. Communications and Knowledge Management Strategy
7. Roles and responsibilities of main stakeholders of the project
8. Grievance Redressal Procedures
9. Social and Environmental Screening Template (**Mandatory**)
10. Terms of Reference for Key Positions (**Mandatory**)
11. Multi-Year Work Plan (**Mandatory**)
12. Monitoring Plan (**Mandatory**)
13. Evaluation Plan (**Mandatory**)
14. Summary of Consultants and Contractual Services Financed by the Project
15. Carbon Calculation Overview (with EX-ACT figure)
16. Additional information on indicators and monitoring
17. Assumptions and risks of the Project's Theory of Change
18. UNDP Project Quality Assurance Report (**Mandatory**)
19. UNDP Risk Log (**Mandatory**)
20. HACT Micro-Assessment of Implementing Partner (**Mandatory**)
21. Standard LOA between UNDP and government for provision of support services (**Mandatory**)
22. List of people consulted during project development
23. UNDP Capacity Development Scorecards
24. GEF Tracking Tools (**Mandatory**)
25. Co-financing Letters (**Mandatory**)

## Abbreviations

ADB	Asian Development Bank
BD	Division of Biosecurity
BMR	Bureau of Marine Resources
BNM	Belau National Museum
BOA	Bureau of Agriculture
BOE	Bureau of Environment
BOT	Bureau of Tourism
CB2	Capacity Building Project
CBO	Community based Organization
CNMI	Commonwealth of Northern Marina Islands and Hawaii
CRB	Coconut Rhinoceros Beetle
CRRF	Coral Reef Research Foundation
DFWP	Department of Forest and Wildlife Protection
EA	Environmental Assessment
EEZ	Exclusive Economic Zone
EDRR	Early Detection and Rapid Response
EIA	Environment Impact Assessment
EIS	Environmental Impact Statement
EQPB	Environmental Quality Protection Board
EPU	Environmental Protection Unit
FD	Forest Division
FIB	Foreign Investment Board
FSM	Federated States of Micronesia
FSP	Full Sized Project
GDP	Gross Domestic Production
GEB	Global Environmental Benefits
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GIS	Geographical Information System
HCVF	High Conservation Value Forest
HCVMA	High Conservation Value Marine Area
IAS	Invasive Alien Species
ILSMF	Integrated Land and Seascape Management Framework
ILSMP	Integrated Land and Seascape Management Plan
ILSMS	Integrated Land and Seascape Management Strategy
IMF	International Monetary Fund
IPM	Integrated Pest Management
IUCN	International Union for the Conservation of Nature
JCB	Joint Coordinating Body
KBA	Key Biodiversity Area
LMO	Living Modified Organism
MCE	Micronesia Chief Executives (Summit)
MNRET	Ministry of Natural Resources, Environment and Tourism
MOE	Ministry of Education
MPA	Marine Protected Area
MSP	Medium Sized Project
MSY	Maximum Sustainable Yield
NBSAP	National Biodiversity Strategy and Action Plan
NCSA	National Capacity Self Assessment

NEPC	National Environment Protection Council
NGO	Non-governmental Organization
NISC	National Invasive Species Committee
NISCO	National Invasive Species Committee Office
NISS	National Invasive Species Strategy
NISSAP	National Invasive Species Strategy and Action Plan
PA	Protected Area
PACC	Pacific Adaptation to Climate Change
PALARIS	Palau Automated Land and Resources Information System
PAN	Protected Area Network
PCS	Palau Conservation Society
PES	Payment for Environmental Services
PICRC	Palau International Coral Reef Center
PIF	Project Identification Form
PIR	GEF Project Implementation Report
PM	Project Manager
PMU	Project Management Unit
POPP	Program and Operations Policies and Procedures
PPG	Project Preparation Grant
PPLA	Palau Public Lands Authority
PVA	Palau Visitors Authority
RBP	Regional Biosecurity Plan for Micronesia and Hawaii
RIMA	Rock Island Management Area
RISC	Regional Invasive Species Council
RISCO	Regional Invasive Species Coordination Office
RMI	Republic of Marshall Islands
RTA	UNDP Regional Technical Advisor
SDG	Sustainable Development Goal
SEA	Strategic Environmental Assessment
SESP	Social and Environmental Screening Template
SFM	Sustainable Forest Management
SGP	GEF Small Grants Program
SLM	Sustainable Land Management
SPC	Secretariat of the Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Program
STAP	Scientific Technical Advisory Panel
SWOT	Strengths, Weaknesses, Opportunities, Threats
UNDP	United Nations Development Program
UNDP-CO	UNDP Country Office
USDA	United States Department of Agriculture
WCMC	World Conservation Monitoring Centre (UNEP WCMC)

---

## II. DEVELOPMENT CHALLENGE

### Context

This project aims to address the negative impacts of unsustainable sector-led development practices on biodiversity-rich landscapes of Palau, including its productive coastal and marine ecosystems, while taking into account climate change adaptation needs and inclusive and equitable social and economic development for dependent communities, thereby contributing towards poverty alleviation, food security and sustainable agriculture and gender equality. The project's intervention comes at a time when Palau's economy is projected to become increasingly dependent on tourism, rising by 30% annually and necessitating new tourism infrastructure and service industries. Agriculture and fisheries, even though contributing barely 4% to Gross Domestic Product (GDP), still provides the main livelihood for about 20% of Palau's population. Local food security is a national priority, given the heavy reliance on food imports, and these three sectors (agriculture, fisheries and tourism) are now growing in line with Palau's national development policies and plans. However, increasing development pressures from tourism, agriculture and fisheries are also resulting in mounting pressures on the country's natural resources and biodiversity. Moreover, the rich terrestrial and marine natural resources on which these three sectors depend are especially vulnerable to such pressures. The Palau government has recognized the risks and opportunities of future tourism development for biodiversity conservation and adopted a Responsible Tourism Framework in 2017 with the intent of pursuing a low impact, high value tourism approach to keep visitor numbers manageable.

Located at the northeastern edge of the Coral Triangle, Palau is home to the greatest area of continuous native forest in Micronesia. Palau houses the most diverse terrestrial biodiversity in the Micronesia region and one of the most biologically diverse marine environments globally. Numerous island types from volcanic islands, atolls and raised limestone to low coral islands provide a wide variety of habitats. Endemism in terrestrial habitats is high (>1,000 endemic species). Eighty two percent of Palau's land area is forest, with about 400 km<sup>2</sup> of continuous native forest cover throughout the islands comprising nine forest types. Palau has 860 recorded species of native plants, of which 194 (23%) are endemic, including at least 50 endemic trees<sup>1</sup>. At least 162 bird species have been recorded, including 111 migratory birds and 51 resident species (of which 10 species and 6 sub-species are endemic<sup>2</sup>). Land snails total up to 200 species, of which, 95% are endemic. Palau's diverse fauna of insects and their kin represent 31 major groups of arthropods, comprising an estimated at 5,000 species of which over 300 are endemic. Palau has 40 native species of reptiles, including four sea turtles, seven snakes, 30 lizards and one crocodile species. Endemic reptiles include the Palau blind snake (*Ramphotyphlops acuticauda*), Palau Bevel-nosed Boa (*Candoia superciliosa*) and nine endemic lizards. The endemic Palauan frog, *Platymantis pelewensis*, is the only amphibian. Palau's two native terrestrial species of mammals are both globally endangered: the endemic Palau sub-species of the Marianas fruit bat (*Pteropus mariannus pelewensis*) and the Palau sub-species of the sheath-tailed bat (*Emballanura semicaudata palauensis*).

Palau's forests, including mangroves, provide vital ecological services that help maintain the health and integrity of all terrestrial and marine ecosystems through, for example, sediment trapping, climate stability, nurseries for reef fish, soil production and conservation, and as watersheds. Palau is renowned for its marine life: pristine reefs of approximately 822 km<sup>2</sup> enclose a 1,137 km<sup>2</sup> lagoon and comprise numerous reef types, including barrier, fringing, patch and atoll reefs. Palau has extensive mangroves, seagrass beds, deep algal beds, mud basins, current-swept lagoon bottoms, rich tidal channels and anoxic basins. These habitats are home to diverse and abundant marine life, with more than 1,500 species of shallow water (<200m) fish and over 500 species of hard and soft corals reported. These include many threatened reef fish and coral species, such as the globally endangered humphead wrasse *Cheilinus undulatus*, vulnerable Bumphead parrotfish (*Bolbometopon muricatum*) and *Acropora* corals. Spawning aggregations of globally threatened reef fish, such as the vulnerable Squaretail Grouper (*Plectropomus areolatus*) are also present. The Rock Islands of Palau have the highest number and density of marine lakes in the world; and

---

<sup>1</sup> Endemic plant species include: *Ponapea palauensis*, *Rauvolfia insularis*, *Parkia parvifoliola*

<sup>2</sup> Endemic birds of Palau: Palau Greater White-eye (*Megazosterops palauensis*), Palau Morningbird (*Pitohui tenebrosa*), Palau Fantail (*Rhipidura lepida*), Palau Flycatcher (*Myiagra erythrol-ops*), Palau Bush-Warbler (*Cettia annae*), Palau Owl (*Pyrroglaux podargina*), Palau Fruit-Dove (*Ptilinopus pelewensis*), Palau Ground-Dove (*Gallinula canifrons*), Dusky White Eye (*Zosterops semperi*).

five of these are home to different endemic sub-species of jellyfish that have evolved in isolation over thousands of years. Marine life also includes threatened megafauna, such as the world's most isolated population of endangered *Dugong dugong*, hawksbill turtle (*Erythrochelys imbrecata*) and green turtle (*Chelonia mydas*).

*Babeldaob Island* is the largest island, sparsely inhabited compared to Koror. Most of Palau's mature native volcanic soil forest, riverine forest, swamp forest and coastal and riverine mangroves (about 80% of the island's shoreline is mangrove forest) are located on this island. There are 23 marine and terrestrial Protected Area Network (PAN) sites on Babeldaob but most forest is located outside protected areas. Forests are threatened by conversion for development, land fragmentation, fire, climate change, and invasive species. Remaining terrestrial land includes savannah/grasslands, scrub savannah, freshwater ecosystems, plantations, agricultural land and urban development.

*Southern Lagoon States of Koror and Peleliu:* Koror State, specifically its 3 main Koror islands, is the most urbanized part of Palau. It is the economic center, inhabited by 11,400 people (65% of Palau's population). Koror, lying between Babeldaob and Peleliu, encompasses hundreds of islands (covering some 58 km<sup>2</sup> total landmass). Peleliu (18 km<sup>2</sup> total landmass) is a raised coralline island located at the southern end of Palau's southern lagoon. The scattered collection of limestone islands in this area is known as the Rock Islands that harbor almost all of Palau's limestone forest. As well as limestone forest and mangroves, Peleliu has areas of *Casuarina* forest along its sandy beaches. The islands sustain a large diversity plants, birds and marine life. The entire Rock Islands Southern Lagoon in Koror State was declared a World Heritage Site in 2012 for both their natural and cultural heritage. All the endangered megafauna of Palau, 746 species of fish, over 385 species of coral, at least 13 species of shark and manta ray, 7 species of giant clam, and the endemic *Nautilus* are present. The forests include all of Palau's endemic birds, mammals, herpetofauna, and nearly half of its endemic plants. The unique vegetation of the Rock Islands has been characterized as a distinct subtype of limestone forest. The Rock Islands and their surrounding reef, including Peleliu, are a major tourist attraction for their natural beauty, biodiversity and historical sites, associated with which are a variety of recreational sports such as diving, snorkeling and kayaking.

Currently, the vast majority of tourism in Palau is concentrated in the Rock Islands, with most hotels located in urbanized areas of Koror. However, increasing numbers of visitors, demand and types of recreational activities have led to safety, congestion and environmental concerns. This, together with forest encroachment, forest fires, introduction and spread of Invasive Alien Species (IAS), and unsustainable fishing practices, require urgent action to seize this opportunity to conserve biodiversity and safeguard the country's ecological and socio-economic security. The current pattern of unsustainable economic and tourism development could be reversed to accrue benefits to the nation and states, providing the basis for more integrated, holistic and sustainable development.

### **Threats to biodiversity and ecosystem services**

*Forest clearing and other land conversion leading to degradation of natural terrestrial and marine habitats:* Key threats to both terrestrial and marine environments are land clearing, erosion and sedimentation from development pressure, particularly on Babeldaob Island. Pollution from land-based activities, direct loss of habitat from clearing, and overuse/overharvesting are key threats in Koror and Peleliu. Much development pressure is driven by the tourism industry, but additional development pressure comes from recently improved access. Previously inaccessible areas of relatively undisturbed forest (including mangroves) are now at risk of being developed for commercial, agricultural and residential purposes. Mangroves are reclaimed for development at a rate of 0.04km<sup>2</sup> per year in most of Babeldaob, Koror, and other outlying states, equating to 1% of the nations' mangroves annually. In 2007, 100% of surveyed mangroves showed negative impacts from human disturbance. Forest cover is clearly declining in Koror and Peleliu. The quality of much forest is also in decline, with increases in the number of trees with crown damage and increases in the total amount of disturbed forestland.

There has been a steady increase in permitted development from 100 to 300 permitted projects between 2012 and 2015 respectively. Despite the growth in permits, the country's capacity to monitor and enforce planning conditions has not grown. It is expected that the rate of deforestation with subsequent erosion and sedimentation will accelerate significantly in the next 10 years under a business as usual scenario. Siltation rates have increased in two

watersheds in Palau by 300% (Ngerikiil) and 500% (Ngerdorch) since 2003. This, combined with the rate of increase in permitted projects, means that both terrestrial and marine resources are under increasing threats from development.

*Invasive Alien Species (IAS)*, possibly the greatest threat to biodiversity in the Pacific Islands, threaten Palau's economy, human health, agriculture and aquaculture. Given that nearly all of Palau's PAs include endemic or endangered animals with small populations, IAS are of particular concern to protected area management on land. IAS also poses a threat of unquantified magnitude to Palau's marine biodiversity. In a marine lake open to tourists, a non-native *Aiptasia* species of anemone has become established and is spreading across Jellyfish Lake where it appears to be competing with native species. A non-native species of hydroid, *Eudendrium carneum*, was introduced via a floating bridge from China and has the potential to become a "pest" organism. Key potential pathways include transport, tourism (tourists and the ornamental plants introduced to hotel landscaped gardens), agriculture, pet trade, foreign fishing vessels, shipping, and aquaculture (though efforts are now being made to focus only on native species for aquaculture).

*Uncontrolled fires* are a major threat to terrestrial biodiversity on Babeldaob as well as degrading marine habitats downstream. Disturbed forest and savannah is highly susceptible to IAS invasions. Completely eroded soils and bare areas are developing where fires occur on steep slopes, in areas exposed to strong winds, or areas repeatedly burned. The threat of fire has increased significantly in recent years: in 2007, 68 fires burned 7 hectares (0.02% of Babeldaob); in 2015, 179 fires burned 507 hectares (1.5% of the island). 75% of wildfires on Babeldaob are human derived (through arson, farming, hunting, and clearing). Climate change is projected to exacerbate the risk of fire. Palau currently lacks sufficient infrastructure and resources to effectively respond to most wilderness fires.

*Damaging practices in tourism, coupled with rising demand:* International tourism arrivals to Palau have steadily increased and contributes roughly 50% of Palau's GDP, but it is driving much of the degradation of the natural beauty that tourists come to see and on which the economy largely depends. Marine sites have been hosting more visitors than their capacity can sustain: for instance in 2010 there were an estimated 50,000 dives at the popular German Channel site, where the carrying capacity was estimated to be an order of magnitude lower (4,000-7,000)<sup>3</sup>. Growth in the tourism sector will undoubtedly place enormous pressure on Palau's resources if not managed carefully. An increase in mass package tours from various Asian countries to Palau has resulted in greater pressures on natural resources, combined with little of such revenue being retained in country. Demand for fish and other seafood from the tourist market has already placed increasing pressure on coastal waters and reef fish. Coastal fisheries are declining across utilized species, as measured by biological counts and socioeconomic perception and income surveys. The continued success of the dive industry arguably depends on marine biodiversity, including healthy intact reefs and stocks of large reef fish.

*Over-fishing:* Fishing pressure on inshore reefs has led to declining stocks as evidenced from regular monitoring of sites since 2002:

- Commercially targeted reef fish have declined, both in terms of abundance and biomass, particularly on Palau's outer reef on the west coast and in seagrass beds. Within the reef fishery, the quantity of reef fish caught is declining and several studies have determined that specific fisheries (such as herbivorous fish and specific species) are overfished or close to their maximum sustainable yield.
- Biomass is lower for certain fish, such as groupers, are fewer and declining in unprotected (outside Marine Protected Areas or MPAs) than in MPAs;
- High demand for fish as food from tourists has driven increasing commercialization of local reef fish catches on the Koror fish market, placing increasing pressure on reefs and fish stocks. The reef fishery is not well understood: total harvest of reef fish is around 2100 metric tons per year; 60% is for subsistence use and 40% for commercial use. At least 100 metric tons (and increasing annually) goes to restaurants and 100 metric tons is exported annually;

---

<sup>3</sup> Poonian et al. 2010. Impacts of Recreational Divers on Palauan Coral Reefs and Options for Management. Pacific Science, 64(4):557–565.



- Macro-invertebrates are also declining on reefs (particularly clams) and across multiple species in seagrass beds (sea cucumbers, clams, urchins, and *Trochus* spp.). Sea cucumbers tend to be overharvested near population centers. Protected endangered marine species such as dugongs and sea turtles have clearly declining populations. Offshore fisheries (Bigeye, Yellowfin, and Skipjack tuna) are abundant, although in the Western Pacific Region that includes Palau Bigeye which is currently overfished above Maximum Sustainable Yield (MSY) and Yellowfin is near MSY; and.
- Local artisanal fishermen harvest only about 100 metric tons per year from the offshore fishery but foreign-owned and operated vessels on the average harvest over 2,000 metric tons annually. While there is a license system in place for operation of foreign vessels, Palau lacks sufficient capacity for effective enforcement to ensure compliance.

There are gaps in the current legal framework for fisheries; for instance, there are good regulations for gear, but inadequate rules on seasons and none to regulate overharvesting. For example, export of marine reef fish continues despite concerns about declining stocks; and turtle shells and other marine products are on sale in many shops. Many families rely on subsistence fishing as an important food source (37% of households), especially in rural areas (58% households). The vast majority (91%) of fishing households rely exclusively on the declining and more vulnerable reef fisheries; only 9% are involved in Palau's abundant offshore tuna fishery. The number of smaller boats has decreased by about 20% in the past decade; but wealthier urban residents owning bigger and more powerful boats and rural fishermen with their smaller, less powerful boats. Koror State waters, which adjoin the major population center of Palau and are therefore easily accessible, continue to be an extremely important and heavily rely on fishery, although Koror-based fishermen fish throughout Palau. There are also threats from illegal foreign fishing in the offshore waters.

### **Long-term solution and barriers to be addressed**

Palau is developing rapidly and threats to biodiversity and ecosystem services are mounting from multiple pressures. The long-term solution sought by the project is for Palau to mainstream biodiversity conservation and safeguards across landscape and seascape planning and management, thereby enabling key economic and productive sectors to shift to more sustainable, inclusive and equitable development. To achieve this, actions must be taken to strengthen capacity and coordination among the national and state levels in natural resources management, including the prevention and management of IAS at national and state levels. The four major barriers to achieving this solution are, as follows:

*Barrier 1: Inadequate national enabling and institutional framework, including its consistent application across Palau's states, to safeguard biodiversity and underpin integrated natural resource management.*

Although Palau has developed several sector-based national policies in agriculture, forestry, and climate change, they are not integrated or spatially linked with the 2020 National Master Plan. A 2015 National Agriculture and Aquaculture policy calls for a 25% increase in agricultural production but it does not prioritize locations beyond Babeldaob. The Policy calls for: integrated land use and marine spatial planning; the use of strategic locations for placement of farms; and the adoption of Best Practices, including minimizing introduction and spread of IAS. The Policy provides guidance only but falls short of identifying any regulatory enforcement authority. While based on a spatial analysis, a 2010 Statewide Assessment of Forest Resources and Forest Strategy does not include an overarching spatial plan and includes only high-level strategies for individual sectors (forestry, fire, water quality, etc.) without any regulatory authority. The clearing of forest for development is opportunistic and ad-hoc and done without consideration of critical ecosystem services and valuable biodiversity, distribution of endangered species, or the current or potential value of biodiversity and ecosystem services.

Palau also lacks a national strategy on forestry or agriculture and as yet there are no guidelines or plans for sustainable development of forestry, agriculture, or aquaculture. As these sectors are national priorities for development and have significant potential to impact biodiversity, specific assessments, safeguards and guidelines are needed to secure their sustainable development. Currently, Palau has limited expertise and capacity to address socio-economic issues and, therefore, expertise in this area is needed. Key limitations include:

- The Division of Forestry is mandated to provide technical assistance to states but has limited staff, technical capacity, and funding.
- Although there is desire to shift towards sustainable tourist practices, business development planning lacks measures necessary to develop biodiversity-friendly tourism and certification programs.
- Gaps in legal and regulatory frameworks allow threats to biodiversity to continue unabated. Capacities and protocols to ensure compliance with existing regulations and licensing systems at the national level in Palau's territorial seascape are also limited. There are gaps in the national IAS institutional framework. Approaches to biosecurity and IAS prevention, detection, and management are fragmented with insufficient capacity. Protocols and quarantine mechanisms for preventing IAS, including fines and fees, are not standardized.
- Palau's National Invasive Species Committee and the National Invasive Species Office lack sufficient capacity to lead a national action plan on IAS, including integrating IAS prevention and management into the Protected Area Network (PAN).
- A few agencies and organizations have established information systems and data collection efforts on biodiversity and threats, including IAS and wildfire, but this data is dispersed and fragmented. Efforts on data collection and compilation are not standardized for effective decision makers. Information on the potential costs/benefits of different interventions is not available; e.g. economic data showing the cost-effective added value of improved prevention frameworks for IAS versus more traditional approaches of control and eradication is lacking.
- Effective, comprehensive awareness strategies on IAS, biosecurity and sustainable tourism are lacking.
- Finally, an important barrier to more effective planning and decision-making on integrated land/seascape planning is weak coordination inter-sectorally and between national and state levels to achieve buy-in and ensure effective implementation. Although Palau has developed regulations on resource extraction and on protected species (e.g. Humphead wrasse *Cheilinus undulatus*), monitoring and enforcement capabilities are weak and ineffective in enforcing these regulations and prosecuting violations.

There are also “differences in protocols and even goals” between national and state sectors of governments,<sup>4</sup> with little or no coordination on land use policies. For example, the National Government had adopted its Responsible Tourism Framework in 2017 with the goal of becoming a high-end destination; however, these goals have not been adopted by all of Palau's State Governments and business sectors. Furthermore, clarity on what is meant by “high end” is lacking. Both the Asian Development Bank (ADB) and the International Monetary Fund (IMF)<sup>5</sup> highlight several loopholes in legislative and regulatory frameworks. For example, the Foreign Investment Act allows for certain types of development that are not in line with national goals and negatively impact on the private sector.

*Barrier 2: Limited capacity and experience in managing terrestrial and marine resources at land and seascape levels within an integrated multi-sector approach designed to maintain ecological connectivity from ‘ridge to reef’*

There is no existing system in terms of a policy, legal, regulatory and institutional framework for integrated land and seascape planning and management; and the current approach to land and seascape planning remains sectoral, despite the globally significant terrestrial and marine biodiversity and their immense productivity and economic values. While there has been some land use and economic planning efforts at the national and state levels, there has been limited effort to achieve harmony and balance between economic development and environmental conservation across multiple sectors in a truly integrated multi-sectoral manner. There is limited recognition of land-sea connections in existing policies and plans. There is also limited capacity for integrated multi-sector planning, as well as for land permitting, assessment of land capability, and zoning and allocation of land to different uses. The government agencies responsible for natural resource management and conservation generally focus on their own sectoral goals and programs with very limited collaboration with other agencies. Consequently, maintaining the ecosystem functions and biodiversity of Babeldaob's rich native forests is jeopardised by barriers of diminishing connectivity and sustainable management from ‘ridge to reef’. This also impacts on marine resources from pollutants

---

<sup>4</sup> ADB (2017). Private Sector Assessment for Palau: Policies for Sustainable Growth Revisited

<sup>5</sup> IMF (2017). Asia Pacific: Preparing for Choppy Seas. Regional Economic Outlook

(chemical fertilizers, pesticides, sediment, sewage and untreated waste) and contributes to the loss of habitats (mangroves, seagrass beds and coral reefs).

*Barrier 3: Limited capacity and demonstration of responsible management of tourism, fisheries, aquaculture and IAS in coastal and marine areas in the Southern Lagoon*

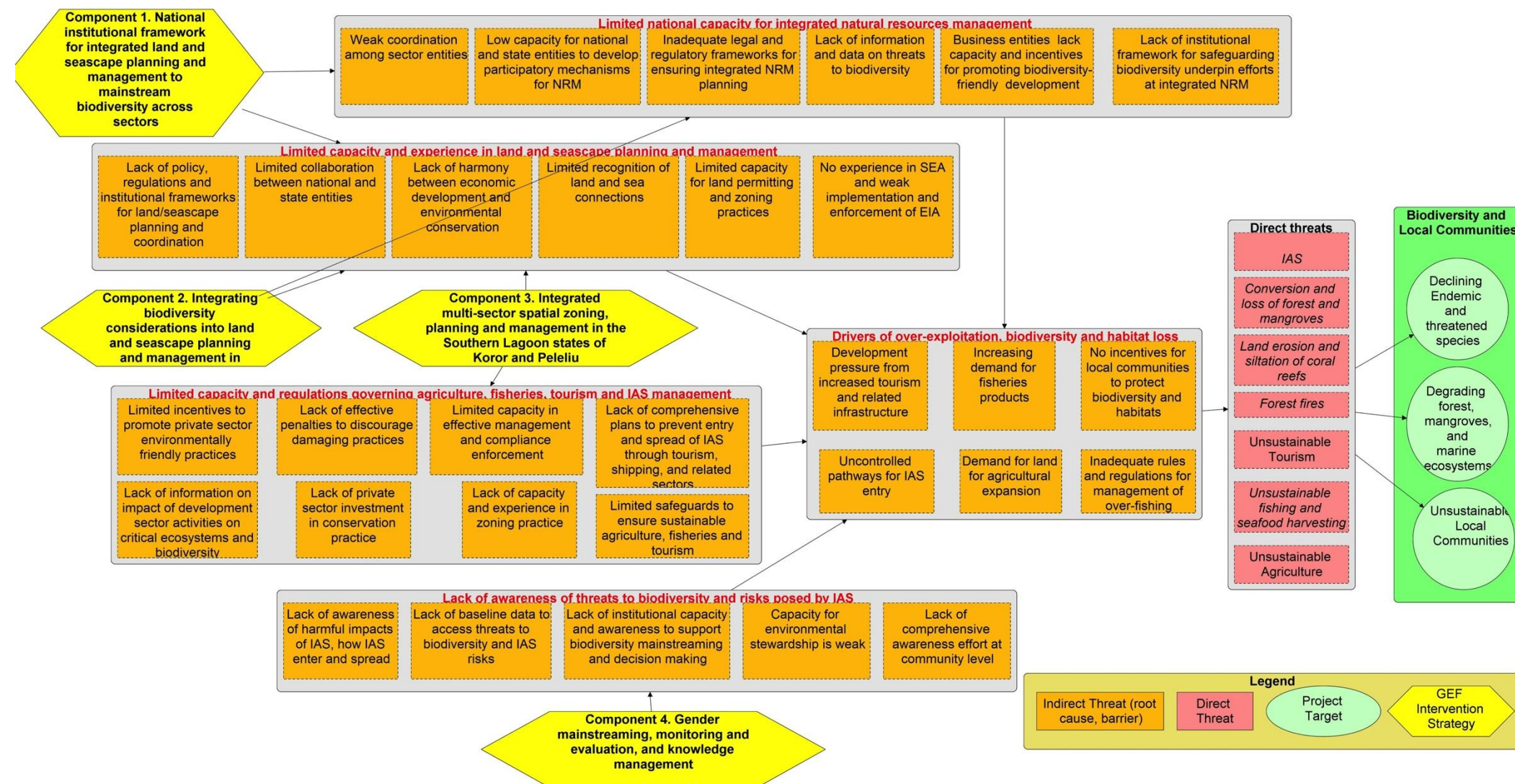
Despite their heavy use, there are few regulations to govern tourism practices, subsistence and commercial fishing and other activities in Koror and Peleliu. There are currently few incentives to promote good practices in the tourism sector and reward well-performing companies, nor are there effective penalties for companies and individuals to prevent damaging practices. Faced with a large management area, the range of regulations to enforce and the number of conflicting and increasing resource uses, effective management and compliance are limited. The Koror State rangers program lacks well-trained and resourced staff; and Peleliu has a fledgling system that is very limited in capacity. Consequently, the capacity to develop partnerships and implement activities, the development of regulations and zoning, enforcement and the development of specific programs and plans for improved surveillance and enforcement is very basic. Standards among tour guides and operators responsible for groups of tourists to prevent damage to corals, spread of IAS, and rubbish accumulation are lacking. The private sector – some hotels and resorts – are only minimally involved in or investing in conservation or restoration. Despite considerable practical experience in the field, eradicating IAS and restoring small islands, there are no agreed models with clearly articulated guidance on best practices, when and under what conditions to undertake eradications, particularly if it is the most cost-effective method, and what measures are needed to prevent re-invasion. Comprehensive eradication and prevention of re-establishment plans for rats, which pose major threats are also lacking. The ADB Private Sector Analysis also found that there is little coordination in the division and distribution of tourism revenues and responsibilities between the states and national governments.

*Barrier 4: Lack of awareness among the public, industrial and commercial sectors at national and state levels about the importance of integrated landscape and seascape planning, within a framework of safeguards to address risks posed by IAS and unsustainable practices within key sectors, such as agriculture, fisheries and tourism*

Despite widespread awareness among sectors of the need for integrated planning, there is no cross-sector vision at land and seascape scales, let alone capacity to champion its formulation. There is limited awareness among the key sector institutions on how to integrate planning and management of land, coastal and marine areas in ways that sustain the biodiversity and functioning of ecosystems upon which food, energy and water security are largely dependent. Major sector agencies, including forestry, agriculture and tourism, plan and manage the use of resources within their sectoral interests but with little cross-sector integration. Although Palau has already conducted a participatory process and articulated biodiversity priorities in a National Biodiversity Strategy and Action Plan (NBSAP), this lacks critical baseline data on the extent, location, condition and threats for many important ecosystems and species, including coral reef communities. There is an urgent need to acquire and collate geospatial and other data on the distribution and status of Palau's biodiversity at ecosystem and species levels; build the institutional, infrastructural and technical capacity to store, manage and analyze these data; and generate the knowledge that will support cross-sector visioning, decision-making and planning at land and seascape scales from ridge to reef. Monitoring biodiversity over the long-term is fundamental to sustaining such institutional capacity. With the recent rapid economic progression, pressure on land and marine resources has increased dramatically. Given this context, it is not surprising that the country's knowledge base on biodiversity, and capacity for its stewardship are weak. Key industrial sectors, importers, tour operators and tourists, for example, are unaware of the harmful impacts of IAS, how IAS enter Palau and spread among its islands, and of the measures needed to prevent them. An effective and comprehensive national awareness strategy on integrated land and seascape planning with respect to IAS and biosecurity is a high priority, as well as guidance on IAS prevention, detection, control and management. Likewise, guidance and policies for responsible tourism and sustainable agriculture and fisheries are pre-requisites to safeguard biodiversity from being over-exploited.

The GEF investment will promote multi-sector cooperation among stakeholders to mainstream biodiversity conservation and strengthen biosecurity across development sector policies and plans. This will be achieved by institutional capacity development; inter-sector collaboration in land and seascape planning approaches; and by raising public awareness of threats to biodiversity.

**Figure 1:** Threats, root causes and barriers to mainstreaming biodiversity conservation across land and seascape planning and management in Palau



The direct threats impacting on the project target, safeguarding Palau's biodiversity at land and seascape scales, and their relationships with a range of indirect factors (root causes) are illustrated in **Figure 1**, with the entry points for project intervention strategies indicated. The relationship between the barriers and the project intervention logic is further illustrated in the Theory of Change diagram in **Figure 3**.

### Alignment with national and global priorities

The project is aligned with the strategic priorities of the National Biodiversity Strategy and Action Plan (NBSAP) of 2015-2025, including the following that will be directly supported:

- Goal 3: Protect Palau's biological diversity from negative impacts of invasive species and Living Modified Organisms (LMOs) through prevention, mitigation, and management;
- Goal 4: Integrate biodiversity conservation and ecosystem services into Palau's sustainable development goals;
- Goal 5: Establishing an enabling framework to support sustainable biodiversity use and Biodiversity based livelihoods; and
- Goal 7: Biodiversity conservation and sustainable resource use is integrated into all aspects of Government and community planning, development and operations.

The GEF project is also aligned with the goals of the National Invasive Species Strategy (NISS) of 2014, including:

- Goal 1: To provide the framework and the capacity for ongoing management of invasive species in the Republic of Palau;
- Goal 2: To prevent the development of new problems with invasive species in the Republic of Palau;
- Goal 3: To reduce the impact of existing invasive species in the Republic of Palau; and
- Goal 4: To strengthen cooperation with regional and international efforts and initiatives for invasive species prevention and management.

The GEF investment will support the implementation of the Responsible Tourism Policy Framework of 2017-2021 in many ways, in particular the following:

- Objective 1.1 National and state governments are united on the central priority of engaging responsible tourism policy toward the fulfillment of Palau's social, economic, environment;
- Objective 1.1 National and state governments are united on the central priority of engaging responsible tourism policy toward the fulfillment of Palau's social, economic, environment, and cultural goals;
- Objective 1.4 A strategy for tourism asset management is developed and is available for integration into state land use and zoning plans;
- Objective 2.1 Sustainable carrying capacity ranges are established, determining acceptable levels of environmental, cultural, and community impacts;
- Objective 4.4 Green fee revenues and use are transparent and promoted. The fee supports a "Conservation Nation;" and
- Objective 6.2 Public-private partnerships to catalyze tourism opportunities outside of Koror focus on cultural and terrestrial nature-based tourism.

Within the global context, the project will contribute to achieving the CBD Aichi Biodiversity Targets, in particular:

- *Strategic Goal B* - Reduce the direct pressures on biodiversity and promote sustainable use: *Target 5* By 2020 the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced; *Target 7* By 2020 areas under agriculture, aquaculture and forestry are managed sustainably, ensuring conservation of biodiversity; *Target 9* By 2020, invasive alien species and pathways are identified and prioritized, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent introduction and establishment; *Target 10* By 2015, the multiple anthropogenic pressures on coral reefs, and other vulnerable ecosystems impacted by climate change or ocean acidification are minimized, so as to maintain their integrity and functioning.
- *Strategic Goal C* - To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity: *Target 12* By 2020, the extinction of known threatened species has been prevented and their

conservation status, particularly of those most in decline, has improved and sustained.

- *Strategic Goal D* - Enhance the benefits to all from biodiversity and ecosystem services: *Target 15* By 2020, ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15 per cent of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification.

The project also contributes to the post-2015 development agenda, notably with respect to the following Sustainable Development Goals (SDG):

- *SDG 2 End hunger, achieve food security and improved nutrition, and promote sustainable agriculture*, by enhancing food security in Palau through managing risks from IAS and supporting sustainable agriculture;
- *SDG 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development* by testing and implementing fisheries management measures and enforcing compliance in Palau seascapes;
- *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*, by supporting conservation and sustainable management of forests in Palau to reduce land degradation.

### **Baseline scenario and associated baseline projects**

Underlying decision-making in Palau is the deep cultural importance of consensus. There is a “notable resistance to exclusive exercises of authority”; thus achieving change is about “getting enough people to believe in your decision”<sup>6</sup>. While there are conflicts as Palau modernizes, especially when it comes to private ownership, there is still strong traditional and group influence on final decisions throughout society. Establishing multi-stakeholder committees is the norm for any cross-sector planning activity. These multi-stakeholder groups generally are large and include representatives from men’s, women’s and youth groups, traditional and elected leadership, and ‘community’. In recent years many planning processes have invested in semi-independent facilitators (often coming from the non-government sector). Also underlying decisions is a mixture of respect and skepticism for external authorities. Many of Palau’s existing development plans (2020 Master Plan and 2009-2014 Mid-Term Development Strategy) were developed with external technical assistance. Deep respect for science and international scientists creates plans that are appropriate and widely supported at the time. However, lack of local investment often means that plans become less relevant as time passes, while also lacking inherent evaluation and feedback mechanisms, thus feeding skepticism. Thus, as time passes decisions often are made without consulting Master Plans. Traditional ownership and decision making also plays a key role in how states approach their natural resources. Each of Palau’s 16 states has different approaches for managing terrestrial and marine resources.

Palau’s Ministry of Natural Resources, Environment and Tourism (MNRET) houses several bureaus and offices that manage terrestrial and marine natural resources and national biosecurity, including the Bureau of Agriculture (BOA), which houses the Division of Biosecurity and Forestry, Bureau of Marine Resources (BMR), Bureau of Tourism (BOT) and the Protected Areas Network Office. The Forestry Division, with USDA Forest Service support, conducts forest inventories to measure the status of forest resources in Palau to determine the extent, growth, composition, mortality, and health of forests as well as land use changes and potential for wildfire. The inventory comprises several permanent plots surveyed every 10 years, providing limited data resolution at state level.

The BOA, under its Plant and Animal Quarantine regulations (1999, revised in 2008) is responsible for inspecting consignments of plants and plant products moving between nations and, where appropriate, the inspection of other regulated articles, particularly with the objective of preventing the introduction and/or spread of pests. Palau’s Plant and Animal Quarantines and Regulations contain schedules of prohibited plants and animals. These schedules were updated in 2002 to include any species or hybrid of tilapia (*Oreochromis* spp.), which is currently the only listed marine or freshwater species. The revised regulation also gives the National Invasive Species Committee (NISC) the responsibility of advising the Department of Agriculture on species that should be added or removed from the prohibited schedule. All live imports must have a permit issued by the BOA and live organisms must have received a

---

<sup>6</sup> van Kerkhoff, Lorrae and Pilbeam, Victoria (2015). Science, Culture and community-based environmental governance: A pilot study from Palau

certificate of health from their country of origin. Organisms can be placed in quarantine for further observation and treatment at the importer's cost. Species intended for aquaculture must be approved by the BOA, and are to be held in quarantine for seven days for observation by the BMR. During the project period, estimated investment by the BOA, including work of the Forestry Division and Biosecurity is US\$2,946,000.

The Environmental Quality Protection Board (EQPB) regulates development activities involving earthmoving and structural development, with an estimated investment of US\$2,400,000 over the project period. The Office of the Palau Automated Land and Resource Information System (PALARIS) provides mapping and geographic information systems and services, which support land use planning with an estimated investment of US\$744,000 over the project period. The Fire and Rescue Division of the Bureau of Public Safety is mandated to suppress both urban and rural fires but is understaffed and has limited equipment, particularly on Babeldaob. During the project period, an investment of US\$1,200,000 is estimated from the Division of Fire and Rescue. The Bureau of Tourism, recently established in February 2014 will establish Palau's National Tourism Master Plan with an estimated investment of US\$415,000 over the project period. The Palau Visitors Authority (PVA) promotes and encourages the development and marketing of tourism. Its primary responsibility is to develop policies and guidelines to guide its marketing direction, and it acts as a liaison between the tourism industry and the community, particularly the states, in accessing and encouraging establishment of potential tourist sites and activities for spreading tourist traffic throughout Palau. It will invest an estimated US\$4,800,000 during the project.

The Division of Fish and Wildlife Protection (DFWP), Ministry of Justice, is tasked with enforcing laws relating to plants and animals scheduled for protection, including those listed in the Endangered Species Act. It is the primary authority to enforce criminal laws protecting the environment inside the reef and associated with domestic fishing. The Division is responsible for enforcing the provisions of the Palau National Code related to protected sea and land life, illegal methods of capture, and other laws related to PAs. The Bureau of Marine Resources (BMR) under MNRET implements marine management measures with state governments. It has deployed fish aggregating devices in territorial waters around Palau to reduce fishing pressure inside reefs by promoting a shift to offshore. Mooring buoys have been installed throughout the state of Koror as a management tool to decrease recreational impacts on coral reefs. Outside MPAs and other managed areas with very specific regulations, fishing is regulated at the national level. Size restrictions exist for mangrove crab and lobster, and there is a current moratorium on harvest of Humphead wrasse (*Cheilinus undulates*) and Bumphead parrotfish (*Bolbometopon muricatum*). The harvest of grouper is restricted to non-peak spawning months. Additionally, the export of lobster and mangrove crab is prohibited. Other restrictions are in place such as a closed season on harvesting green turtles and full protection for hawksbill turtles and dugongs. During the project period, an investment of US\$3,300,000 is estimated by BMR. The Division of Marine Law Enforcement in the Ministry of Justice is responsible for patrol and surveillance and response, seizure, arrest and investigation for prosecution of illegal fishing and activities within Palau's territorial waters, with an estimated investment of US\$3,972,000 over the project period.

Koror State government's Department of Conservation and Law Enforcement Department is the state government agency primarily responsible for management of the Rock Islands management area. The current department budget is allocated to management costs that include personnel (Koror Rangers), fuel, boat and vehicle maintenance, supplies, marine buoys and channel markers, infrastructure improvements, maintenance, planning, and communication. Total estimated investment over the project is US\$ 10,872,000.

#### *Associated projects:*

A number of ongoing projects complement the GEF investment, namely the following:

- The regional Pacific Adaptation to Climate Change (PACC) project (2009-2014), supported by UNDP and SPREP and financed by GEF-Special Climate Change Fund and AusAid (investment of US\$800,000 for Palau), focused on enhancing food security. The project produced Best Practices for lowland taro production (including salt-tolerant varieties), aquaculture, food processing, and new upland agroforestry systems combining fruit trees and crops with techniques to maintain and improve and protect soils.
- The GEF5 full-sized Ridge to Reef project is advancing Sustainable Resources Management to Improve Livelihoods and Protect Biodiversity (2016-2020), for a total of \$3.5 million. Over \$2.1 million of the project

is geared towards improving the Palau PAN, including nationwide design, evaluation, and implementation improvements, and local-level improvements to stakeholder engagement, training, and financing. A smaller portion is designed to revitalize Palau's Sustainable Land Management (SLM) procedures, a pre-cursor to wider landscape/seascape and land use planning. The project is also helping 3 states in Babeldaob through sustainable land use planning and development of best practice guidelines. This proposed GEF project will work together with the GEF5 project to ensure a whole-island approach integrating biodiversity concerns and integrated forest management principles (e.g. emphasizing connectivity, corridors and resilience to climate change) into state land use plans.

- The GEF Cross-Cutting Capacity Development Project (called CB2; 2015-2018) for a total of \$1.1 million is aimed at improving methods to monitor, collect, share, access, store, and use environmental information and data and strengthen the National Environment Protection Council (NEPC) better function as a governmental cross-sector coordination body.
- MWM Architects Constraint Maps, a project undertaken in 2003, produced land cover maps that are a useful resource for this GEF project.
- Palau Conservation Society (PCS), Palau International Coral Reef Centre (PICRC), the Coral Reef Research Foundation (CRRF), The Nature Conservancy, Palau Community College, the Institute of Pacific Islands Forestry, Belau National Museum, Island Conservation and other organizations all conduct baseline work relevant to the goals of this GEF investment and estimated at US\$27,030,000 over the project period.
- 'Promoting climate change resiliency through eradication and early response to IAS in Micronesia (2015-2018)' is a multi-national regional project involving Federated States of Micronesia (FSM), Palau and the Republic of Marshall Islands (RMI), with an investment of US\$985,000. Its goals are to support the Micronesia Conservation Trust and their partners manage and eradicate terrestrial invasive plants, train relevant personnel in the three countries on IAS management in other parts of the region, and support the Micronesia Regional Invasive Species Council to implement its Regional Biosecurity Plan.
- The Regional Biosecurity Plan for Micronesia and Hawaii (or RBP) has been developed through a US Department of Defense funded, multi-disciplinary effort of federal and regional scientists and experts. RBP has been is regionally vetted and is intended to address terrestrial, marine and freshwater IAS risks to the RMI, Palau, FSM, Guam, Commonwealth of Northern Marina Islands (CNMI) and Hawaii.



---

### III. STRATEGY

The project objective is **to mainstream biodiversity conservation into integrated land and seascape governance, planning and management in Palau**. To achieve this objective, the GEF alternative aims to remove the barriers to the long-term solution through integrated planning, management and protection involving a wide range of stakeholders. The project recognizes that these land/seascapes underpin the lives and livelihoods of a large number of local communities and that implementation of a coherent strategy to promote sustainable, biodiversity-friendly livelihood options is an integral part of the solution.

The project will be implemented over a 6-year period based on the following principles:

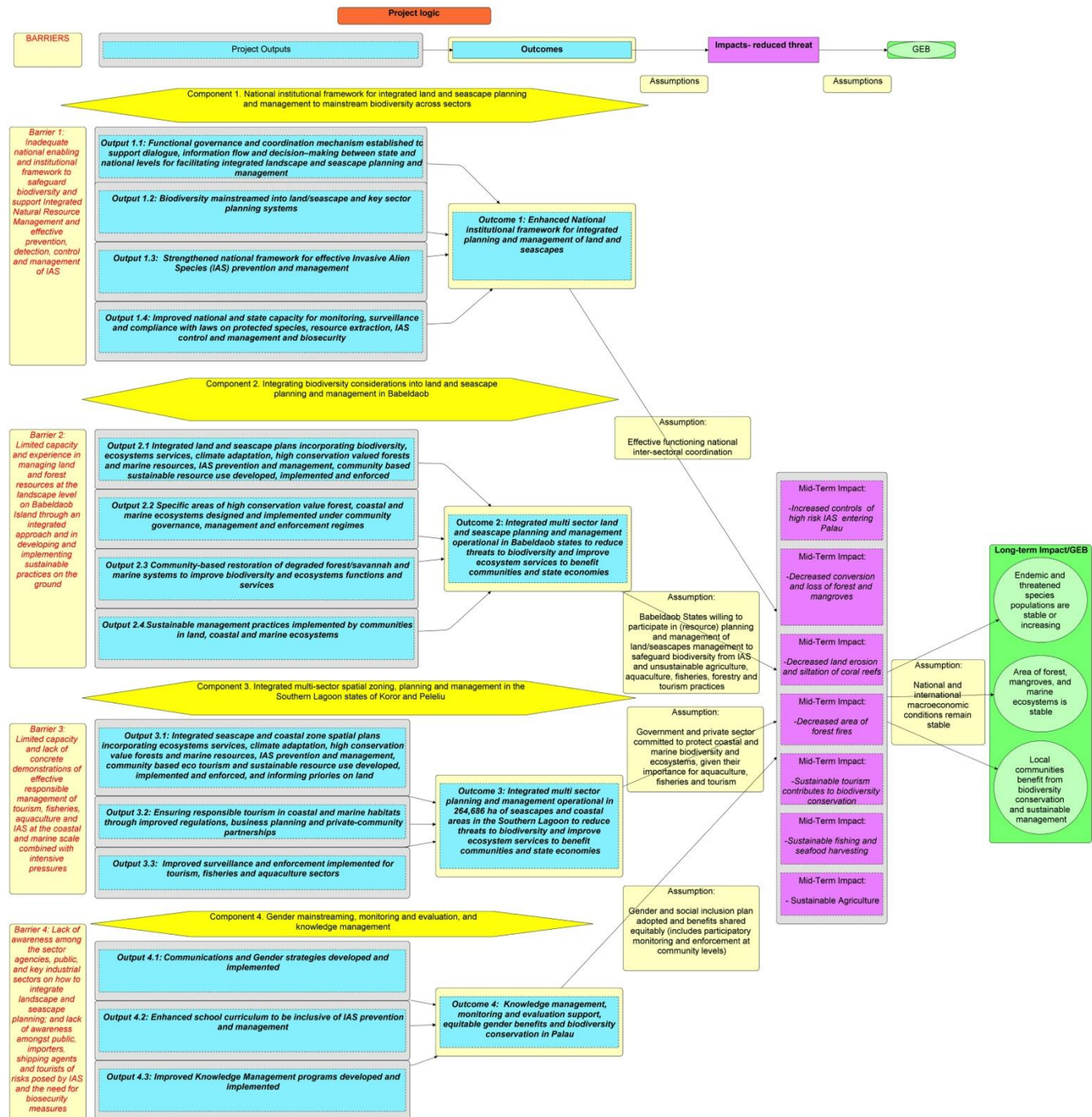
- Furthering a *holistic and integrated Ridge-to-Reef land and seascape approach* rather than a exclusive protected area centric approach;
- Supporting and implementing a *participatory/consultative bottom-up project planning and implementation approach* that focuses on state and community priorities;
- Supporting *decentralized planning and management by communities, local state government institutions, and community-based organizations*, increasing their potential for becoming agents of change;
- *Strengthening capacities* of all stakeholders in effective enhancement of conservation and sustainable use of biodiversity, and improved biosecurity to prevent the introduction and spread of IAS;
- Improving *coordination and collaboration* between state and national governments;
- Adopting an *integrated multi-sectoral approach* as a strategy for improving the planning and management of landscapes and seascapes;
- Creating an *effective knowledge base* that builds on successful lessons and experiences from previous and on-going programs and projects;
- Ensuring an *adaptive management approach* that considers ecological, demographic, market, technological and economic factors at land/seascape scales; and
- *Selectivity* with respect to interventions and locations to demonstrate the land/seascape approach.

The project objective will be achieved via four inter-related and complementary strategies (Project Components comprising Outcomes and Outputs) that focus on removing the four key barriers to accomplish the long-term solution (**Figure 1**) by means of intervention pathways shown in the theory of change diagram (**Figure 2**). Indicators and assumptions for the accomplishment of expected Outcomes under the respective Components are given in the Project Results Framework, and the assumptions depicted in **Figure 2** are fully described in Annex 17. The four planned Outcomes of the project are:

- **Outcome 1:** Enhanced National institutional capacities for integrated planning and management of land and seascapes.
- **Outcome 2:** Integrated multi-sector land and seascape planning and management operational in Babeldaob states to reduce threats to biodiversity and improve ecosystem services to benefit communities and state economies.
- **Outcome 3:** Integrated multi-sector planning and management operational in 264,686 ha of seascapes and coastal areas in the Southern Lagoon to reduce threats to biodiversity and improve ecosystem services to benefit communities and state economies.
- **Outcome 4:** Knowledge management, monitoring and evaluation support, equitable gender benefits and biodiversity conservation in Palau

The proposed project strategy was approved by a number of key national and state-level stakeholders at a well-attended validation workshop held in Koror on 22 June 2017, followed by an internal Palau government review workshop on 6 July 2017.

**Figure 2: Theory of Change** (refer to Annex 17 for further details about assumptions)





**Figure 3:** Map of project areas and states in relation to Outcomes 2 and 3

#### Project Land/Seascapes

The project will cover all 16 states of Palau, although Outcomes 2 and 3 will focus on 7 specific states in Babeldaob Island and the two states in the Southern Lagoon (**Figure 3**). Capacity development, IAS and biosecurity and awareness and outreach efforts will be implemented nationwide across all 16 states. A summary of the key features of Babeldaob Island and Southern Lagoon is given in **Table 1**.

**Table 1: Geographical, Biological and Socio-economic Features of Pilot Land and Seascapes**

Land/Seascape	Geographic and Biological Features	Socio-Economic Features
Babeldaob Island (land: 409 km <sup>2</sup> ; surrounding lagoon <sup>7</sup> and reef: 1,000 km <sup>2</sup> );	Babeldaob is the largest island of the Archipelago and encompasses more than 70% of Palau's total land. The Island, formed approximately 70 million years ago as a result of volcanic activity, is characterized by a rolling landscape with steep valleys. The highest point is located at 242 m above sea level. 75% of the landscape is covered with dense tropical primary forest and another 5% covered with secondary forest. There are small patches of savanna and agriculture/agroforestry. Babeldaob's east coast has many sandy beaches, in particular north from Melekeok to Ngaraard, and the island's western coast has a shoreline with many mangrove forests. Maximum arable land is around 1000 hectares (2% of total land). There are 32 major soil types. The lagoon seascape is developed in width up to 30 km from the shoreline to the reef, north of the Island, while in the east area this distance is reduced up to 400-500 m. Seabed includes, prevalently, reef flats next to the shorelines, lagoons off the coast and back reefs next to the reef limits.	Babeldaob encompasses 10 States of the Republic, and is home to 6,000 inhabitants (35% of the country's total population; half are in the urbanized southern state of Airai). It has experienced major landscape modifications over time, including extensive terracing and population growth, resulting in the development and overharvesting of resources and land degradation through loss of topsoil. Currently the main human activities are substance agriculture and fisheries, and since 2008 residential development. Tourism is not well developed, with a low number of accommodations and services, despite the presence of historical sites, protected areas and other tourist attractions. There are also some mining sites on the island and lagoon. Small villages are sprawled throughout the Island. Ngerulmund, Palau's national capital, is located in Melekeok; its International airport is at Airai.
Southern Lagoon, 2,646 km <sup>2</sup> to the 12 nautical mile limit (includes land area of 31 km <sup>2</sup> ; surrounding sea to the 1,000 km <sup>2</sup> coral reef and approximately 1,615 km <sup>2</sup> beyond the reef)	The Southern Lagoon is comprised of lands and sea of Koror and Peleliu. Enclosed by a broad lagoon scattered with 445 uninhabited limestone rock islands of volcanic origin, most are covered by dense forests. The Rock Islands (Koror portion) contains 52 marine lakes, each at different stages of geological and ecological development. With a very high level of biodiversity (in both macro-ecosystems: marine and insular), the Southern Lagoon is a unique land/seascape system, with special cultural, ecological and aesthetical values and is an UNESCO World Heritage Site. All the endangered megafauna of Palau, 746 species of fish, over 385 species of corals, at least 13 species of sharks and manta rays, 7 species of giant clams, and the endemic nautilus are found in the property, and the forests of the islands are home to all of Palau's endemic birds, mammals, herpetofauna and nearly half of Palau's endemic plants. This makes the area of exceptional conservation value. This sea/landscape is well protected by specific protected areas and a managed area covering the entire Lagoon. Peleliu's north shore is flanked by the lagoon and its south shore by open ocean.	The Rock Islands were occupied for several centuries before being abandoned in the 17 <sup>th</sup> -18 <sup>th</sup> centuries, when the population moved to larger islands. These facts represent the consequences of climate change, population growth, and subsistence behavior in a society living in a marginal marine environment. Koror State is the most populated (about 12,000 inhabitants representing more than 70% of the total population) and developed in Palau. It consists of 3 inhabited islands connected by causeways (in addition to the Rock Islands). Koror is the economic center of the Republic with the greatest concentration of accommodations, catering and tourist services, and is the main base for recreational activities in the Lagoon. Koror is home to the main shipping port and also where yachts and sea vessels must report. Peleliu, with less than 500 inhabitants, is one of the least populated states in Palau. Main activities are fisheries, aquaculture, and limited tourism. The north-east coast is covered by mangrove. Peleliu has a small port on the ocean side as well as a port on the lagoon side.

<sup>7</sup> Areas of sea are computed on the basis of the NOAA habitat map.

---

## IV. RESULTS AND PARTNERSHIPS

### *i.* **Expected Results:**

The project is designed to achieve a variety of long-term environmental impacts including establishing the following institutional and regulatory measures for integrating biodiversity (including IAS control and management and biosecurity) into land/seascape planning and practice:

- *A national land/seascape development planning process designed, applied and operational;*
- *Improved regulatory, monitoring and enforcement framework for conservation of biodiversity and sustainable use at land/seascape levels developed, applied and operational; and*
- *Improved national-state linkages, capacities, and coordination for land/seascape planning and management.*

Environmental benefits expected to accrue are the avoidance, reduction, mitigation and offsetting of adverse impacts on Palau's native biodiversity from various sectors including: agriculture, forestry, aquaculture, fisheries, and tourism, leading to:

- *Improved and sustainable biodiversity-friendly production practices; and*
- *Reduced risks and impacts of invasive alien species (IAS) to all sectors including biodiversity, food security, economics, health, and culture through reduced entry and spread of IAS, improved capacity to detect and respond to novel IAS, and improved management of established IAS.*

The **Long-Term Impact** (or Global Environmental Benefit) of the project is conservation of terrestrial and marine ecosystems, protection of endemic and threatened species and improved and sustainable livelihoods for local communities. This will be achieved by reduction of direct threats from IAS, conversion of forests and mangroves, land erosion and fire, unsustainable tourism, fisheries and agriculture. The project will help to *mainstream biodiversity conservation into integrated land and seascape governance, planning and management in Palau, as well as enhance safeguards across the key sectors*. Reduction of direct threats will be achieved under a set of outcomes, which are elaborated below along with their respective outputs.

### **Component 1: National institutional framework for integrated land and seascape planning and management to mainstream biodiversity across sectors**

Total Cost: US\$8,007,000; GEF project grant requested: US\$1,442,000; Co-financing: US\$6,565,000

### **Outcome 1: Enhanced national institutional framework for integrated planning and management of land and seascapes.**

#### *Baseline conditions (without GEF project):*

The National Environment Protection Council (NEPC), an existing multi-agency national government body with coordination responsibilities (including the integration of environmental priorities into national planning processes as well as serving as the national steering committee for international environment and sustainable development initiatives), functions at a basic level. Without the GEF, the NEPC will not be able to guarantee: (i) effective multi-level integration between states and the national government, (ii) effective consultation between different institutional levels and sectors, nor (iii) an expanded committee membership and procedures to include state representation and availability of technical expertise to implement national policies. Without the GEF Project, Palau's institutional framework will continue to have a significant divide between states (resource owners) and national institutions (including the national government, non-profit organizations and the private sector, the latter comprising the resource developers), resulting in a significant lack of co-planning and co-management of natural resources. Currently, most relationships between resource owners and resource developers are weak, informal or temporary, despite the fact that there are numerous groups and processes in place to facilitate joint planning and

implementation to achieve biodiversity goals. Those states that have planning committees will continue to act independently and with varying consideration of national biodiversity policies. The implementation of laws and regulations will remain uncoordinated in terms of the individual state's interpretations. States' planning policies may not address issues at land/seascape level nor fully integrate biodiversity into development. Development in States will largely be dominated by single interventions isolated from any holistic vision and synergistic approach.

Biosecurity and IAS coordination will progress minimally towards achieving desired goals. A functional system will exist that will focus in large part on preventing import of known pests and stopping terrestrial organisms from infiltrating borders at the international sea and air ports. The system is currently resourced to address basic needs in regards to terrestrial concerns coming from within Micronesia that in part are reliant on pre-departure biosecurity elements in place on the island of Guam. The current system is inadequate given the ever-expanding direct linkages with nations beyond Micronesia. Without the GEF project's focus on marine biosecurity, there will be little development of interstate or inter-island (domestic) biosecurity. There will likely be no system for early detection and rapid response (EDRR) within the country although some components of such a system are in place, including a few trained individuals, a national invasive species coordination officer and several emergency response plans for specific high-risk invasive species. Management of established invasive species within the country will continue to be lacking in guidance, resources, capacity, harmonization across states, and networking. Palau is developing capacities for both biosecurity and IAS management but at a rate that is falling well behind its ever-expanding needs. It is clear that while these efforts would continue with or without GEF support, the tide of IAS introductions and spread will not be reversed. In addition, overall multi-sectorial planning and incorporation of biosecurity would be minimal without the GEF project.

*Alternative (with GEF project):*

The GEF increment will establish a solid framework for integrated land/seascape level planning and management that is built on strong coordination between sectors. Mechanisms to streamline biodiversity priorities into sector plans will also be in place. The result will transform the existing process into one, with more equitable input and implementation. A national-state coordination and joint land/seascape planning platform (including a Joint Coordinating Body and appropriate operating procedures), including relevant national inter-sectoral and state representation, will be established within existing governance structures to facilitate engagement, transparency and coordination among key decision-makers, sectors and stakeholders from states, business, nonprofit, and national government. The National-State Coordination Platform will serve as a key forum for information sharing, engagement, planning and mobilization on the strategies and decision-making tools developed through the project to enhance support to states and facilitate national coordination and leadership. It will facilitate national and state biodiversity/biosecurity goals into sustainable development plans at state levels. Through the process, specific needs for enhancing permitting systems to avoid, mitigate and manage impacts on ecosystems and biodiversity will be identified and the project will work with individual states and EQPB to ensure that these would be regulated. At the same time the project will strengthen the capacity of environmental authorities to develop and implement new or improved regulations and practices.

The Biosecurity aspect of the project offers a good demonstration of the benefits of a joint national-state planning and implementation process based on equitable relationships. The National-State Coordination Platform will advance a consistent and comprehensive prevention and management framework for IAS, including: a pathway analysis at both the national and state/island levels and cross-state improvements to pre-border and border biosecurity; development of nationwide EDRR capacity that links both national and state elements; joint management and mapping of existing IAS; and joint updating and implementation of a national strategic action plan for IAS that incorporates the states. The project will invest in regulation development, improved cost-recovery mechanisms, expansion of a national database and training elements, and develop capacity at the inter-state/island level. Together, state and national partners will improve national IAS coordination and establish an office within MNRET to better serve as the focal point, coordination body, communication and training center for IAS related activities. The national strategy will also support integration of IAS prevention and management into land and seascape plans. A cost recovery system, where biosecurity fees and penalties are appropriately assessed, instituted, and enforced across the board, will be set up with a mechanism to invest these funds in supporting biosecurity and IAS management. Finally, the project will work to strengthen national capacity for effective monitoring, surveillance



and increasing compliance with existing laws by the DFWP and other relevant regulatory agencies (including BMR) to prevent, respond effectively to and prosecute violations.

***Output 1.1: Functional governance and coordination mechanism established to support dialogue, information flow and decision-making between state and national levels for facilitating integrated land and seascape planning and management***

Under this output, the Project will support the establishment of a Joint Coordination Body (JCB) with strong representation from states and the private sector (in addition to national government and nonprofits) to implement joint sea/landscape planning and to ensure that development plans mainstream biodiversity and biosecurity policies. In addition to the tasks of coordination, this body will contribute to the formalization of the Bureau of the Environment (BOE) within MNRET as a long-term goal. Initially this JCB will be established as an Ad Hoc Committee under the NEPC, which has the authority to create such bodies, until it can be adequately established as a Land Use Planning unit and then a BOE. During the first year of the project the JCB will advise and support the drafting and adoption of standard operating protocols, bylaws regulation and guidelines to facilitate the mainstreaming of biodiversity into sectoral policy and plans. The JCB's functioning will be guaranteed by a Secretariat, with permanent staff, appointed among public officers.

The tasks of the JCB would include the following:

- *Addressing directives, guidelines, manuals, and standards for land and seascape governance:* the Project will support the development of guidelines and standards for landscape and seascape plan elaboration, which will be mainstreamed by the JCB;
- *Coordinating development of legislation, regulations and protocols to strengthen national-state and state-state land and sea scape planning,* including: proposing standards, drafting directives, supporting legislative, regulation and protocol development and developing plan review and feedback mechanisms;
- *Promoting specific policy frameworks to mainstream biodiversity conservation into key sectors at the macro level-scale, and ensuring they are consistently applied and complied with across bordering and neighbouring states;*
- *Overviewing the baseline information repository and facilitating information flows between entities;*
- *Providing technical support and advocacy to encourage national government and states to adopt management practices to mainstream biodiversity conservation across key sectors and state borders,* through an holistic approach at land and seascape levels that also includes IAS prevention and management;
- *Supporting and facilitating the participatory activities during the elaboration of the land and seascape plans,* including the Strategic Environment Assessment (SEA) processes, providing technical and operational support in organizing and facilitating meetings;
- *Informing and guiding the Endorsement process for the land and seascape plans,* after a technical review of their contents to verify the compliance with operational and legal frameworks;
- *Supporting coordination between land and seascape governance and planning and other potentially related policies, initiatives, and projects*
- *Supporting fund raising to implement policies and plans to mainstream biodiversity conservation into key sectors at a large scale level;*
- *Coordinating and supporting the development and implementation of a national capacity building program for all stakeholders involved in the landscape and seascape planning and management process;*
- *Advocacy of landscape/seascape approaches, landscape/seascape integration with socio-economic development priorities and financial planning;*
- *Supporting development of compensation mechanisms and incentive/disincentive mechanisms (including fiscal measures) to facilitate the mainstreaming of biodiversity conservation into key sectors; and*

***Output 1.2: Biodiversity mainstreamed into land/seascapes and key sector planning systems***

This Output concerns the preparation and/or update of policies, laws, regulations, tools, procedures and standards to enable and create the conditions needed to mainstream biodiversity (including IAS prevention and management)

into key sectors and draft and approve the land/seascape plans. **Annex 1** provides an initial assessment of gaps in policies and legislation that constrains effective integration of biodiversity into sector policies and legislation. During implementation of this output, a more holistic and participatory strategic approach to land/seascape planning will be designed and developed.

This Output will be achieved through the following actions:

- Improved policies, legislation and practices supporting: (i) eventual updating of existing laws and regulations on fisheries, aquaculture, agriculture, forestry, and tourism to mainstream biodiversity conservation (including IAS and biosecurity); (ii) integration of EQPB activities for environmental compliance of development initiatives at the site level<sup>8</sup> into land/seascape governance, and (iii) development of minimum standards and operational guidelines, at the lands/seascape level, to plan and manage activities in the above mentioned key sectors.
- Identification of baseline information, criteria and methods to collect, catalogue and represent data, including: (i) a protocol for incorporating land/seascape data and plans into the existing National Geo-database managed by PALARIS; (ii) a protocol to develop a geographic information system (GIS) based environmental monitoring system (as part of the National Geo-database), coordinating existing data, currently collected and managed by several players and involving public administrations, research centers, NGOs and law enforcement bodies; and (iii) implementation of a capacity building program to broaden the number of GIS users in national and state governments.
- Preparation of legal and operational tools to enable spatial planning at the land/seascape level, including: (i) guidelines, standardized framework and templates for the elaboration of an integrated national and state landscape/seascape framework (ILSMF) that are inclusive of biodiversity (and biosecurity) goals and policies; (ii) a legal procedure to approve and implement the land/seascape plans at the inter-institutional level (national and state levels), under the umbrella of the governance and coordination mechanism developed in output 1.1; and (iii) Strategic Environmental Assessment (SEA) process.

***Output 1.3: Strengthened national framework for effective Invasive Alien Species (IAS) prevention and management***

Under this Output, the project will strengthen the functionality and capacities of the National Invasive Species Committee (NISC) and Biosecurity Division (including the capacity of the Biosecurity Officers and national level IAS coordination). It will also develop/update and implement the National Invasive Species Strategic Action Plan (NISSAP) as a participatory, comprehensive cross-sector national and state strategy for advancing biosecurity and IAS management. The NISSAP will replace the existing National Invasive Species Strategy (NISS) that expired in 2017 and which has served as the national guide to IAS activities within the country, but which is inadequate to meet the expanding challenges posed by IAS. A proposed outline for the NISSAP is included in **Annex 2**. The NISSAP is to be prioritized based on a harmonization of national and state needs, and elements addressed under output 1.3 will likewise be prioritized. Training will be provided in all aspects for all key individuals. A database (housed at MNRET but linked to the Secretariat of the Pacific Community (SPC) and/or Food and Agriculture Organization (FAO) database (Output 4.3) will support documentation of reports, actions and findings, and assist with accountability and analysis to improve the system. IAS awareness and buy-in (Output 4.1) from all levels in government, NGOs, communities, private sector and visitors will ensure comprehensive and effective biosecurity and IAS management. The project will support development of protocols and the capacity to respond immediately to IAS reports, determine their credibility and provide feedback.

Overall, the GEF alternative under this Output will support the following activities:

- A comprehensive review of IAS prevention and management structure for the country and addressing findings including improving the capacity of the NISC and national invasive species coordination. Specifically, the current National Invasive Species Coordinator's role would be expanded to an office with

---

<sup>8</sup> EQPB currently manages environmental permitting and environmental compliance enforcement of single initiatives, at site level, through EA and EIS processes, without strongly considering the territorial level.



minimally two full time staff members including the Coordinator and a managerial expert, permitting the Coordinator to focus on field activities at the national and state levels, as well as linkages regionally and beyond. This support position will be hired and supported under the project for an initial two years, with the understanding that over time the position will become institutionalized and supported.

- Developing/updating a National Invasive Species Strategic Action Plan (NISSAP) to be a comprehensive guidance document for IAS concerns at both national and state levels, to be updated every 5 years. The NISSAP should include a comprehensive review of existing IAS capacity within the country and provide for actions to improving existing structure, as well as address additional concerns at both national and state levels including SWOT analysis.
- Developing a national framework for inter-state/inter-island biosecurity, including processes, coordinating mechanisms and oversight, with appropriate trials.
- Establishment/updating/utilization of black list (or schedule) of organisms not permitted entry and white list of organisms permitted entry, with appropriate documentation, to support strengthening and expanding risk assessment processes. These lists would be updated at least annually (more frequently if needed) and be accessible to biosecurity practitioners as well as the general public, visitors and potential importers through various mechanisms including the Palau Pest Online (see Outcome 4), a proposed IAS clearinghouse mechanism.
- Development of national-state EDRR strategy with a functional reporting system and capacity to conduct EDRR activities.
- Strengthening the capacity of the existing Biosecurity Division through support for improving inspection capacity, facilities and tools.
- Improved training of biosecurity officers for pest identification, early detection, rapid response, use of X-ray equipment, database entry and use, import assessment, biosafety, etc.
- Developing regulations under the Biosecurity Act, 2016 and improving cost recovery mechanisms (e.g. fees and penalties) to support biosecurity and IAS management activities.
- Developing Biosecurity Division protocols for terrestrial and marine inspections at international points of entry; and hiring and training additional biosecurity officers as needed, including six officers initially supported by the project for 2 years, and latterly funded by the Government of Palau through the improved biosecurity cost-recovery system.
- Enhancing frontline efforts through improved biosecurity cross-agency training of staff from various front line agencies (e.g. National Police, Health, Immigration, Port Authority and Customs).
- Supporting the development of a biosecurity database to improve prevention and management capacity.
- Initiate support for internal biosecurity actions, in particular for air and sea craft inspections, quarantine and treatment at international, state and island ports of entry.
- Developing guidelines and best practices for use of native species for landscaping, aquaculture, agriculture and forestry.

***Output 1.4: Improved national and state capacity for monitoring, surveillance and compliance with laws on protected species, resource extraction, IAS control and management and biosecurity***

Currently, there is no comprehensive system for effective monitoring, surveillance and compliance with existing laws across sectors or between national and state governments. The Division of Fish and Wildlife Protection (DFWP) is tasked with enforcement of laws related to protection of plants and animal species, including those listed in the Endangered Species Act. EQPB also has an enforcement division for issues on land and regarding earthmoving, water quality, and environmental quality. Both DFWP and EQPB prosecute criminal cases. The BMR and BOA each have responsibilities regarding resource extraction and use, but limited monitoring, surveillance and enforcement capacity. State PAN or Conservation Officers, who are deputized at the national level, have authority to enforce state conservation laws. In order to enhance institutional capacities, the project entails a mixed model that incorporates elements at both national and state levels to develop an adequate nationwide structure of monitoring, surveillance and enforcement. Given the varied structure and capacity of states, the project intends that feasible interventions be initially trialed, assessed, and improved in the project-supported states (under Outcomes 2 and 3) before scaling up.

The project will review these existing national and state systems for monitoring, surveillance and enforcement/compliance and then support cross-agency planning, training, technical assistance and strengthening of capacity to monitor, detect and enforce laws. Based on the review, where needed the project will develop and improve legislation and enforcement systems for threatened marine and terrestrial biodiversity and ecosystems, and for IAS and biosecurity.

The GEF increment will support the following key activities:

- National review of monitoring, surveillance and enforcement systems and capacities across the multiple existing entities (DFWP, EQPB, BMR, BOA, including the BD and State Conservation Offices), including identification of needs;
- Development of cross-sector plans, actions, protocols, procedures and baselines underlining roles and responsibilities of key national entities to improve joint monitoring, surveillance and enforcement by the national and state agencies (see internal biosecurity framework under Output 1.3 as an example);
- Development and/or update of national regulations;
- Initial support for selected personnel in trial roles;
- Training national/state personnel and communities in monitoring, surveillance and enforcement, in particular for biosecurity and IAS management in the selected demonstration states; and
- Development of appropriate protocols/guidelines and enforceable standards for biodiversity or IAS and subsequent biosecurity measures for land and seascape restoration.

**Component 2: Integrating biodiversity considerations into land and seascape planning and management in Babeldaob**

Total Cost: US\$6,020,000; GEF project grant requested: US\$1,000,000; Co-financing: US\$5,020,000

***Outcome 2: Integrated multi-sector land and seascape “Ridge to Reef” planning and management operational in Babeldaob states to reduce threats to biodiversity and improve ecosystem services to benefit communities and state economies.***

*Baseline conditions (without GEF project):*

Currently capacity for spatial and sectoral planning is housed within the National Government or Koror State Government. Without the GEF 6 project this divided institutional framework will remain. There will likely be little or no effective multi-level integration between the initiatives of the Babeldaob states and the national government nor effective consultation between different institutional sectors and levels. While some states have elaborated planning and programming tools, mostly in the form of Master Plans (see **Annex 3**), these will continue to be generic in nature and lack obligations and commitments to its execution. These plans will continue to be developed without land use zoning, business/financial plans, or an action plan for implementation.

While, the Protected Area Network (PAN) is currently the spine of biodiversity conservation in Palau, there is no effective ecological connectivity between PAN sites or implementation of conservation policies at land/seascape scales. Thus the PAN by itself does not guarantee the long-term conservation of biodiversity and ecosystem services for the entire Babeldaob Island. Moreover, many areas of conservation importance are excluded from PAN. Environmental compliance in Babeldaob Island and the rest of the country, as demanded by the EIA and EIS processes, will continue to be restricted to individual projects at specific sites. There is no mechanism to ensure a more holistic, sustainable approach to the Island’s development that considers the cumulative environmental impacts arising from a spectrum of different interventions across multiple sectors. Thus, despite significant effort and commitment of national and state governments in matters of spatial and sectoral planning, two weaknesses will likely persist: (i) lack of integration between national and states policies and strategies in key sectors; and (ii) the absence of spatial planning tools applied at large scales (land/seascapes).

Without effective large-scale spatial planning policies and operations to integrate development needs with environmental sustainability, risks to the environment and biodiversity would likely be substantial in the future,

including: (i) development of interventions in critical biodiversity areas or fragile ecosystems; (ii) localization of development initiatives in core zones; (iii) reduction of ecosystems and ecosystem services in areas suited for tourism (beaches, coastal zones, small islands, lagoons, etc.); (iv) erosion of the aesthetic values of Babeldaob (an important element for eco-tourism development), that currently preserves its natural wilderness; (v) settlement sprawling, with possible irrational, expensive and unsustainable impacts on natural resources and public services, with environmental consequences; (vi) direct disturbance to sensitive sites and introduction of IAS; (vii) development exceeding carrying capacity in certain areas; (viii) minimal biosecurity and spread of IAS on Babeldaob, with reduction in the effectiveness of PAN sites and the existing haphazard IAS management; and (ix) retention of capacity for biosecurity, IAS monitoring and management in Koror and at the national government level, rather than at state and community levels.

*Alternative (with GEF project):*

This component will demonstrate on-the-ground investment and trialing of spatial land/seascape planning approaches across Babeldaob Island; and the experience gained and lessons learned will further inform Component 1 interventions. It will support the development of an Integrated Land and Seascape Management Strategy (ILSMS) for Babeldaob Island, based on approaches that will ensure: conservation of high conservation value forests (HCVFs) and other high conservation value terrestrial sites and marine areas (HCVMA); maintenance of ecosystem services; climate adaptation; and improved IAS management and biosecurity.

The JCB (Output 1.1) will facilitate the development of a single, holistic and integrated ILSMS for the whole of Babeldaob Island, using available information from multiple sectors to define zones for development and conservation. The project will work with 7 individual states in Babeldaob in a staggered and iterative manner, based on their readiness and capacity to prepare individual state Integrated Land and Seascape Management Plans (ILSMPs), which will feed into a draft ILSMS that will be finalized once all plans are completed<sup>9</sup>. Individual state planning teams will be formed under the umbrella of the JCB to facilitate land/seascape planning and ensure the integration of the ILSMS principles into the individual state ILSMPs. The HCVFs and HCVMA will be legislated by the individual states. Restrictions and other controls to infrastructure development will be proposed, with a view to conserve high value biodiversity, including ecosystems and genes. These will be developed in line with the standards and certification under Outcome 1.

The project proposes a significant transformative element: concurrent implementation of best practices while land/seascape planning is ongoing. This will address the issue of having plans elaborated but then never implemented during the life of the project. Based on the national Integrated Land and Seascape Management Framework (ILSMF), Babeldaob Island Integrated Land and Seascape Management Strategy (ILSMS) and initial state planning efforts, states will be able to select from a suite of Best Practices (and alternative livelihood activities) (**Annex 4**, Attachments 1 and 2) in the five sectors (agriculture, aquaculture, fisheries, forestry, and sustainable tourism) for implementation and adaptive feedback into the planning process. This will include development and promotion of sustainable, biodiversity friendly ecotourism products on Babeldaob; and community-based restoration of approximately 1,000 ha of degraded forest and savannah lands in strategic areas. The project will also support local communities/Community-based Organizations (CBOs) to implement biodiversity friendly sustainable land, coastal and marine management best practices in 500ha, such as organic agroforestry using only native tree species, conservation agriculture, conservation fisheries, etc., along with business plans to sustain these. Interstate, intra-state (for specific sites) and inter-island biosecurity (including implementation of the NISSAP and testing of the EDRR) on Babeldaob will also be supported.

Training and support for community-based sustainable forest and marine resources management, restoration, and monitoring will aim to link traditional practices with modern techniques. Through this support, the states, communities and target organizations will build their capacity in integrated land and seascape management to

---

<sup>9</sup> This process may benefit from being iterative, with a draft Strategy defining the overall framework, principles and criteria for preparation of State Plans that then further inform the refinement and finalization of the Strategy.

maximize ecosystem service and biodiversity benefits. Experiences, results and lessons gained through these demonstrations will be shared at national and state level through the joint coordination platform.

***Output 2.1 Integrated land and seascape plans incorporating biodiversity, ecosystems services, climate adaptation, high conservation value forests and marine resources, IAS prevention and management, community-based sustainable resource use developed, implemented and enforced***

This output concerns the elaboration of an ILSMS for Babeldaob Island and the surrounding marine areas to the coral reef limits<sup>10</sup>. A participatory planning process will be established that complements existing planning processes (**Annex 4**). The Plan will be elaborated, shared and adopted through a participatory approach, involving key players (national and state institutions, NGOs, civil society, local communities, private operators, etc.), under the supervision of the JCB (Output 1.1). The ILSMS for Babeldaob Island will provide the basic framework for negotiation and development of individual state Integrated Land and Seascape Management Plans (ISLMPs) that will be implemented at state levels in a staggered manner.

This output will be achieved through the following actions:

- Mapping and zoning of the biological, socio-economic and environmental boundaries and aspects, including, *inter alia*, geomorphology, water bodies, forestry, land use and land coverage, ecosystems and habitats, ecosystem services, marine environment and biodiversity threats including IAS for the entire Babeldaob Island.
- Mapping will help identify and prioritize: (i) areas for conservation of biodiversity, in particular for endangered and endemic species and their habitats and their dispersal corridors, such as HCVFs and marine areas, buffer zones around PAN sites and other important ecological areas (including water sources); (ii) areas for sustainable community natural resources management and use, including sustainable harvesting and extraction, community based conservation and forest management, watershed conservation and climate risk management; (iii) degraded areas for community forest restoration and fire management; (iv) cross-state border opportunities for conservation of species and habitat monitoring and for cross-border collaboration, including key gaps in cross-border enforcement and its coordination; and (v) areas for sustainable agricultural development and improvement and livelihood improvement. The mapping will also help identify cross-state border opportunities for conservation of species and habitat monitoring and for cross-border collaboration.
- Drafting of an ILSMS for Babeldaob Island facilitated by a multi-sector, multi-stakeholder coordination and governance arrangement for Babeldaob Island.
- Cooperation and coordination between the different institutions at national, interstate and states levels.
- Extensive consultation with key stakeholders, including local communities on their expected needs and services from these areas and alternative development and livelihood options
- Finalization and endorsement of the Babeldaob Island ILSMS;
- Drafting of individual state ISLMPs based on the Island ILSMS; and
- Finalization and endorsement of the state ISLMPs and support for concurrent implementation through application of best practices in natural resources management (forestry, agriculture, aquaculture, fisheries, biosecurity) and tourism.

The mapping and land/seascape planning exercise will provide the tools to inform on-the-ground actions at state levels to support biodiversity conservation within the five main sectors (forestry, agriculture, fisheries, tourism and aquaculture). The project will fund on-the-ground investments in best practices and alternate livelihood activities (**Annex 4**, Attachments 1 and 2). The GEF increment will provide capacity development, training and technical assistance (forest categorization and rapid conservation assessments) to facilitate mapping, development of the ILSMS for Babeldaob Island, development of individual state ISLMPs and support for on-the-ground implementation of best practices. Over the long-term, the mapping and strategic planning exercises will provide information for future zonation of the land/seascape for different economic uses and development activities, facilitate EIA, EIS and

---

<sup>10</sup> Covering 40,900 ha of land area and 100,000 of seascape up to limits of coral reef, making a total area of 140,900 ha.

permitting processes that meet biodiversity-friendly norms, and help develop appropriate governance and enforcement systems to ensure that development is sustainable and environmentally appropriate.

***Output 2.2 Specific areas of high conservation value forest, coastal and marine ecosystems designed and managed under community governance regimes***

This output, based on the mapping and consultative planning process for Output 2.1, is focused on community participation in the development and improved management of specific high conservation value ecosystems, such as forests, coastal and marine areas. It includes the formal establishment of 15,000 ha of community managed “non-consumptive” areas (as legislated PAs or through PAN or similar arrangements). Conservation plans and guidelines will be developed and may include piloting of financing mechanisms, such as conservation tax deductions and tax credits, special concessions or Payments for Ecosystem Services (PES), as appropriate.

It will be achieved through the following actions:

- Preparation of participatory management plans, including sustainable tourism, to conserve specific areas;
- Develop protocols to conserve and monitor key species/habitats in such areas, including control of IAS;
- Design of benefit-sharing mechanisms to generate revenues from non-consumptive uses (e.g. ecotourism and entrance fees);
- Survey and mapping of IAS;
- IAS prevention and management activities; and
- Capacity building and technical support.

As a long-term measure for supporting the management of these areas, it is anticipated that the project will facilitate the assessment of potential PES opportunities, based on carbon credits, including a preliminary analysis of carbon stocks, potential markets, financial viability and benefit sharing options.

***Output 2.3 Community-based restoration of degraded forest, savannah and marine systems to improve biodiversity and ecosystem functions and services***

Output 2, based on a consultative mapping and planning process will target on-the-ground interventions in some 1,000 ha of degraded forest/savannah (and potentially coastal mangroves and marine habitats) to reduce risks of soil loss, wildfire, IAS, and other ecosystem degradation threats. Interventions will focus on demonstrating a viable regime for forest (and potentially marine) habitat restoration through a combination of fire control measures, soil and sediment conservation, weed eradication, natural regeneration, sustainable harvest regimes and protection.

Restoration will address both IAS present as well as future biosecurity to ensure that restored areas remain intact and are not simply re-invaded. Likely priorities include invasive weeds and the Coconut Rhinoceros Beetle (CRB).

Specific activities to be undertaken to achieve this output include:

- Review existing national and regional best practices in restoring forests, mangroves and marine habitats;
- Preparation of rehabilitation and restoration plans for the identified sites;
- Preparation of agreements with land owners and/or beneficiaries to undertake restoration;
- Establishment and maintenance of protection, social fencing and other restoration measures to prevent or reduce unsustainable forest and marine habitat degradation, fires, loss of soil, etc.; and
- Documentation and dissemination of successes and failures of restoration efforts and a best restoration practices manual for different forest, mangroves and marine environments, as appropriate.

***Output 2.4. Sustainable management practices implemented by communities in terrestrial, coastal and marine ecosystems***

Based on the results of ILSMPs, the project will implement best practices, including alternative livelihood options, (Annex 4, Attachment 1 and 2) across at least a total of 500 ha under the project, using a direct financing mechanism to states that will also result raise awareness of IAS and biosecurity.

The following activities will be supported under this output:

- Prioritization of a total of at least 500 ha (in the 9 states) for action, and serve as the basis for funding under the project.
- The plans will include a range of options to enhance agriculture, aquaculture, forestry and fisheries productivity and sustainable tourism, improve livelihoods and incomes, improve sustainable natural resource management, reduce IAS control and management and enhance the adaptive capacity to natural and climate related risks. This may include support for development of short value chains for marketing agriculture, fishery and aquaculture products.
- Implementation of best practices developed under the UNEP GEF 5 project as well as other local and regional initiatives, including: soil and water conservation measures; improved production systems in agriculture, organic agriculture, agro-forestry, forestry and fisheries; improved livestock management systems; and fire, Integrated Pest Management (IPM) and IAS management.

Grant allocation and fund transfer mechanisms for plan implementation will be determined in consultation with the state planning teams, based on level of socio-economic vulnerability, number of households participating, extent of degradation of agriculture and forest and marine assets.

The GEF project will support state planning teams prepare and implement ILSMPs. About 125 additional<sup>11</sup> households (additional 16% of HHs in the 7 targeted states)<sup>12</sup>, as well as the 300 households already practicing some form of sustainable resource use or best practices, will directly benefit from on-the-ground training, planning, and/or grant funding to implement plan activities. Many more households will benefit from training programs to assist communities to utilize native species for landscaping, forestry and agricultural purposes.

### **Component 3: Integrated multi-sector spatial zoning, planning and management in the Southern Lagoon states of Koror and Peleliu**

Total Cost: US\$8,355,000; GEF project grant requested: US\$960,000; Co-financing: US\$7,395,000

#### ***Outcome 3: Integrated multi-sector planning and management operational in 264,686 ha of seascapes and coastal areas in the Southern Lagoon to reduce threats to biodiversity and improve ecosystem services to benefit communities and state economies.***

##### *Baseline conditions (without GEF project):*

As discussed under Outcome 2, the institutional framework that currently exists will likely continue with a significant difference in spatial and sectoral planning competencies between state and national institutions. There is currently little integration between Koror, Peleliu, and national government in type and intensity of use of the Southern Lagoon.

Koror has zones on land but these are technically inadequate and do not resolve legal ownership issues. Koror's part of the Southern Lagoon has a multi-sector management plan, the Rock Island Management Area Plan (RIMA), approved in 2004 and since revised twice. It has provisions for biodiversity conservation, reservation of traditional values, sustainable development of subsistence and commercial fishing, tourism and recreation. Six types of zone are defined, relating to marine areas and current management. However, there is no effective regulation of development initiatives, change in land use or physical transformation of marine and terrestrial environments. Koror faces the risk of increased overuse beyond the carrying capacity of marine sites, in addition to adding stresses on land.

While, tourism and related development initiatives will continue to increase in the Southern Lagoon with positive consequences in terms of its contribution to GDP, negative environmental impacts on fragile ecosystems such as coastal zones, wetlands, smaller islands, lagoons and mangroves will continue to grow. The increase in tourist demand will continue to boost the development of tourist infrastructure, with potential undesirable land use

---

<sup>11</sup> Represents new households additional to the 300 HHs currently practicing sustainable natural resources management best practices.

<sup>12</sup> Total households in 7 Babeldaob States is about 620.

change, forest clearance, soil degradation, excessive use of natural resources, damage to sensitive sites, and introduction and spread of IAS. In the current situation, environmental compliance even at the state level is delegated only to the EQPB, which has a very limited remit and capacity in the face of huge development challenges and political pressures that should be addressed by a robust planning process at national and state levels. Future risks in Southern Lagoon, without land/seascape spatial plans, are: (i) excessive reduction of biodiversity and ecosystems in areas popular for tourism and/or sought for extraction (beaches, small islands, lagoon, etc.); (ii) reduction of the aesthetic value of the Southern Lagoon (fundamental to any eco-tourism development); (iii) tourism infrastructure and accommodation in small islands, a large unsustainable footprint; and (iv) direct disturbance to sensitive sites and species, resulting in further introduction of IAS. Biosecurity and IAS management and monitoring will continue to be non-existent or at best minimal (e.g. project-based); and where they do exist, they will remain minimal due to training and resourcing deficiencies.

*Alternative (with GEF project):*

This component will mainstream biodiversity into coastal and marine planning and management in the Southern Lagoon; and result in a lagoon-wide spatial plan developed by Koror and Peleliu<sup>13</sup>). Support will be provided to zone the coastal and marine areas for optimal management of different uses (including tourism, various fisheries zones including local and recreational, aquaculture, etc.), based on key data on the seascape. Restrictions on development (including infrastructure) will be proposed, as well as measures to reduce land-based stress on mangroves and marine ecosystems (including coral reefs, sea grass beds and associated marine life). Fisheries management measures will be piloted and implemented through existing engagement mechanisms with local communities. Support will be provided to strengthen surveillance and enforcement in the coastal and marine zones. A system of relevant and effective penalties for violations and misconduct will be developed, adopted and enforced. Monitoring programs following standardized protocols will be emplaced to gauge the health of terrestrial and marine environments and status of IAS to inform adaptive management; and they will feed into the geospatial data tools developed under Outcome 1.

The project will work with Koror State and Palau Community College to mainstream biodiversity (including IAS prevention and management) into their responsible tourism guide and operator certification training program, and scale this up to a national model. The project will also work with states to make certification mandatory and provide support for Palau nationals to qualify. Incentives/disincentives for promoting adherence of the tourism sector to the new standards developed under Outcome 1 will be introduced (e.g. introducing taxes and charges levied on tourism enterprises which are not adopting environmentally friendly practices), to the extent deemed feasible, in concert with strengthened surveillance and enforcement). The project will work with hotels/tour operators to pilot private-community partnerships for conservation and restoration (e.g. hotel resort and community mangrove restoration, with interpretation, as an educational feature/attraction). The project will also work with hotels and tourist resorts to create their landscaped gardens as “Invasive Free Zones” by working to replace exotic plants with all non-IAS. The GEF activities in Koror state will be synergistic with on-going rodent eradication efforts supported by Island Conservation and MNRET. Biosecurity and monitoring efforts supported by the project (Output 3.3) will extend to limestone islands where rats, a major threat to native species, in particular the Micronesian Megapode, have been eradicated. Extensive biosecurity will focus on marine systems, as well as the development and implementation of strengthened protocols for preventing IAS introduction and spread via tourism and related sectors.

***Output 3.1: Integrated seascape and coastal zone spatial plans incorporating ecosystem services, climate adaptation, high conservation value forests and marine resources, IAS prevention and management, community-based ecotourism and sustainable resource use developed, implemented, enforced and informing priorities on land***

An Integrated Land and Seascape Management Strategy (ILSMS) will be elaborated for the Southern Lagoon and surrounding marine area to the state water limit of 12 nautical miles using a participatory approach. Spatial planning beyond the coral reef limits will only address broad issues relating to deep-sea fishing. Then, the project will work

---

<sup>13</sup> Southern Lagoon extends to the 12 nautical mile EEZ and covers 264,600 ha, embracing the states of Koror, Peleliu and Angaur. Its total land area is 3,100 ha. The major planning effort will focus more narrowly on the land and seascape up to the coral reef boundary, covering 103,100 ha, while including deep sea fishing considerations beyond the coral reef boundary.

with Koror and Peleliu on individual state ILSMPs. The process, approach and sequence of actions for this output will follow that of Output 2.1. However, Koror and Peleliu have very different needs and capacities. The local level planning approach for Peleliu will follow the established community-based planning process (**Annex 4**), such as that used for Babeldaob. In Koror, however, the process will need to consider the existing zones, existing economic development projects and plans, and multiple layers of state and traditional governance. Given that parts of Southern Lagoon are already overused, carrying capacities of individual locations will need to be assessed.

In developing the ILSMP, in particular for Koror State, planning and development will be complemented by a number of related activities that would facilitate the adjustment of current zoning patterns to meet new requirements for tourism development, ensuring the ecological viability of key marine and coastal ecosystems, mainstreaming biodiversity and sustainable practices into key sectors, such as tourism, aquaculture and fisheries, and improving surveillance and enforcement (that would be implemented under Outputs 3.2 and 3.3). This would require a number of specific tasks to be trialed in Koror State and later upscaled nationwide, including:

- Develop and implement protocols to prevent IAS introductions and their spread through tourism and other sectors across administrative borders;
- Develop/update rules and regulations to underpin sustainable aquaculture and fisheries practices, taking into account carrying capacity, sustainable limits and potential gaps and limitations;
- Define a coherent framework of rules and regulations, with penalties for violations and misconduct, that can be effectively enforced both within and between states through coordinating mechanisms;
- Strengthen protocols for fisheries management to be developed and tested through existing community engagement mechanisms to support sustainable alternative livelihoods (e.g. near shore to off shore fishing, aquaculture and tourism);
- Conduct state-level biodiversity, IAS management and biosecurity review of Koror in form of SWOT analysis to assess capacity, regulations and management to help strengthen legislation, capacity and skills to help oversee tourism, fisheries and aquaculture development so as to implement, monitor and enforce environmentally-friendly development; and
- Develop, capacitate and utilize a core state level EDRR response mechanism (as demonstration for later scaling up nationally) with oversight at national level and integrate into ILSMP

### ***Output 3.2: Responsible tourism established in coastal and marine habitats***

Based on developments under Output 3.1, the project will work with Koror state to improve tourism-related legislation and regulations, improve tourism business planning and implementation, enhance measures for biodiversity-friendly landscaping, improve responsible tourism guide and certification, and support implementation of pilot private-community partnership for conservation and restoration of mangroves as a means to enhance learning and best practices that could later be scaled to a national model. Incentives/disincentives for promoting adherence of tourism sector to the new standards developed under Outcome 1 will be developed (e.g. introducing taxes and charges levied on tourism enterprises which are not adopting environmentally friendly practices) in concert with strengthened surveillance and enforcement. The GEF increment will support the following activities under this Output:

- Review of existing legislation and regulations relating to the tourism sector to identify key gaps in promoting environmentally friendly tourism development and drafting of new or updating existing legislation and regulations as needed;
- Updating leasing rules and guidelines for new tourism infrastructure to ensure ecologically sensitive development and practices and for meeting zoning requirements, as well as ensuring environmental friendly practices for existing tourism facilities;
- Development and implementation of strengthened protocols for preventing IAS introduction and spread through tourism and related sectors;
- Development of improved business planning guidelines and tools to facilitate biodiversity-friendly business and technical support for piloting improved business planning processes;
- Supporting design and piloting of biodiversity-friendly tourism products, such as trail setting and location, sign boarding, interpretation, improved visitor experience, etc.;



- Development and piloting of best practice guidelines for biodiversity-friendly landscaping in tourism resorts;
- Piloting private-community partnerships for conservation and restoration of mangrove forests, as against the current practice of mangrove clearance;
- Trialing of strengthened green certification program for tour operators (developed under Output 1.2), for possible scaling up nationwide;
- Encouraging tourist resort participation in marine conservation best practices; and
- For Peleliu, supporting implementation of Best Practices that are in line with its fledgling tourism sector through the project's direct financing mechanism.

***Output 3.3: Improved surveillance and enforcement for tourism, fisheries and aquaculture sectors***

The monitoring, surveillance and compliance systems developed under Output 1.4 will be trialed in the Southern Lagoon States (initially in Koror) in collaboration with DFWP, BMR, BOA, BD and other regulatory entities, as well as NISC and NISCO. Surveillance of non-compliance and enforcement will focus on three aspects in particular: (i) the tourism, fisheries and aquaculture sectors; (ii) implementation of domestic biosecurity measures; and inter-state coordinating mechanisms. This Output is intended to pilot specific surveillance and enforcement mechanisms that could be scaled up nationally later. This Output will cover the following key activities:

- Piloting of updated system of rules and regulations (developed under Output 3.2) for enforcement and penalties for violations and misconduct in tourism, fisheries and aquaculture sectors.
- Trialing of domestic/state level biosecurity actions (in consultation with national partners) through air and sea craft inspections, quarantine and treatment within state boundaries.
- Develop capacities of domestic/state biosecurity staff and co-workers/community members for biosecurity and IAS management and training events through MNRET and/or NISCO and BD;
- Improve capacity of personnel for state level biosecurity and IAS management activities as directed by national/state planning strategies, utilizing existing biosecurity officers and/or recruiting additional officers, if necessary, with the expectation that they will be funded through the cost-recovery system once it is established.
- Train law enforcement rangers, police and other regulatory staff to improve checking of boats, vessel, etc.

**Component 4: Gender mainstreaming, monitoring and evaluation, and knowledge management**

Total Cost: US\$3,455,000; GEF project grant requested: US\$630,000; Co-financing: US\$2,825,000

***Outcome 4: Knowledge management, monitoring and evaluation support, equitable gender benefits and biodiversity conservation in Palau***

*Baseline conditions (without GEF project):*

Many gender/vulnerable people inequities exist because of gaps in information sharing, knowledge, and attitudes. Traditional knowledge will likely continue to be guarded and segregated by gender, and while there is effort at sharing knowledge using a modern system of schooling, public media, and traditional face-to-face methods, this is likely to continue to advance at its own slow pace. Knowledge and understanding of marine biodiversity and protected areas is high, and marine data are well managed and housed at PICRC, but priorities for marine information collection have not and likely will not consider gender.

While every child is introduced to the Ridge-to-Reef concept in their 5<sup>th</sup> grade curriculum, the ecosystem-based perspective does not continue beyond that grade. Conservation organizations will use newspapers to spread public messages because press releases are free, even though they are not the most effective means of communication. Despite its growing use, communications will modernize only slowly (e.g. making use of online formats) without the GEF increment. While much information is generated by 'projects', this information is likely to continue to be compartmentalized and not widely shared beyond the sectors of the respective of project implementers. Government staff, project partners, and the public will continue to operate on hearsay as to the whereabouts of certain information and there will remain repetition and duplication of effort because data or reports from past

studies are not easily available. Staff turnover within MNRET or project partners will often mean that knowledge of how to implement these types of large, multi-stakeholder, complex projects is lost or fragmented, reducing the effectiveness and efficiency of this and future projects. Reports and new projects will require a constant effort to “start over.”

Gender equity relating to knowledge and attitude will continue as many national capacity building and information management efforts in the past decade have focused on monitoring, enforcement, field-work, and fisheries sustainability; these mostly involved men. There will continue to be the lack of gender-disaggregated data that would make it difficult to evaluate and plan for gender-based improvements. Although there have been some efforts, there will likely be little success in working with foreign experts to implement best practices in tourism and agriculture. Thus, problems relating to degradation of marine habitats, use of non-native species for agriculture, and use of pesticides will continue without the GEF’s investment in communications.

In terms of IAS, the absence of a comprehensive IAS information source at national or state levels will hinder IAS prevention, management and awareness. IAS management, biosecurity outreach and public engagement will remain limited without a coordinated programmatic approach.

*Alternative (with GEF project):*

Component 4 will focus on (i) improving knowledge and information collection and management systems to enhance awareness about conservation of land and seascapes and their associated biodiversity and ecosystems; (ii) strengthening policies that support conservation and sustainable use; (iii) ensuring gender considerations are mainstreamed into natural resources planning and management; and (iv) monitor and evaluate project investments to ensure that these are meeting project outcomes and contributing to Palau’s ongoing development (including its ability to implement complex, large, cross-sector and cross-border projects). An underlying goal of the GEF alternative is to ensure that it does not contribute further to gender inequities but addresses some of the challenges facing women and vulnerable members of communities. The GEF alternative offers the opportunity to transform thinking about biodiversity planning and management such that it mainstreams gender and other social inclusion considerations, thereby removing barriers to environmental and social improvement. Expanding the role of knowledge management is key to moving towards parity.

This project will be one of the first national, multi-sector projects to apply gender and socially inclusive mainstreaming. The GEF alternative will enable a gender-equity perspective and analysis of the way that information is prioritized, collected, shared, communicated, and used within the realms of land/seascape planning, tourism development, and biosecurity/IAS management, according to the Gender Analysis and Mainstreaming Action Plan (Annex 5). Outcome 4 will promote the following:

- Emphasis on the importance of traditional knowledge but with consideration of both genders and marginalized groups;
- Understanding of the importance of biodiversity mainstreaming biosecurity, and land/seascape planning and management from a gender equity perspective; e.g. with explicit recognition of information gaps that are felt by women and vulnerable peoples;
- Understanding the interdependence between livelihoods from seascapes and their connectivity with terrestrial habitats and landscapes;
- Modernization of information collection and sharing mechanisms that meet the needs of target audiences, recognizing that target audiences include women and marginalized people;
- Improved awareness of the tools and methods available (and where to go) for individuals to establish sustainable businesses and other livelihood options;
- Understanding of concepts related to sustainable tourism, IAS and biosecurity; and
- Understanding of the role and importance of women, men, marginalized people, and different sectors in land/seascape planning and management.

The project will increase public understanding, particularly in Babeldaob and the Southern Lagoon, on how ecosystems are linked and how actions on land and sea impact people and places. This knowledge, combined with integrated land/seascape plans, should reduce negative impacts on biodiversity and increase the number of sustainable livelihood activities in Palau. Based on the current baseline and information needs, the Communications

and Knowledge Management Strategy (**Annex 6**) targets actions for biodiversity mainstreaming and sustainable livelihood development, including broad public outreach on IAS and biosecurity as well as capturing of knowledge on the process of implementing activities, thereby contributing to capacity building within the IP and other project partners.

***Output 4.1: Communications and Knowledge Management, Gender mainstreaming and Monitoring and Evaluation strategies developed and implemented***

The complementary Communications and Knowledge Management Strategy (**Annex 6**) and Gender Analysis and Mainstreaming Action Plan (**Annex 5**) have been developed to create bridges between the stakeholders at national, state and local levels, and to create a bridge to future projects. The Communication and Knowledge Management Strategy is aimed at making gender/social equity and 'Ridge to Reef' concepts a national priority through a targeted program of outreach and awareness raising, consultations and brand building. The project will also support a broader IAS and biosecurity public awareness campaign and will support increased capacity building and efficiency within the government. The intent of the Gender Analysis and Mainstreaming Action Plan (**Annex 5**) is to enhance the role and secure livelihood concerns of both genders and marginalized people in resulting landscape/seascape plans and actions.

This Output will support the following activities:

- Implementation of the Communication and Knowledge Management Strategy, so that: (i) the project is well understood, accepted, and implemented effectively and equitably; (ii) knowledge and lessons learned from the implementation process of this project are captured and used to improve current and future project practices; (iii) understanding of land/seascape planning and management is increased; (iv) understanding and implementation of best practices is improved; and (v) the public has an increased understanding of IAS and biosecurity; and (vi) knowledge management products are shared and used..
- Implementation of the Gender Mainstreaming Action Plan (including other marginalized people) so that: (i) a gender and socially inclusive perspective is applied to every set of activities; (ii) research on gender and social roles in land/seascapes informs resulting plans and ensures equitable distribution of benefits; and (iii) information is collected and shared across gender and social divides.
- National awareness campaigns developed and implemented at national and state levels to inform policy makers, public and private sector entities, visitors and local communities, particularly on IAS and biosecurity.
- Review and regular update of M&E plan, including results framework baselines, tracking tools, Theory of Change and subsequently apply these findings to all aspects of the project; and
- Conduct mid-term and terminal evaluation in line with UNDP/GEF requirements and incorporate and adopt recommendations of MTR to revised project plans and monitor their implementation.

***Output 4.2: Enhanced school curriculum includes IAS prevention and management***

The Ministry of Education (MOE), in partnership with the Palau Conservation Society (PCS) has implemented a comprehensive Ridge to Reef curriculum for 5<sup>th</sup> grade. The curriculum focuses on biodiversity and watersheds. The year-long curriculum includes a textbook, one-time use workbooks for each child, teacher training materials and training workshops, guest appearances during the year, and printed teaching materials (such as posters). Long-term goals include expanding the curriculum to cover grades 5-8. The GEF increment will facilitate the incorporation of IAS and biosecurity into this and other existing school programs through providing specific lesson plans for a variety of grade levels and activities. Lesson plans will raise awareness about the cross-sectorial threats and impacts posed by IAS. Lessons will be incorporated into a variety of subject matters, such as biology, geography, history and economics. This output will specifically support the following activities:

- Develop a package of teaching materials/lessons which can be applied to various subjects and grades in the context of existing curricula that support awareness development of IAS prevention and management;
- Train teachers to utilize these training materials through country-wide teacher training workshops; and
- Utilize teaching materials produced within schools throughout the country.

#### ***Output 4.3: Improved knowledge management programs developed and implemented***

Implementing the Communication and Knowledge Management Strategy (**Annex 6**) will ensure that best practices are captured and shared widely and, in the context of the Gender Analysis and Mainstreaming Action Plan (**Annex 5**), inclusively. The Project will make good use of modern multi-media for knowledge management, including sharing via web-based platforms. Knowledge management will prioritize both “content” (spatial knowledge arising from the land/seascape planning process, written and oral knowledge about best practices, and a wide range of mapped, written, and traditional knowledge on IAS and biosecurity) and “process” (lessons learned from implementing such a large, complex project).

There are numerous databases and information sharing platforms in Palau to which the project will contribute. Data collection for land/seascape planning will be integrated with the national GIS database housed at PALARIS. Standards developed in Outcome 1 and implemented in Outcomes 2 and 3 will include transferring all information into a digital format that is compatible with PALARIS, as well as establishing regular periods for information transfer. A database will be developed for the biosecurity division that is comprehensive of their needs, superseding the current outdated and non-comprehensive system in operation. This database will support the collection of detailed information on IAS management and biosecurity interventions, ultimately improving the capacity of the Biosecurity Division and their ability to target risks. The biosecurity database will be aligned with all reporting documents for the EDRR and NISSAP, incorporating these elements into its analytical capabilities.

A process for inputting, uploading and sharing information will also be developed and housed in an IAS public clearing house, with the suggested name of PalauPestOnline. This site will link to (or incorporate) other existing sites such as the NISC website and a Biosecurity Division site or page to make one comprehensive online platform for Palau IAS information. The process that was started in GEF5 will continue with the GEF R2R project and GEF6. The project will catalog best practices and make them available via the web, highlight them through joint sharing forums (such as EPU meetings), and carry forward relevant learning in orientation manuals and other documents. For all categories (landscape/seascape plans, biosecurity/IAS, and best practices), efforts will also be made to collect the many discrete packages of information that are scattered throughout the country. Output 4.3 will support the following activities:

- Documentation of best practices and lessons emanating from the project to serve as a tool for replication and scaling up successful approaches;
- National and state workshops to disseminate field lessons and inform legal and policy reform relevant to land and seascape conservation practice. Specific topics of learning and success arising from the pilot sites might include participatory sustainable fisheries or agriculture, sustainable tourism, livelihood improvement, planning, outcomes or impacts of sector specific actions, resilient agriculture development and participatory monitoring, as well integration of livelihood development planning, soil, land and water management. The initial documentation of these lessons will be included as part of the participatory monitoring process; that will be complemented by additional national technical support to distil and document lessons and experiences. The project will support regular workshops at the national and regional level (Year 3 onwards) to share lessons and experiences; and a national workshop at the end of Year 6 to facilitate the sharing of lessons more widely for replication nationally.
- Setting up information collection standards that are: gender and socially inclusive; facilitate standardized inputting and recording of information; and provide for digital access and sharing, including compatibility with existing databases as feasible.
- Technical reports and publications in mass media;
- A cross-agency and cross-sector effort to collect and digitally catalog existing information on landscape/seascape planning, IAS/biosecurity and best practices, resulting in a highly accessible, usable, and catalogued bibliography of available resources.
- A MNRET-based Implementer’s Manual and Lessons Learned guide (with contributions from project partners) that captures the process of project implementation.
- A biosecurity database that is aligned with EDRR and NISSAP, and associated training. The database will be designed to support basic information gathering and storage, as well as support data analysis to improve biodiversity mainstreaming and biosecurity procedures and actions over time.

- Inclusion of public engagement pages on the national government, NISC, MNRET, and other websites that link to information about the project and its products, including development of a specific PalauPestOnline public information sharing platform.

ii. **Partnerships:**

The project will ensure close linkages with the regional UNDP GEF5 R2R IW program (ID 5404) and other Pacific initiatives to share experiences and best practices through participation in regional databases, regional workshops and lesson-sharing events. There are a number of activities in the regional R2R program that are relevant and useful as implementation of the GEF6 commences. In particular, these include the following Outputs of the R2R project: Output 1.1.2 that test methods for catalyzing local community action, utilizing and providing best practice examples, and building institutional linkages for integrated land, forest, water and coastal management; Output 1.3.1 for defining and formalizing institutional relationships between national and community-based governance structures, including establishing monitoring and tracking systems; Output 1.3.2 for piloting private-sector partnership forums for investment planning in priority community-based actions; Output 2.1.2 that supports civil society and community participation in Integrated Coastal management and Climate Change adaptation; Output 3.1.2 that enables establishment of inter-ministerial agreements and strategic action frameworks for establishment of prior, informed consent (PIC) procedures on integration of land, water, forest and coastal management; and Output 3.2.1 to establish national network for coordination of planning and monitoring and capacity building in development of national ICM/IWRM reforms and investment plans endorsed by leaders. The GEF6 project will participate in IW:LEARN activities and inter-linked websites of the R2R program, link up with the Pacific R2R Network, online regional portals, regional experts and practitioners to build on experiences of the GEF5 R2R program.

The UNDP GEF6 project will facilitate trading lessons and learning regionally and globally via mechanisms such as UNEP Live and agencies such as World Conservation Monitoring Center (WCMC) and Secretariat of the Pacific Regional Environment Program (SPREP). In addition, the knowledge management component of the Palau GEF6 IAS component project is intended to capture such learning and experience as can be shared with other countries through regional networks, meetings, conferences and other sharing means.” Furthermore, the GEF6 project specifically strengthens the National Environmental Protection Council (NEPC) of Palau, in order to facilitate cross-sector and cross-boundary learning and sharing of information. This is aligned with UNDP medium-sized GEF5 project “Mainstreaming Global Environmental Priorities into National Policies and Programs” (ID 5579) through the creation of the Joint Coordinating Body.

In addition, the UNEP GEF5 project “Advancing sustainable resource management to improve livelihoods and protect biodiversity in Palau” (ID 5208) is strengthening coordination between the PAN and SLM and identifying best practices for sustainable land management, and working with several states in Babeldaob to identify key development, land use, and economic strategies. These best practices will continue to inform the suite of best practices that States may implement under Outputs 2.2, 2.3, 2.4 and 3.2 (**Annex 4, Attachments 1 and 2**) of the UNDP GEF6 project. To build on UNEP’s GEF5 project (ID 5208) and the foundation it creates for Land Use Planning, the UNDP GEF6 project will invest in the next step: broader scale “Integrated Land/Seascape Management Plans.” The GEF increment will also bring in remaining states in Babeldaob so that plans have a whole-island approach integrating biodiversity concerns and sustainable land, forest, coastal and marine management principles (e.g. emphasizing connectivity, corridors and resilience to climate change). While the UNEP GEF5 project (ID 5208) is focused almost entirely on building capacity in the National Government (particularly MNRET), the proposed GEF6 project will support:

- Investments in the key steps of integrated ecosystem-based land/Seascape planning and development of spatial maps necessary for achieving joint outcomes across state boundaries;
- Focus on building planning and implementation capacity at the State Government level; and
- Implementation of best practices identified in the UNEP’s GEF5 Project (ID 5208), combined with the Land/Seascape Plans developed in the early years of the proposed UNDP GEF6 Project, and then support States in their progression towards Land Use and Marine Spatial Plans. PAN sites and SLM priorities from

the UNEP's GEF5 project (ID 5208) will be integrated into these eventual integrated land/seascape management plans.

In addition to Best Practice Guidance Manuals put out by UNEP's GEF 5 project (including but not limited to: Agriculture, Climate Change Adaptation, Land Use and Erosion Control, Fire Prevention, Forest Restoration and Rehabilitation, and Tourism), the UNDP GEF6 project will build on this knowledge base with additional key outputs such as: monitoring tools, results of socioeconomic surveys, National SLM Action Plan, PAN Strategic and Communications Plans, and Vulnerable Species Management Plans. This project is already aligned with the Responsible Tourism Framework, developed in part through UNEP's GEF5 project (ID 5208) that is also investing in creating a broad, high-level Biosecurity Plan for BOA, which will guide participation in the proposed UNDP GEF6 project to create a NISSAP and EDRR. Communities are already sharing IAS and biosecurity priorities with MNRET under UNDP's GEF5 regional project (ID 5404), which is also helping the Division of Forestry update a Forest Action Plan that will inform ILSMPs for Babeldaob (Output 2.1).

To ensure close coordination between UNDP's GEF5 Regional R2R program (ID 5404), UNEP's GEF Project (ID 5208) and the proposed UNDP GEF6 project, the Proposed Governance and Management arrangements (**Section VIII**) includes specific institutional arrangements to facilitate improved project management and coordination. While, it is the long-term goal of MNRET to establish a Bureau of Environment given the national priority afforded to biodiversity conservation, in the short-term, as the basis for the formation of the Bureau of Environment, the UNDP GEF6 project will establish an Environmental Planning Unit (EPU) to enable coordination and overseeing of large projects; apply strategic planning and coordination to MNRET and cross-sector activities; and ensure mainstreaming and alignment with high-level policies. The Project Managers for UNEP's GEF5 (ID 5208), UNDP's GEF 2R2 IW program (ID 5404) and the proposed UNDP GEF6 projects will serve under the EPU (and then eventually the Bureau of Environment) and will be supervised by an EPU Coordinator (funded jointly by both GEF projects). This will allow for daily interaction between the three projects, regular discussions about each project, information sharing and close collaboration between activities of the three projects to ensure synergies and avoid duplication. Annual work planning will be coordinated so that there is discussion and collaboration between the three projects. The UNEP GEF5 Project program (ID 5208) is currently training its Project Assistant to take on Project management duties for the proposed UNDP GEF6 project. The UNDP GEF5 medium-sized project (ID 5579) is administered from the Ministry of Finance (formerly OERC), but through the Joint Coordination Body, this project will be similarly aligned with other national projects and programs.

The *GEF Small Grants Program* (SGP) is active in Palau and funds NGOs and CBOs. The SGP program offers the opportunity to align and mainstream policies into activities on the ground. Priorities in the new OP 6 GEF SGP Strategy (launched in 2017) include food security (particularly agriculture on land) and sustainable tourism (outside of Koror). This project will partner with the GEF SGP to ensure that funded community projects are in line with the Land/Seascape Plans developed here and, where possible, ensure consistency and share capacity building in the direct financing mechanism of the proposed GEF project and the SGP.

### ***iii. Stakeholder engagement:***

As a national project and because Palau is small, this project impacts all people in the country. The project included a wide range of consultations during the PPG. Initial stakeholder analysis during the PIF stage was followed up with consultation during the PPG. Three stakeholder workshops were conducted in February 2017, May 2017 and June 2017. The May workshop included state-based discussions to prioritize sites for landscape planning based on existing capacity, while the June workshop reached general consensus on project outcomes, outputs, activities and institutional arrangements for the project. Stakeholders consulted during the PPG stage are listed in **Annex 22**.

The purpose of the Communication and Knowledge Management Strategy (**Annex 6**) is the long-term sustainability of the project's achievements, based on transparency and the effective participation of the key stakeholders. The objective of this Strategy includes the following: (a) to identify the project's main stakeholders and their basic roles and responsibilities; (b) to take advantage of their experience and skills; and (c) to secure and safeguard their active participation in different project activities to reduce obstacles in its implementation and in its sustainability post-



completion. The approach is based on the principles of fairness and transparency in selection of relevant stakeholders and, through consultation, engagement and empowerment, ensure: better coordination between them from planning to monitoring and assessment of project interventions; access to relevant information and results; accountability; application of grievance redress mechanism if necessary; and sustainability of project interventions after its completion.

### **Identification, Roles and Responsibilities of Stakeholders**

Stakeholders are identified in **Annex 7**, along with their potential roles and responsibilities. The Communication and Knowledge Management Strategy identifies goals and guiding principles, target audiences, community needs, and tools and key messages. The following initiatives below will be taken to ensure participation of stakeholders in project activities.

#### **Project inception workshop**

Project stakeholders will participate in the multi-stakeholder inception workshop within three months of the start of the project. The purpose of this workshop will be to create awareness amongst stakeholders of the objectives of the project and to define their individual roles and responsibilities in project planning, implementation and monitoring. The workshop will be the first step in the process to build partnership with the range of project stakeholders and ensure that they have ownership of the project. It will also establish a basis for further consultation as project implementation commences. The inception workshop will address a number of key issues including: assisting all partners to fully understand and take ownership of the project; detail the roles, support services and complementary responsibilities of project partners in terms of implementation of sustainable landscape and seascape planning and management; and discussion of the roles, functions, and responsibilities within the project structure, including reporting and communication lines, monitoring and conflict resolution mechanisms.

#### **Communications and Knowledge Management Strategy**

This Strategy (**Annex 6**) will facilitate improved awareness of the project and its contents; and it includes details on best practices to use with particular stakeholder groups. The project will regularly review and update the Strategy to ensure that all stakeholders are informed on an ongoing basis about the project's objectives, activities, progress, and opportunities for involvement. The project will develop and maintain web-based tools (Output 4.3) for sharing and disseminating information on biodiversity conservation, landscape and seascape planning and management, best practices, IAS prevention and management and biosecurity. The Project will also feed into existing databases at PALARIS and submit publications for sharing with libraries at PICRC, the National Library, and Palau Community College (PCC). Activities in the Communication and Knowledge Management Strategy to engage stakeholders and stakeholder groups include:

- **Quarterly meetings with key stakeholders.** On quarterly basis, the Project Board will hold meetings that involve key stakeholders to discuss achievements, challenges faced, corrective steps taken and future corrective actions needed for the implementation of planned activities. Results-based management and reporting will be informed by stakeholder inputs during such meetings.
- **Sharing progress reports and work-plans.** Copies of annual and quarterly progress reports and work plans will be circulated to stakeholders to inform them about project planning, implementation and outcomes, as well as through public forums, including web-based.
- **Participatory approach for involving local communities.** Such an approach will be adopted to facilitate the participation of local communities, either as a group or through their CBOs, including men's, women's, and youth groups in the planning and implementation of the project activities. Facilitation training for state planning teams will be supported. To ensure participation of local communities, the project will develop Memorandum of Understanding (MOU) with MNRET, States, teams, and CBOs before implementing key project activities.
- **Stakeholder consultation and participation in project implementation.** The Communications and Knowledge Management Strategy will be implemented immediately and reviewed at quarterly meetings with stakeholders to assess its effectiveness.

#### **iv. Mainstreaming gender:**

Gender and Social inclusion considerations have been integrated into the project design (under Output 4.1) following the development of the Gender Analysis and Mainstreaming Action Plan (**Annex 5**). This is the first large-scale multi-stakeholder project in the environment sector that has considered issues of gender and social inclusion. Rather than focus only on gender, the project adopts Palau’s Gender Division’s approach and does not simply focus on *women*, but rather on overall *inclusivity* and *multiple vulnerable populations*. The land/seascape planning component may have significant long-term impacts on both gender and social groups, and thus the Gender Analysis and Mainstreaming Action Plan includes specific actions for applying a gender and socially inclusive lens to every decision, expanding representation, filling in gender and social-based research gaps, and investing in approaches to gather and share information among more groups. It is the intent of this project for it to become a model for improving gender and social mainstreaming into government and planning processes.

Gender mainstreaming in the project will be addressed (refer **Annex 5**) through the following actions:

- Ensure that project materials, including meeting agendas, reporting templates, communications materials, and all written policies include gender and social mainstreaming.
- Create and require minimum standards for planning teams, including representation from multiple gender and social groups and/or tasking of planning team members to speak for vulnerable peoples.
- Capacity building and training for project staff and planning team facilitators to include the input of multiple groups into resulting plans.
- Support research and mapping of: (i) current gender roles and how they have changed between generations in each of the 5 sectors; (ii) gender and social group uses and use patterns of land and marine habitats; (iii) market access by gender; (iv) mapping of the tourism sector by gender and social group; and (vi) applying a gender and socially inclusive lens to all research plans and priorities to ensure that multiple groups’ data needs are filled.
- Invest in staff to enable adequate connections with multiple groups. Instead of general community meetings, meetings with (i) women’s groups; (ii) men’s groups; (iii) youth groups; and (iv) individuals with access to or influence over vulnerable people (e.g. landowners or church leaders).
- Capacity building and training for project staff and planning team facilitators to better engage multiple gender and social groups.
- Apply a gender and socially inclusive lens to every meeting, report, plan, and activity.
- Apply gender disaggregated targets and baselines where appropriate, as part of project monitoring plan.
- Conduct economic and social analyses of proposed land/seascape plans resulting from the project, and all other outputs (such as proposed protected areas and implementation plans for best practices).
- Implement the Communications Strategy, including: holding multiple, targeted meetings by disaggregated groups.
- Make better use of digital platforms in order to create oral/audio content, with less emphasis on writing to better communicate with women and youth.
- Incorporate gender and socially-sensitive indicators and collect gender-disaggregated data for monitoring and evaluating project results.

**v. South-South and Triangular Cooperation:**

This project is specific to Palau but it has implications for the rest of the Pacific that are extremely useful, particularly vulnerability to sea level rise and introduction of IAS. The project will collaborate with a variety of other projects that are both on-going and yet to be initiated. The Project promotes an integrated land and seascape management approach to ensure the effective mainstreaming of biodiversity conservation into key development sectors in Palau that complements a number of other regional GEF “Reef-to-Ridge” Initiatives including specifically in Fiji, FSM and Marshall Islands.

In terms of IAS, on-going efforts that will specifically be linked with this project will include the Pacific Adaption to Climate Change, which has a primary objective of developing crop resilience/food security within Pacific Island countries. Facilitating this work will require prevention of IAS incursions and managing a variety of existing IAS that



impact crops. UNEP and SPREP regional IAS project, UNDP's Fiji IAS project and this Palau project will also be linked to work collaboratively to improve biosecurity and IAS management within specific countries, which in many cases are already trading partners working collaboratively on a variety of IAS initiatives. Biosecurity and IAS management improvements at the country level will, in turn, foster regional improvements.

Additionally, the Regional Biosecurity Plan (RBP) for Micronesia and Hawaii that includes the Republic of Palau recommends numerous actions for the jurisdictions it covers as well as the region. As part of recommendations, each jurisdiction will develop a comprehensive biosecurity/invasive species strategy. The Marshall Island and the FSM have both completed this and to an extent Palau has a good start with its National Invasive Species Council and their strategy. Secondly, the region is developing a Regional Invasive Species Coordination Office (RISCO). Palau announced it is hiring a Regional Invasive Species Coordinator, who will be tasked to work with each jurisdiction (Palau, FSM, Marshall Island, Guam and Northern Mariana Islands), coordinate biosecurity/invasive species efforts and improve harmonization across the region. This position will be funded by Palau but it is expected that other countries will support the position by the end of year one.

Once the RISCO is functioning, it will provide significant support to various projects, including this Palau GEF project. It can help ensure that the Palau GEF project is linked into regional efforts and utilizing 'best management practices' and other already developed elements from the region, as well as sharing its information and experience gained from other jurisdictions in the region and providing a node for information and technology transfer within the region. Thus, the Palau GEF6 project will be directly linked via the RISCO to the Regional Invasive Species Council (RISC), which is mandated to support the region's Chief Executives (CEs) and is part of the Micronesia Island Forum. MIF's Secretariat will be housed in Palau, starting in 2018, and the RISCO will be part of this broader, multi-sectorial effort. The MIF Secretariat will be a multi-sectorial regional initiative supporting the region's leadership with improving local and regional efforts, including biosecurity and invasive species management through RISCO. As envisioned, RISCO will work directly with each government as well as the RISC members from each jurisdiction, which for Palau are their National Invasive Species Coordinator and the Chief of Agriculture.

In terms of UNEP's and UNDP's GEF projects for the Pacific, there are a number of activities that are directly relevant to Palau's GEF6 project. Component 1 of UNEP's project seeks to strengthen IAS legislation, regulations, policies and updates of NISSAP that are extremely relevant to the Palau GEF6 project; as is Component 2 on risk assessment and IAS baseline studies. In addition, Component 3 of the UNEP project focuses on EDRR protocols, risk mitigation measures and pilot eradication activities; while Component 4 deals with establishing a Pacific islands regional framework for IAS management, including establishing information systems for delivery of case studies, guidelines, operational procedures and tools. The Palau GEF6 project will ensure close linkages with the UNEP regional project and other Pacific initiatives to share information and best practices (as listed above) through participation in regional databases, regional workshops and lessons sharing events. It, ensure that Fiji biosecurity staff attend regional workshops and conferences to learn about experiences from other parts of the Pacific. In addition, UNDP Palau will facilitate trading lessons regionally and globally via mechanisms such as UNEP Live and agencies such as World Conservation Monitoring Center (WCMC) and Secretariat of the Pacific Regional Environment Program (SPREP). The knowledge management component of the Palau IAS component project is intended to capture such learning and experience as can be shared with other countries through regional networks, meetings, conferences and other sharing means.

---

## V. FEASIBILITY

### i. Cost efficiency and effectiveness:

The project has been designed to reflect the most cost-effective approach in the following ways.

*Defining a holistic approach to project formulation:* The project adopts a ‘ridge-to-reef’ approach that connects landscape and seascapes and their various interactions to maximize opportunities for synergies, such that selected actions and interventions generate multiple benefits. This is accomplished through development and implementation of well-designed conservation actions (‘set-asides’ and forest restoration) and community resource management and livelihood measures in agriculture, aquaculture, fisheries and tourism that incorporate mainstreamed biodiversity policies and best practices in terms of carbon sequestration, improved food security and more resilience to climate events, whilst improving livelihood benefits, biodiversity conservation and ecosystem services.

*Sequencing of activities:* Project design and sequencing of project activities ensures that foundation activities are completed first, such as: (i) establishing functional governance and coordinating mechanisms at the national and provincial levels; (ii) legislative and regulatory changes clarifying responsibilities of land/seascape planning, management and oversight; legislative and regulatory changes to facilitate mainstreaming biodiversity across sector and environmental planning; and (iii) capacity improvements developed to provide the necessary groundwork for later demonstration of best practices under Outcomes 2 and 3. The project includes subsequent documentation and dissemination of best practices for scaling up under Outcome 4.

*Models to demonstrate benefits:* Project design ensures selectivity in the identification and development of on-the-ground demonstration models. Outcome 2 focuses mainly on trialing of forest and land restoration, sustainable natural resources management and livelihood best practices; and Outcome 3 on trialing ecotourism best practices and updating rules and regulations for enforcement and penalties for violations and misconduct in tourism, fisheries and aquaculture sectors, so as to ensure cost-effectiveness in terms of avoiding duplication and ineffective deployment of activities.

*Building on existing lessons and best practices:* As a measure to ensure cost-effectivity, project design focuses on use of available resource to the extent possible, building on the land use planning foundation being established and the information collected under the ongoing UNEP GEF 5 project. Rather than invest in extensive Land Use Plans that cannot be implemented without high levels of zoning and urban land planning expertise, this project will invest in broader land/seascape plans, both for their resulting maps and for the capacity they will build. The process for land/seascape planning advocated here is both effective and cost-efficient. Rather than hire expensive external consultants, local planning teams will make use of available information to develop plans that follow the “No Regrets” principle adopted by national policies. This results in plans that have higher levels of participation and buy-in. While probably simpler than plans drafted by external experts, they are more likely to be implemented.

*Data management systems:* Adding to existing databases in country and focusing on the development of standardized but simple information collection and databases is also a proven and effective way to collect and share data. The Communications and Knowledge Management Strategy in particular makes use of free and widely available forms of communication (particularly online) and capitalizes on the expected 2018 introduction of broadband internet to the country. The excitement of that will likely prompt wide use of the internet, thereby spreading the web presence of the project. All biosecurity efforts will capitalize on the recent passage of the Biosecurity Act and the completion of the Regional Biosecurity Plan for Micronesia and Hawaii (RBP), thereby capturing existing momentum. The mapping processes in Outcomes 2 and 3 will incorporate and make use of the extensive data that has already been collected.

### ii. Risk Management:

As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on their status to the UNDP Country Office, which will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when impact and probability are high (i.e. when impact is rated as 5, or when impact is rated as 4 and probability is

**Table 2: Risk Table**

Description	Type	Impact & Probability	Mitigation Measures	Owner	Status
Conflicts of interest, mis-understanding different priorities and sensitivities of stakeholders constrain implementation of activities	Social	This could derail the project schedule and minimize the utility of land/seascape plans P = 2, I = 3	Specific approaches will be taken to ensure that project activities are detailed in collaboration with States and local communities, so that extensive consultation including all affected groups is undertaken prior to delineation of areas to be set aside ( <b>See Annex 4 of UNDP Project Document</b> ). Needs and priorities of stakeholders will be identified and constructive dialogue, joint planning and problem solving will be promoted by the coordination platform, which provides a mechanism for sharing information and consultation to secure buy-in for project goals. -A <b>grievance redressal system (Annex 8 of UNDP Project Document)</b> provides mechanism to address specific community concerns.	Project Manager	Decreasing
There could be potential restriction on the availability, quality of, and access to resources or basic services, in particular for marginalized individuals or groups?	Social	The creation of new set asides of High Conservation Value Forests on Babeldaob and zoning of the seascape of Southern Lagoon States (Koror and Peleliu) for multiple different uses, community rights of access may be restricted in specific areas. P=3, I-2	-Specific approaches will be taken to ensure that project activities are detailed in collaboration with States and local communities, so that extensive consultation including all affected groups is undertaken prior to delineation of areas to be set aside ( <b>See Annex 4 of UNDP Project Document</b> ). -Project investments will be screened to ensure they comply with sound environmental and social principles and are sustainable, including avoidance of restriction in access to the extent feasible ( <b>Annex 4 of UNDP Project Document</b> ). -Decisions regarding restrictions, if any, on resource use will not be imposed, but will involve through an informed, transparent and consultative community consensus building process ( <b>refer Annex 4</b> ), and any restrictions, if any will be adequately compensated to match or exceed loss of incomes or livelihoods (an <b>alternative livelihood development plan</b> will be prepared early in project for any households that are likely to be denied access to resources or current livelihood practice. -A <b>grievance redressal system (Annex 8)</b> provides a mechanism to address any specific community concerns.	Project Manager	Possibly decreasing
States, private sector, resource owners and resource users not engaged; so do not participate and follow resultant plan activities.	Political	This is a key risk and must be overcome for the project to be successful. All planning processes are moot if the resource users and owners are not willing to participate and follow best practices. P = 2, I = 3	<b>Outcome 1</b> will be prioritized and individual actions (including one-on-one meetings) to bring in these key stakeholders to a common platform of understanding and willingness to cooperate. Capacity building and awareness are aimed at enhancing participation.	Project Manager	Increasing
Land/Seascape Plans will likely benefit the	Political	This will occur if stakeholders are dominated by the private sector and	- Application of "Gender Analysis and Mainstreaming Action Plan" ( <b>Annex 5 of UNDP Project Document</b> ) including monitoring of	Project Manager	Increasing

Description	Type	Impact & Probability	Mitigation Measures	Owner	Status
wealthy at the expense of women and vulnerable groups.		private interests, and the Gender Mainstreaming Action Plan is ignored. P = 1, I = 3	specific indicators (Annex 12 of <b>UNDP Project Document</b> ) to ensure that women and vulnerable groups participate and benefit from the project investments.	(annual analysis by Gender Division)	
Biosecurity efforts are ineffective resulting in lack of management effort to prevent introduction and spread of IAS throughout country.	Environmental	NISSAP and EDRR must be developed based on best available knowledge and not be delayed unduly by additional research. Thus, new and unexpected IAS may be missed; or the protocols advocated may be inadequate. P = 2, I = 3	- <b>Outcome 1</b> Biosecurity Division, NISCO and NISC must be properly capacitated and will be seen as valuable partners in IAS control and management. -The Communications and Knowledge Management Strategy ( <b>Annex 6 of UNDP Project Document</b> ) will be implemented to increase awareness of the threat of IAS.	Project Manager and National Invasive Species Committee, NISC Office, Biosecurity Division	Stable / decreasing
Private sector is not willing to invest in biodiversity conservation partnerships or biodiversity friendly tourism services.	Political	If there is limited consideration and acknowledgement of role of the private sector in conservation, then it is unlikely that collaboration will be achieved P = 2, I = 3	The project will work through existing organizations in Palau that already have a good relationship with the private sector to foster collaboration and seek to achieve win-win conservation/socio-economic outcomes. For example, where biodiversity serves as a foundation for diversification of the tourism sector, the project will identify, scope and provide concrete guidance and examples of how such opportunities can be harnessed.	Project Manager	
Insufficient funding to continue up-scaling Integrated land/seascape planning post project.	Financial	Lack of funding support will have serious implications for building on the learning and experiences of the project and constrain efforts at ensuring a more integrated approach to national and state planning. P = 2, I = 3	Governmental support for biosecurity, IAS, fisheries and forest management has increased in recent years. Many Palauans are aware of the value of their outstanding natural resources and Palau has begun to develop systems to finance conservation efforts. This project will build on this advantage to develop further tools to guide decision making on quality investments and raise awareness, such as: providing analyses of overall cost of ecosystem degradation and impacts of IAS compared to enhanced management and prevention. It will also provide technical support to develop concrete cost-recovery systems through development and enhanced application of fees and taxes. The institutionalization of the JCB as the potential Bureau of Environment will trigger budgetary allocations from government.	Project Manager and National Invasive Species Committee	Increasing
Climate change may alter the threats and risks associated with land degradation and IAS.	Environmental	Climate change may raise the threat of IAS by increasing the frequency/severity of fires, floods, etc. and thereby decreasing ecosystem resilience and creating conditions where IAS can more easily become established. P = 2, I = 3	- <b>IAS risk analyses, blacklist and whitelist</b> to be generated by the project will take into account any additional risks associated with projected climate change considerations. - <b>Implementation of Components 2 and 3</b> will ensure that land and sea based activities are environmentally sustainable and support best practices for terrestrial and marine ecosystems, with climate risks managed.	Project Manager and National Invasive Species Committee	Stable/ decreasing

rated at 3 or higher). Management responses to critical risks will also be reported to the GEF in the annual PIR. Note: refer to **Annex 9** for SESP risks, most of which are *low* but a small number are *moderate* with respect to their

significance in terms of ‘impact’ and/or ‘probability’. Mitigation measures for managing these moderately significant risks are proposed in **Annex 9**.

iii. Social and environmental safeguards:

On the basis of the Environmental and Social Screening Process undertaken during the design of the project (Part B, SESP attachment I), it is clear that the proposed project would not potentially cause adverse impacts to habitats and/or ecosystems and ecosystem services. Some project activities are likely to be undertaken within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas. However, these do not involve changes to the use of land and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods. The project activities would likely not pose risks to endangered species and introduction of invasive alien species. Specific efforts would be made on evaluating the condition of resources that would be used in livelihood and sustainable natural resource use programs to ensure that extraction is within sustainable limits. Existing harvest of non-timber forest products (mushrooms, medicinal plants and other products) would be undertaken in an ecologically friendly and sustainable manner, including defining specific areas and harvest rates on the basis of internationally acceptable criteria, based on scientific information and closely monitored. The project does not entail the harvesting of natural forests, plantation development, or reforestation, although some assisted natural forest regeneration activities would be supported. It also does not involve significant extraction, diversion or containment of surface or ground water. The Project would not generate potential adverse trans-boundary or global environmental concerns and would not result in secondary or consequential development activities that could lead to adverse social and environmental effects, nor would it generate cumulative impacts with other known existing or planned activities in the area.

The proposed project will not result in significant greenhouse gas emissions or climate change impacts. It is not likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future. The project does not involve large-scale infrastructure development. The project will not involve support for employment or livelihoods that may pose a potential risk to health and safety of communities and/or individuals or to biodiversity and ecosystem functions. The project would not potentially involve temporary or permanent physical displacement, nor will there be the need for land acquisition or access restrictions – even in the absence of physical relocation. It would not exacerbate land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources. Any restrictions on access and use of natural resources would not be imposed by the project authorities, but would evolve through a collective decision-making process amongst the community members and be supported by alternative or improved livelihood and natural resource management measures that adequately compensate for any loss of income or resources. In cases where households are likely to be denied access to resources or livelihoods, either partially or wholly, a livelihood plan would be prepared and implemented for affected households to ensure adequate compensation and alternative livelihoods. Grievance redress mechanisms will facilitate the resolution of any conflict related to resource use and access. Women and vulnerable groups in the landscape would be fully involved in decision-making in terms of resource use, livelihood and income generation investments and conservation action through specific institutional and administrative arrangements that encourages active participation of all households in a village and capacity building programs. During early project implementation, the project will develop a checklist or questionnaire reflecting the criteria (as listed in **Annex 4** “Framework for Participatory Land/Seascape Planning and Management”, Paragraph 9) to screen requested investments to ensure that they are technically feasible, have positive environmental impact and comply with sound social and environmental principles and are sustainable. For further information on social and environmental aspects and management measures refer UNDP SESP in **Annex 9**.

iv. Sustainability and Scaling Up:

*Financial and Institutional Sustainability:* The long-term commitment of the Government of Palau to protecting its natural endowments and biosecurity provides very positive signs for sustainability of project impact. This is further evidenced by the fact that the Government has established the National Environment Protection Council (NEPC) that is mandated to (i) identify and prioritize national environmental issues within the context of sustainable development; (ii) support the development of comprehensive sustainable management plans highlighting the

national priorities and policies; (iii) establish clear, concise, documented and endorsed national guidelines for environmental programs and projects; (iv) comment on environmental aspects of public and private development projects to ensure environmental sustainability and integrity; (v) propose legislation to protect the environment; and (vi) mobilize support and build consensus for environmental initiatives. The project's institutional arrangements will further build on the existing structures and establish a Joint Coordination Body (JCB) under the NEPC with representation from states and the private sector (in addition to national government and nonprofits) to implement joint land and seascape planning and to ensure that development plans mainstream biodiversity and biosecurity policies. The JCB will be initially established as an Ad-hoc Committee under NEPC, which has the authority to create such bodies. The JCB will also monitor the implementation of best practices and adaptive feedback through a direct financing/sub-granting scheme that should be agreed in Year 1. NEPC will have the authority to guide the making of policy decisions based on the information provided by the JCB. To ensure sustainability of institutional arrangements for land/seascape planning and ensuring mainstreaming of biodiversity and biosecurity policies into development plans, the Government of Palau will institutionalize the JCB as a permanent Bureau of the Environment (BOE) within MNRET as a long-term goal. This is part of a long-term vision for MNRET, which will include a Protected Areas Network Office that works with a Land Use Planning Unit to streamline and support biodiversity goals. Formalization of the BOE as a government entity will trigger allocations of formal annual government budgets and manpower that will enable sustaining and scaling up of benefits of the project in terms of land/seascape planning and management and biodiversity mainstreaming.

In addition, the GEF increment complements existing government activities by helping build the capacity of existing public institutions, particularly that of the Ministry of Natural Resources, Environment and Tourism (MNRET), including its agencies such as the Bureau of Agriculture (BOA), Bureau of Marine Resources (BMR), Bureau of Tourism (BOT) and Division of Biosecurity, the Environmental Quality Protection Board (EQPB) and the Division of Fish and Wildlife Protection (DFWP) of the Ministry of Justice, as well as State agencies and local communities to work in an integrated way to improve conservation outcomes and reduce the threat of IAS. The project will further strengthen existing alliances, and build new ones, for IAS exclusion, control and management and consequently the conservation of Palau's rich biodiversity.

To facilitate long-term sustainability of existing biosecurity activities in Palau, the project will ensure the following:

- Tailored training and capacity-building to strengthen the functionality and capacities of Biosecurity Officers and national level IAS coordination.
- Establishment of new and strengthened collaborations for comprehensive IAS management and control, including strengthening of the National Invasive Species Committee and Biosecurity Division, preparation of NISSAP, risk assessment and data management and sharing.
- Outreach and awareness programs delivered at national and state levels in parallel to build local community and stakeholder support for biosecurity and IAS eradication.
- Development of cost-recovery systems to support biosecurity.

*Innovation:* The project will build on and try to replicate proven “best practices” from the country and region (**Annex 4**, Attachment 1 and 2). Palau's move from a land-use planning approach that is largely generic in nature and lacking obligations and commitments to its execution and limited multi-level integration to a more holistic land/seascape approach is an innovative and modern approach to mainstreaming biodiversity and biosecurity that is rarely seen in the developing world. It is also innovative in that it facilitates effective ecological networking between the Protected Area Network (PAN) sites and the implementation of conservation policies at a land/seascape scale, thereby guaranteeing the long-term conservation of biodiversity and ecosystem services for the country, and not just the PAN sites. It is new to Palau, in that the EIA and EIS processes will enable a more harmonious sustainable development of the country and an effective assessment of cumulative environmental impacts coming from the different projects, works and development initiatives. The creation of a national multi-stakeholder and multi-sector coordination mechanism for biodiversity conservation and biosecurity activities will ensure that resources and capacity are being used as effectively as possible. Innovative for Palau is the inclusion of state governments and private businesses in this coordination mechanism.

*Potential for scaling up:* The project is designed to provide demonstration models for up-scaling in Palau. In particular, the capacity building and the development of guidelines and regulations for each aspect of the project

will strongly support up-scaling. Ensuring that activities, impacts and lessons learnt from the demonstration sites are disseminated widely helps generate a bottom-up demand for similar activities throughout the country. The project's investment component will seek to develop synergies among rural development actors and programs with an objective of raising additional investments that will fund and expand models of resource use and alternative livelihood activities within and outside of the targeted landscapes. This component will also seek to catalyze a process whereby regional and local NGOs, CBOs and development agencies seek to obtain commitments from state budgets for sustainable resource management and related community actions.

In terms of IAS and biosecurity, the development of a national-state EDRR strategy with a functional reporting system and capacity to conduct EDRR activities will enable its trialing and expansion throughout the country. Lessons learned from demonstrating the EDRR system and IAS management will be captured in the biosecurity information management systems, and sharing the results nationally will help promote replication during and after the project. In addition, the project will address measures to reduce or eliminate risky practices in key pathway sectors and will develop practical experience for IAS management by implementing strategic IAS programs at selected sites in the Southern Lagoon that encompass high-priority ecosystems. These will enable the Government of Palau to determine cost effective, long-term IAS management practices and provide models for replication.

Capacity building of the National Invasive Species Committee and Biosecurity Division, the development of the NISSAP, and outreach programs will strongly support further up-scaling. The involvement of NGOs, private businesses and local communities is also expected to lead to further support and commitment to up-scaling of the project's actions and successes. Improvement in capacity, awareness and regulatory frameworks will ensure post-project sustainability and encourage investments from public and private sector in biosecurity control and management, also contributing to up-scaling.

V. Economic and/or financial analysis: Not applicable

## VI. PROJECT RESULTS FRAMEWORK

**This project will contribute to the following Sustainable Development Goal (s):** Strategic Goal C (To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity), and Target 12 (By 2020, the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained).

**This project will contribute to the following country outcome included in the UNDAF/Country Program Document:** Outcome 1.1 Improved resilience, with particular focus on communities, through integrated implementation of sustainable environmental management, climate change adaptation/mitigation and disaster risk management

**This project will be linked to the following output of the UNDP Strategic Plan:**

Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

	Objective and Outcome Indicators <sup>14</sup>	Baseline <sup>15</sup>	Mid-term Target <sup>16</sup>	End of Project Target	Assumptions <sup>17</sup>
<b>Project Objective:</b> To mainstream biodiversity conservation into integrated land and seascape governance, planning and management in Palau.	Mandatory Indicator 1.3.1 Area of sustainable management solutions at sub-national level for conservation of biodiversity and ecosystem services that benefit from integrated landscape and seascape planning and management approaches	<i>Approximately 115,000 hectares (managed effectively)<sup>18</sup></i>	<i>At least 130,000 hectares of seascapes and landscapes effectively managed through participatory approaches</i>	<i>At least a total of 240,000<sup>19</sup> hectares of seascapes and landscapes effectively managed through participatory approaches</i>	<u>Assumptions:</u> -Local communities and state governments understand livelihood benefits and ecological security from cooperation with and sustainable management of land and seascape resources. Thus, they will participate in sustainable management and ecosystem restoration work. -The National and State Governments consider it their priority to support integrated planning of its land/seascapes and implement target oriented activities with local communities to improve conservation and sustainable use of such resources.
	Mandatory Indicator 1.3.2 Number of households benefiting from strengthened livelihoods through solutions for improved management of natural resources and provision of ecosystem services	<i>Number of households currently participating in sustainable resource management and best practice approaches – 39% of HHs (in 7 Babeldaob states and Peleliu) in 2016 (300 HHs<sup>20</sup>)<sup>21</sup>. (baseline to be validated in Year 1)</i>	<i>At least 45% of HHs in Babeldaob states and Peleliu (at least 340HHs) directly benefit through sustainable resource management approaches and incomes (At least 50% of the beneficiaries would be women inclusive HHs)</i>	<i>At least 55% of HHs in Babeldaob states and Peleliu (at least 425HHs) directly benefit through sustainable resource management approaches and incomes (At least 50% of the beneficiaries would be women inclusive HHs)</i>	-States, CBOs, private sector and communities collaborate closely for preparation of land/seascape plans. <u>Risks:</u> -Natural disaster/climate change may affect the restoration work. -Lack of capacity in government and communities to meet obligations related to project. -Political transitions leave plans unused.
	Mandatory indicator 2.5.1 Extent to which Institutional frameworks are in place for	<i>No states have comprehensive landscape and seascape planning</i>	<i>Integrated Landscape/seascape management “strategy”</i>	<i>Multiple use and sustainable landscape and seascape approaches</i>	-Livelihood benefits from sustainable management may be limited and slow for communities to give up current unsustainable practices

<sup>14</sup> Additional information in terms of baselines and monitoring indicators is provided in Annex 16

<sup>15</sup> Baseline, mid-term and end of project target levels must be expressed in the same neutral unit of analysis as the corresponding indicator. Baseline is the current/original status or condition and need to be quantified. The baseline must be established before the project document is submitted to the GEF for final approval. The baseline values will be used to measure the success of the project through implementation monitoring and evaluation.

<sup>16</sup> Target is the change in the baseline value that will be achieved by the mid-term review and then again by the terminal evaluation.

<sup>17</sup> Risks must be outlined in the Feasibility section of this project document.

<sup>18</sup> The represent PAN sites and other protected areas

<sup>19</sup> Based on the assumption that (i) institutional arrangements in place enabling integrated planning and management; (ii) land/seascapes zoned based on biological principles; (iii) land/seascape planning basis for budgetary allocations; (iv) sector regulations integrate biological considerations; (v) best practice activities implemented and (v) monitoring systems validate outcomes. Includes areas up to coral reef limits covered under Outcomes 2 and 3.

<sup>20</sup> In 2015 there were 763 households in those 8 states (7 on Babeldaob and 1 Peleliu) plus another 3070 households in Koror.

<sup>21</sup> This number was derived from surveys during the PPG (May 2017)



	integration of conservation, sustainable natural resource use, control and management of IAS, biodiversity and ecosystems and improved livelihoods into integrated land/seascape planning and management	and management approaches; 4 of 16 states have partial plans or zones (Koror, Airai, Melekeok, Ngardmau)	for Babeldaob Island and ILSMPs developed for at least 3 states	institutionalized by national legislative, policy, and institutional arrangements and planning and practice effected in 9 states	- Lack of involvement from private sector and/or resource users (including vulnerable people) with continued unsustainable practices -Conflicts over territorial issues between state and national entities could undermine efforts at promoting integrated planning approaches.
<b>Outcome<sup>22</sup> 1</b> Enhanced national institutional framework for integrated planning and management of land and seascapes	Indicator 5: Level of institutional capacities for planning, implementation and monitoring integrated land/seascape management plans as measured by UNDP land/seascape management scorecard	Limited institutional capacities for planning, implementation and monitoring of multiple use landscape and seascapes as measured by UNDP Land/ Seascape Capacity Development Scorecard baseline: (i) National level landscape/seascape capacity score 16/63 (ii) State level average score landscape/seascape capacity 15/60 (iii) National Environmental Management score 22/45 (iv) National biosecurity capacity score 15/45	Increase of institutional capacity as measured by a 10% increase in UNDP Landscape and Seascape Capacity Development Scorecard (national and state levels), National Environmental Management Capacity Scorecard and National Biosecurity Capacity Scorecard	Average Increase of institutional capacity as measured by a 50 % increase in UNDP Landscape and Seascape Capacity Development Scorecard (national and state levels), National Environmental Management Capacity Scorecard and National Biosecurity Capacity Scorecard	<u>Assumption:</u> -The national government will develop appropriate legislative, policy, institutional and technical measures that facilitate integrated land/ seascape planning and management in a timely manner. -Development strategies and management plans will be officially approved by State governments with allocation of appropriate staff and funding for implementation -The States will take active part in developing strategies and implementation using new knowledge and skills provided by the project -Local communities are convinced mainstreaming biodiversity into key development sectors is in their long-term interests <u>Risks:</u> -Priorities of state governments and local communities might shift if development benefits take long to manifest - Plans are developed but not used, particularly by resource users (e.g. private sector) - Planning bodies that build capacity are disbanded and knowledge is lost
	Indicator 6a: Percentage increase in new earthmoving projects requiring environmental assessment (EA)	6a: 7.5% of new earthmoving projects require EA (2016) <sup>23</sup>	6a. At least 10% <sup>25</sup> of new earthmoving projects require EA	6a. At least 15% of new earthmoving projects require EA	<u>Assumptions:</u> -EQPB capacity effectively enhanced to develop, monitor and enforce regulations

<sup>22</sup>Outcomes are short to medium term results that the project makes a contribution towards, and that are designed to help achieve the longer term objective. Achievement of outcomes will be influenced both by project outputs and additional factors that may be outside the direct control of the project.

<sup>23</sup> Environmental safeguard regulations and guidelines for triggering EA for earthmoving projects are ambiguous, resulting in a large number of projects being exempted. While specific EA exemptions are for single or family homes, “small” developments (including farms and buildings with 4 rooms or less) and for upgrades to existing facilities, those that are determined at the discretion of the Board and inconsistencies in the application of regulations and guidelines result in fewer projects being subject to EA than is environmentally desirable. By addressing the above and other ambiguities, along with provision of clear guidelines, and clarifying the roles and responsibilities of EQPB, MNRET and other government agencies, the project interventions will result in an increased number of earthmoving projects subject to EA and increased compliance with environmental prescriptions among those permitted projects that are exempt from EAs.

<sup>25</sup> The targets of 10% (at mid-term) and 15% increase (end-of-project) in the number of new earthmoving developments subject to environmental assessment, from the current baseline of 7.5%, are tentative estimates. In Year 1, criteria that trigger EA will be revised, and the 2016 and 2017 earthmoving project applications will be reviewed to determine how many of these applications should have been subjected to EAs. This review will generate more realistic mid-term and end-of-project targets. These changes will be reflected in Year 1 Progress Report.

	Indicator 6b: Percentage compliance with environmental safeguards for all permitted earthmoving projects that are exempt from EAs	6b: 85% of all permitted earthmoving projects that are exempt from EAs comply with prescribed environmental safeguards (2016) <sup>24</sup>	6b: At least 90% of all permitted earthmoving projects that are exempt from EAs comply with prescribed environmental safeguards	6b: Full compliance of all permitted earthmoving projects that are exempt from EAs comply with prescribed environmental safeguards	<p>-National policies are in place that provide specific direction to management priorities granting EQPB sufficient authority to manage environmental consequences of development</p> <p>- Guidelines and regulations revised to remove ambiguities in application of EAs; and capacity enhanced to monitor compliance with prescribed environmental safeguards</p> <p><u>Risks:</u></p> <p>- The state ownership of resources can complicate as to which body, the state or EQPB, has authority over environmental management issues.</p> <p>- Political pressure limits number of projects requiring EAs</p>
	Indicator 7: Comprehensiveness of national level IAS management framework and ability to prevent IAS of high risk to biodiversity from entering Palau, as measured by IAS Tracking Tool	IAS Tracking Tool Score of 9 (out of total of 27) due to lack of national coordinating mechanism; no national IAS strategy; detection surveys non-existent; priority pathways not actively managed, etc.	Improved policies and legislation for prevention of high risk IAS from entering Palau as measured by 20% increased score in the GEF IAS Tracking Tool (from baseline 9 to 11)	Improved surveillance and controls for prevention of high risk IAS from entering Palau as measured by 50% increased score in the GEF IAS Tracking Tool (from baseline 9 to 15)	<p><u>Assumptions:</u></p> <p>-Additional revenues can be developed to support inspection and quarantine services</p> <p>-Adequate laws and regulations are in place to support improved inspection and quarantine services nation-wide</p> <p>- Local actors understand the role of IAS management in reducing social vulnerability</p> <p>-Buy-in at all levels of society, including timely reporting of novel species encounters</p> <p><u>Risk:</u></p> <p>-Adequate resources to implement comprehensive inspection and quarantine coverage may not be provided</p> <p>-Sufficient trained and committed personnel unavailable to provide adequate coverage</p>
<b>Outcome 2</b> Integrated multi-sector land and seascape “Ridge-to-Reef” planning and management operational in Babeldaob states <sup>26</sup> to reduce threats to biodiversity and improve ecosystem services to benefit communities and state economies	Indicator 8: Number of hectares of high conservation value ecosystems, including forests, mangroves and marine areas zoned/allocated for non-exhaustive use	High Conservation Value Forests (dispersal corridors, biodiversity rich areas and buffer areas) outside protected area network lack appropriate management regimes	High Conservation forests including mangroves and marine areas for non-exhaustive use mapped and at least 2,500 ha, allocated for non-exhaustive use	High conservation value forests, (including mangroves and marine areas) allocated for non-exhaustive use of at least 15,500 ha, resulting in total avoided 435,492 tCO <sub>2</sub> over 20 years	<p><u>Assumption:</u></p> <p>-Development strategies and management plans will be officially approved by State governments with allocation of appropriate funding for their implementation</p> <p>-States will take active part in developing strategies and implementation using knowledge and skills from project.</p> <p>-Local communities are convinced that critical habitats in their vicinities will benefit livelihoods and ecological security to them and will participate in conservation and restoration work.</p> <p>-Local community-based institutions would establish an effective institutional mechanism to facilitate conservation outcomes</p> <p>- Division of Forestry capacity enhanced to provide adequate leadership and support to states</p>
	Indicator 9: Number of hectares of degraded forests and grasslands and coastal and marine areas outside PAN network rehabilitated	Over 12,500 hectares of forests, grasslands and coastal and marine ecosystems under continued degradation through overuse	At least 100 ha of degraded forests, grasslands and marine ecosystems under restoration through community actions	At least 1,000 ha of degraded forests, grasslands and marine ecosystems restored through community actions resulting in total	

<sup>24</sup> Violations of environmental safeguard measures in 2016 amounted to 15% of the total number of permitted projects exempt from EAs, which equates to 85% compliance. Full compliance is 95%. Mid-Term and End of Project targets are tentative and will be revised, as appropriate, in Year 1 in line with findings from the above review (Footnote 25).

<sup>26</sup> Covering 40,900 ha of landscape and 100,000 of seascape up to limits of coral reef, making a total of 140,900 ha.

				sequestration of 562,133 tCO <sub>2</sub> over 20 year period	<u>Risk:</u> -Administrative/political changes may undermine the implementation of the management plan strategies -Lack of capacity in government and communities to meet obligations related to project -Conflicts between national, state local communities regarding management and access to natural resources may undermine integrated planning approaches - Natural disasters/climate drivers exacerbate degradation
	Indicator 10: Change in status of populations of Micronesian Imperial Pigeon and Palauan Fruit Dove	Declining populations of Micronesian Imperial Pigeon and Palauan Fruit Dove with baseline of 3,000 and 1,600 individuals respectively (2014)	Maintained populations of Micronesian Imperial Pigeon and Palauan Fruit Dove from current baselines	Maintained or improved populations of Micronesian Imperial Pigeon and Palauan Fruit Dove from current baselines	<u>Assumption:</u> -Adequate technical capacity available for undertaking monitoring species populations -Pigeons are declining because of hunting, and improved enforcement will increase population -Fruit doves are declining due to habitat loss, and use of set-asides and best practices will increase numbers - Current monitoring of populations continues <u>Risk:</u> -External factors beyond the control of the project (e.g. climate change) might effect bird populations negatively
	Indicator 11: Extent of community-based land, forest, coastal and marine management regimes applied, including resultant changes in community incomes from current levels	Current extent of area under community land, forest, coastal and marine management regimes in target project states (to be determined in Year 1)	Areas for community-based management totaling at least 500 ha identified and agreed through a consensus building process, as part of the community-based planning process.	Community-based land, forest, coastal and marine management regimes applied in at least 500 ha of additional areas, resulting in sequestration of 460,681 tCO <sub>2</sub> eq over 20-year period and in 25% increase in community incomes from current levels, of which at least 50% of beneficiaries are women.	<u>Assumption:</u> -Capacities of the CSOs on planning and developing sustainable practices will be sufficient after training provided by the project. -Local communities have economic interest in developing sustainable and new practices because they can provide more benefits than unsustainable ones. <u>Risks:</u> Priorities of the relevant state agencies in implementing plans may be inconsistent with objectives of conservation and livelihood development creating conflicts in terms of sustainable natural resources use. -Any policy change (such as promotion of uncontrolled developments in tourism and infrastructure) that is not consistent with sustainable development may reduce impacts of project interventions -Natural calamities may affect the ability of local communities to respond positively to holistic approaches to sustainable management of land and sea resources. -Partner Organizations (NGOs) are unable to mobilize adequate manpower and technical resources to support sustainable actions
<b>Outcome 3</b> Integrated multi-sector planning and	Indicator 12: Change in status of fish stocks in designated reef and sea grass areas based on biomass indices	Protected exposed reefs (outer reefs and channels) of 714kg/ha (with unprotected exposed	Maintained fish stocks in designated zones from existing baselines in	Maintained or improved fish stocks in designated zones from existing baselines in unprotected	<u>Assumptions:</u> -Adequate capacity and technical support available to monitor changes in species populations and ecosystem conditions

management operational in 264,686 ha of seascapes and coastal areas <sup>27</sup> in the Southern Lagoon to reduce threats to biodiversity and improve ecosystem services to benefit communities and state economies		reefs having 63% of this figure compared with MPAs) and 258kg/ha in protected inner reefs (black reefs and patch reefs/reef flats) with unprotected reefs having 57% of this figure compared with MPAs	unprotected exposed outer and inner reefs	exposed outer and inner reefs	-NGOs and other agencies will have adequate commitment and resources to implement rat eradication programs -Adequate biosecurity measures will be instituted by state governments to prevent potential re-establishment of rats in cleared islands - Current fish stock monitoring continues <u>Risks:</u> - Project period may be too short to reflect any substantial or measurable changes to population numbers and ecosystem conditions -External events, beyond the control of the project (climate events or other man-made actions) may have wide ranging impacts of species and ecosystem conditions, including movement of rats on floating debris from typhoons and storms
	Indicator 13: Change in status of coral cover at designated sites	27% of reefs have “medium” coral cover (25-50% cover), while 13% of reefs have “low” coral cover (<10% cover)	Maintained percentage coral cover at designated sites from existing baseline	Maintained or increased percentage coral cover at designated sites from existing baseline	
	Indicator 14: Change in nesting success rates (number of nests, number of eggs, hatchlings and survival rates) for Micronesian megapodes in selected sites previously occupied by rats	Current status of Micronesian megapodes nesting success in selected islands established in Year 1	Maintained population of Micronesian megapodes from selected sites previously occupied by rats from current baseline values	Increased nesting success rates of Micronesian megapodes from selected sites previously occupied by rats from current baseline values	
<b>Outcome 4</b> Knowledge management, monitoring and evaluation support, equitable gender benefits and biodiversity conservation in Palau	Indicator 15: Increase in percentage of sampled community members, tour operators and sector agency staff aware of potential conservation threats and adverse impacts of IAS	Coordinated outreach on conservation threats and biosecurity lacking. Limited awareness of impact IAS among general public. Baseline survey established in Year 1	At least 5% of sampled community members and 20% of, tour operators and sector agency staff aware of potential conservation threats and adverse impacts of IAS	At least 25% of sampled community members and 75% of tour operators and sector agency staff aware of potential conservation threats and adverse impacts of IAS with equitable knowledge among genders and social groups of which at least 50% are women.	<u>Assumption:</u> - Gender and Social Inclusion Mainstreaming Plan followed and benefits distributed equitably. -Stakeholders willing to actively participate in the review process. -Project management will be able to identify, document and disseminate the best practices -Mid Term Review and End of Project Evaluation of the project will also contribute to identifying the best practices -Best practices from GEF 5 on sustainable resource management readily available to resource users -Coordination arrangements between GEF 5 and GEF 6 effective <u>Risks:</u> -Government priorities may change from due to political pressure from resource users -Actions among the assorted agencies and NGOs remain uncoordinated -Community diversity will not be a hindrance to outreach activities - Vulnerable groups are left out and continue using poor practices
	Indicator 16: Percentage of fifth-grade students received updated “ridge to reef” curriculum, including IAS	Fifth-grade curriculum lacks emphasis on integrated landscape and seascape planning and threats of IAS	Curriculum updated to include biosecurity and IAS	At least 90% of fifth-grade students received updated “ridge to reef” curriculum, including IAS of which 50% are females	
	Indicator 17: Number of best practices of sustainable land, coastal and marine resource use up-scaled by communities/households	Best practice and lessons from GEF 5 available, but currently resources do not exist for their implementation	At least 1 Best Practice per sector being implemented (total of 5: agriculture, aquaculture, fisheries, forestry, sustainable tourism)	At least 18 best practices of sustainable land, coastal and marine resource use up-scaled by 9 communities and used by both genders and multiple social groups.	

<sup>27</sup> This includes land area (3,100 ha) and the surrounding marine area to the state nautical limit of 12 miles making a total of 264,686 ha (area up to coral reef limits including land area is 103,100 ha) Planning beyond the reef (and up to the 12 nautical mile limit) will only address deep sea fishing issues.

---

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

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 Country 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<sup>28</sup>.

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.<sup>29</sup>

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

Project Manager: is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Board, the UNDP Country 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.

The Project Manager will develop annual work plans based on the multi-year work plan (**Annex 11**), including annual output targets to support the efficient implementation of the project. The Project Manager 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 monitoring of risks and various plans/strategies developed to support project implementation (e.g. Gender Strategy, Communications & Knowledge Management Strategy etc.) occurs on a regular basis.

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.

Project Implementing Partner: 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 and generated by the project supports national systems.

UNDP Country Office: will support the Project Manager 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 Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the

---

<sup>28</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)

<sup>29</sup> See [https://www.thegef.org/gef/gef\\_agencies](https://www.thegef.org/gef/gef_agencies)

independent *mid-term review* and the independent *terminal evaluation*. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the [UNDP POPP](#). This includes ensuring that: the UNDP Quality Assurance Assessment during implementation is undertaken annually; annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the ATLAS risk log is regularly updated; and the UNDP gender marker is updated annually 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 Country Office and the Project Manager.

The UNDP Country 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).

**UNDP-GEF Unit:** Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and by the UNDP-GEF Directorate as needed.

**Audit:** The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.<sup>30</sup>

**Additional GEF monitoring and reporting requirements:**

**Inception Workshop and Report:** A project inception workshop will be held within three months of the project document being signed by all relevant parties. The workshop program should include the following:

- a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and 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;
- 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; Social and Environmental Screening Template and other safeguard requirements; the Gender Mainstreaming Action Plan; the Communications and 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.

The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board.

**GEF Project Implementation Report (PIR):** The Project Manager, the UNDP Country 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 Manager 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.

---

<sup>30</sup> See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

The PIR submitted to the GEF will be shared with the Project Board. The UNDP Country 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.

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, analyse and share lessons learned that might benefit 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.

GEF Focal Area Tracking Tools: The following GEF Tracking Tools will be used to monitor global environmental benefit results:

- GEF 6: Objective 2, Program 4: Prevention, Control and Management of Invasive Alien Species
- GEF 6: Objective 4, Program 9: Managing the Human-Biodiversity Interface
- LD2 – Ecosystem services in forest landscapes - PROGRAM 3
- LD3 – SLM in wider landscapes (integrated management) - PROGRAM 4
- SFM-1: Maintained Forest Resources
- SFM-3: Restored Forest Ecosystems

The baseline/CEO Endorsement GEF Focal Area Tracking Tool(s) – submitted separately as Annex 24 to this project document – will be updated by the Project Manager/Team (not the evaluation consultants hired to undertake the *MTR* or the *TE*) 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*.

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 Country Office and the UNDP-GEF Regional Technical Adviser, and approved by the Project Board.

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 Manager 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 Country Office and the UNDP-GEF



Regional Technical Adviser, and will be approved by the Project Board. The TE report will be publically available in English on the UNDP ERC.

The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country 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.

**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 3: Mandatory GEF M&E Requirements and M&E Budget:**

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>31</sup> (US\$)		Time frame
		GEF grant	Co-financing	
Inception Workshop	UNDP Country Office	8,000	5,000	Within three months of project document signature
Inception Report	Project Manager	2,000	1,000	Within one month of inception workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	5,000	Quarterly, annually
Monitoring of indicators in project results framework	Project Manager	18,000	10,000	Annually
GEF Project Implementation Report (PIR)	Project Manager, UNDP Country Office and UNDP-GEF RTA	None	5,000	Annually
NIM Audit as per UNDP audit policies	UNDP Country Office	18,000	None	Annually or other frequency as per UNDP Audit policies
Lessons learned and knowledge generation	Project Manager	See KM below	See KM below	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP CO	None	5,000	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office BPPS as needed	None	5,000	
Project Board meetings	Project Board UNDP Country Office Project Manager	2,500	10,000	At minimum annually
Supervision missions	UNDP Country Office	None <sup>32</sup>	Add	Annually
Oversight missions	UNDP-GEF team	None <sup>32</sup>	Add	Troubleshooting as needed
Knowledge management as outlined in Outcome 4	Project Manager	89,000	62,000	On-going
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF RTA	None		To be determined.

<sup>31</sup> Excluding project team staff time and UNDP staff time and travel expenses.

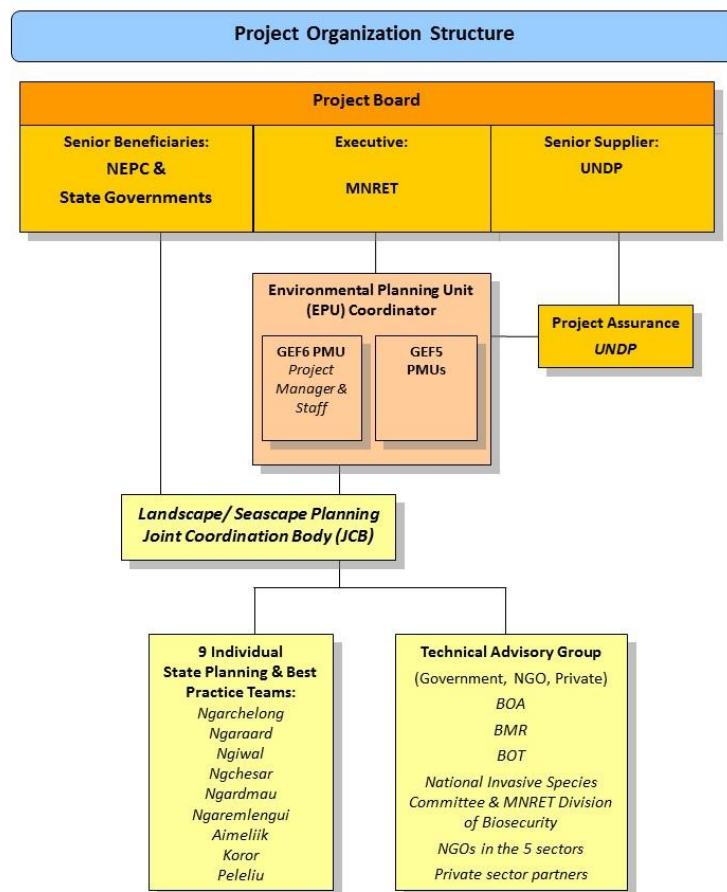
<sup>32</sup> The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.



GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>31</sup> (US\$)		Time frame
		GEF grant	Co-financing	
<b>Mid-term GEF Tracking Tool to be updated</b>	Project Manager	5,000	1,000	<i>Before mid-term review mission.</i>
<b>Independent Mid-term Review (MTR) and management response</b>	UNDP Country Office and Project Manager and UNDP-GEF RTA	40,000	10,000	<i>Between 2<sup>nd</sup> and 3<sup>rd</sup> PIR.</i>
<b>Terminal GEF Tracking Tool to be updated</b>	Project Manager	10,000	1,000	<i>Before terminal evaluation mission</i>
<b>Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response</b>	UNDP Country Office and Project Manager and UNDP-GEF RTA	38,000	20,000	<i>At least five months before operational closure</i>
<b>Translation of MTR and TE reports</b>	UNDP Country Office	2,000		
<b>TOTAL indicative COST</b> Excluding project team staff time, and UNDP staff and travel expenses		232,500	140,000	

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Roles and responsibilities of the project's governance mechanism: The project will be implemented following UNDP's national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Palau and the Country Program. The project organisational structure is as follows:



The **Implementing Partner** for this project is the Ministry of Natural Resources, Environment and Tourism (MNRET). Once established (with steps already underway and completed by the Inception Workshop), the specific entity responsible for coordination and oversight of the project will be the Environmental Planning Unit (EPU). The EPU is a high level priority for MNRET to enable strategic, cross-sector planning and coordination and is a key link for mainstreaming across sectors. The EPU and an EPU Coordinator will supervise oversee Project Managers for the GEF5, GEF6, and GEF Ridge to Reef Projects, among others. By the end of the Project, the EPU will be institutionalized formally in the National Government Structure as the Bureau of Environment. The Implementing Partner is responsible and accountable for managing this project, supervising project staff, monitoring and evaluating project interventions, achieving project outcomes, and for the effective use of UNDP resources.

The **Project Board** is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendations 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 money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Program Manager. The terms of reference for the Project Board are contained in Annex. The Project Board is comprised of the following individuals:

1. *The NEPC (Chair or Secretary as decided by the NPEC)*
2. *A representative of State Governments (as elected by Governor's Association)*
3. *MNRET's Minister until the EPU Coordinator is hired; and eventually by the Director of the Bureau of Environment*
4. *The UNDP Country Program Officer*

The Board shall meet quarterly (or more often) during the first 12 months of the project, after which it may switch to 3-or 4-month meetings. At a minimum the Board shall meet at least 2 times per year. The Project Manager shall serve as an assistant to the Project Board, working in close cooperation with the EPU Coordinator to call meetings, prepare agenda, document and distribute minutes and ensure that decisions of the Board are implemented in letter and spirit. The Project Manager shall attend meetings and provide input, although will not be a voting member. Changes to the project's outcomes, outputs, and budget shall be the responsibility of the Board and not by any one member of the Board. Moreover, the UNDP-GEF RTA must be informed of such proposed changes as they may be considered to be major amendments that are subject to GEF approval. Specific responsibilities of the Project Board includes the following:

- Provide stakeholder input and link directly to their representative bodies (NEPC, States, nonprofit and private sector) to ensure that project partners fully mainstream the project and its national-level goals.
- Provide strategic direction and guidance for implementation of the project;
  - This will include making decisions about direct financing of State's Best Practice implementation under Outcomes 2 and 3.
- Review project's progress, review and evaluation reports and make and ensure for follow-up actions for timely and quality implementation;
- Provide coordination guidance for implementing agencies and key stakeholders;
- Following the grievance redress mechanism provide a conflict resolution forum for implementing agencies and key stakeholders;
- Oversee and support the commitment and funding and other support for the project;
- Oversee prudent and efficient use of project budgets and other resources;
- Decide on conceptual and design changes and other recommendations of external mid-term review; and
- Provide guidance on post-project sustainability, institutional and financial arrangements, keeping in view the recommendations of external reviews.

The **Environmental Planning Unit Coordinator** will be funded partly by GEF 6, partly by GEF 5 and by other projects. The Coordinator shall be the first staff of the Environmental Planning Unit (EPU) which shall eventually become the Bureau of Environment. The EPU Coordinator shall be supervised directly by the Minister and sit on the Project Board as a full member. The EPU Coordinator shall also be a member of two Ad Hoc Committees established by the NEPC:

(i) the Cross-Sector Projects Subcommittee and the (ii) Landscape/Seascape Planning Joint Coordination Body (JCB). The EPU Coordinator may act as an Assistant Secretariat of the JCB (in partnership with the NEPC Secretariat) during the initial years of the project. As a member of these committees the EPU Coordinator shall ensure that national-level biodiversity and biosecurity policies are streamlined into the activities of MNRET. Within MNRET, the EPU Coordinator shall be responsible for providing high-level coordination and oversight for GEF5, GEF6, and other cross-sector projects housed at MNRET. The EPU Coordinator shall function more as a strategic thinker and partnership-builder than an on-the-ground project implementer. The EPU Coordinator shall work closely with the Directors of BMR, BOT, BOA, and PAN within MNRET. When the EPU is institutionalized as the Bureau of Environment, the EPU Coordinator position shall become the Director of the Bureau of Environment and as such may become a member of the NEPC. Terms of Reference for Key Positions are provided in Annex 10.

The **GEF Project Management Unit (PMU)** will be placed in the EPU and shall consist of those individuals involved project coordination, supervision and day-to-day management of the project, including the Project Manager, and Administrative and Financial Support Personnel.

The **GEF Project Manager** will run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board (including supervision by the EPU Coordinator). The Project Manager function will end when the final project terminal evaluation report and corresponding management response, and other documentation required by the GEF and UNDP, has been completed and submitted to UNDP (including operational closure of the project); although the individual serving in the position shall be retained by decision of the Minister as an employee of the (eventual) Bureau of Environment. The GEF6 Project Manager shall work closely with the GEF5 Project Manager.

The **Financial Assistant/Specialist** for GEF6 shall function both to manage funds for the project, and, when the direct financing mechanism is functional, to oversee disbursement and reporting of States on the use of these funds towards implementation of Best Practices. At such time it may be necessary for the Financial Specialist to become a member of the Project Board or take on a more active advisory role.

The **Project Assurance** role will be provided by the UNDP Country Office specifically *Sharon Sakuma*. Additional quality assurance will be provided by the UNDP Regional Technical Advisor as needed.

#### Governance role for project target groups:

The **Land/Seascape Planning Joint Coordination Body (JCB)** is described under Output 1.1. It will be created as an *Ad Hoc* Subcommittee under the NEPC, by virtue of authority of the existing Executive Order 350. Members of the JCB will come from the four sectors (national and state government, nonprofit/NGOs and private). State government representatives will at first come from the 9 states in the GEF6 Project, although by the end of the project the Committee will be open to all states. Mid-term and terminal evaluations will recommend whether the JCB shall be institutionalized as a permanent subcommittee under the NEPC or somehow institutionalized under the then Bureau of Environment. The JCB shall be directly involved in project governance by having two member positions on the Project Board (described above). The role of the JCB, as described in Outcome 1, will be to mainstream national-level biodiversity and biosecurity into state land and seascape plans, and to mainstream state plans into development activities. The JCB shall meet at least quarterly in the first year of the project. Secretariat duties may be taken up by the EPU Coordinator, working in close partnership with the NEPC Secretariat. The JCB shall report regularly to the NEPC. Terms of Reference for this committee are in **Annex 10**.

**Individual State Planning and Best Practice Teams** will be supported for each of the 9 states participating in the project, and act as a model for the remaining states, as described in Outcomes 2 and 3. These teams will lead land/seascape planning within their state, put forward proposals for direct financing of best practices, and oversee actions on the ground (see **Annex 10** for Terms of Reference). Assistance from technical partners and in close partnership with resource users (e.g. the private sector) will be facilitated by the JCB, EPU Coordinator, and PMU, in order to streamline national biodiversity policies into the resulting plans and vice versa.

The **Technical Advisory Group** will include a rotating group of government, nonprofit, and private sector individuals with specific expertise on tasks associated with the current work plan, recruited from the Stakeholder Involvement Plan. This will include government agencies such as the Bureau of Agriculture, Bureau of Tourism, and Bureau of Marine Resources within MNRET, plus Division of Fish and Wildlife; organizations associated with Sustainable Tourism, such as the Belau Tourism Association and Chamber of Commerce, agriculture/aquaculture extension organizations, and other technical experts. In years 1 and 2 the Technical Advisory Group will be made up of mapping and planning experts, including from PALARIS and Palau Conservation Society.

The **National Invasive Species Committee** is a multi-stakeholder committee already in existence (as described in multiple outcomes). The NISC will be a close partner to the PMU through direct employment links (the Chair of the NISC is the Director of the Bureau of Agriculture at MNRET) and MNRET employs the country's Biosecurity Officers) as well as via project activities carrying out in close coordination with the PMU, and will be a member of the Technical Advisory Group to the JCB.

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>33</sup> and the GEF policy on public involvement<sup>34</sup>.

Project management: Located in Koror, within MNRET facilities.

## IX. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 26,904,868. This is financed through a GEF grant of USD 4,233,562 and USD 22,671,306 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.

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

Co-financing source	Co-financing type	Co-financing amount	Planned Activities/Outputs	Risks	Risk Mitigation Measures
Government	Cash and In-kind	18,616,306	Program investment support, staff and office space, operations, etc.	Potential risk of funds being unavailable to project landscapes due to changing government priorities and lack of political commitment	Co-financing will be from existing and proposed government programs. Steering Committee and NEPC will ensure that co-financing efforts are not severely compromised.
CSOs	Cash and In-kind	4,055,000	Program investment support, staff salaries and field operations	Potential risks of government not willing to collaborate with CSOs.	JCB will include representatives from key CBOs to secure their interest and collaboration.
<b>Total (USD)</b>		<b>22,671,306</b>			

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 manager 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 Manager and UNDP Country Office will seek

<sup>33</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>34</sup> See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)

the approval of the UNDP-GEF team as these are considered major amendments by the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; and b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

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).

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.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP.<sup>35</sup> On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

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 Country 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.

Financial completion: The project will be financially closed when the following conditions have been met: a) The project is operationally completed or has been cancelled; b) The Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

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 Country 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 Country Office.

---

<sup>35</sup> see <https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx>

## X. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Proposal or Award ID:	00105164	Atlas Primary Output Project ID:	00106389
Atlas Proposal or Award Title:	Integrating biodiversity safeguards and conservation into planning and development in Palau		
Atlas Business Unit	FJ10		
Atlas Primary Output Project Title	Integrating biodiversity safeguards and conservation into planning and development in Palau		
UNDP-GEF PIMS No.	5645		
Implementing Partner	Ministry of Natural Resources, Environment and Tourism, Government of Palau		

Outcome	Implementing Partner(s)	Fund ID	Donor Name	Atlas Budget Account Code	ATLAS Budget Description	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Year 5 (USD)	Year 6 (USD)	Total (USD)	Budget Note:
<b>Outcome 1:</b> Enhanced national institutional capacities for integrated planning and management of land and seascapes	MNRET	62000	GEF	71200	International Consultants	98,000	140,000	50,000	25,000	-	-	313,000	1
				71300	National Consultants	65,000	68,000	55,000	19,000	14,000	-	221,000	2
				72100	Contractual Services-Companies	165,000	120,000	162,000	21,000	6,000	-	474,000	3
				71600	Travel	4,000	4,000	6,500	2,500	2,500	4,000	23,500	4
				72200	Equipment and Furniture	105,000	5,000	40,000	-	-	-	150,000	5
				75700	Trainings. Workshops and Conferences	24,000	70,000	83,000	17,000	35,000	2,000	231,000	6
				74500	Miscellaneous	-	-	2,500	2,500	2,500	-	7,500	7
				73400	Rental and Maintenance of Other Equipment	-	-	11,000	-	-	-	11,000	8
				72500	Supplies	8,000	-	-	-	-	3,000	11,000	9
					GEF Subtotal	469,000	407,000	410,000	87,000	60,000	9,000	1,442,000	
					Total Outcome 1	469,000	407,000	410,000	87,000	60,000	9,000	1,442,000	
<b>Outcome 2:</b> Integrated multi-sector land and seascape planning and management operational in Babeldaob states to reduce threats to biodiversity and improve ecosystem services to benefit communities and state economies	MNRET & State Governments	62000	GEF	71200	International Consultants	85,000	21,000	-	20,000	-	-	126,000	10
				71300	National Consultants	10,000	22,000	22,000	17,000	15,000	7,000	93,000	11
				72100	Contractual Services-Companies	7,000	50,500	37,500	32,500	11,000	2,000	140,500	12
				71600	Travel	15,000	14,000	-	-	-	-	29,000	13
				72600	Grants	-	99,000	109,000	109,000	97,000	80,000	494,000	14
				75700	Trainings, Workshops and Conferences	7,000	48,000	10,000	6,000	-	2,000	73,000	15
				74500	Miscellaneous	-	3,500	3,500	3,500	3,500	-	14,000	16
				73400	Rental and Maintenance of Other Equipment	2,000	9,000	9,000	7,000	3,500	-	30,500	17
					GEF Subtotal	126,000	267,000	191,000	195,000	130,000	91,000	1,000,000	
					Total Outcome 2	126,000	267,000	191,000	195,000	130,000	91,000	1,000,000	
<b>Outcome 3:</b> Integrated multi-sector planning and management system operational in 264,686 ha of seascapes and coastal zones in Southern Lagoon to reduce threats to biodiversity and improve ecosystem services	MNRET & State Governments	62000	GEF	71200	International Consultants	80,000	7,000	5,000	-	-	-	92,000	18
				71300	National Consultants	15,000	17,000	22,000	30,000	-	-	84,000	19
				72100	Contractual Services-Companies	7,000	83,000	85,000	43,000	23,000	6,000	247,000	20
				71600	Travel	15,000	5,000	-	-	-	-	20,000	21
				72600	Grants	-	72,000	112,000	128,000	87,000	32,000	431,000	22
				75700	Trainings, Workshops and Conferences	5,000	17,000	6,000	5,000	4,000	4,000	41,000	23
				74500	Miscellaneous Expenses	-	5,000	5,000	5,000	-	-	15,000	24
				73400	Rental and Maintenance of Other Equipment	5,000	10,000	-	-	-	-	15,000	25

Outcome	Implementing Partner(s)	Fund ID	Donor Name	Atlas Budget Account Code	ATLAS Budget Description	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Year 5 (USD)	Year 6 (USD)	Total (USD)	Budget Note:
to benefit local communities and state economies				72500	Supplies	-	3,000	3,000	3,000	3,000	3,000	15,000	26
					GEF Subtotal	127,000	219,000	238,000	214,000	117,000	45,000	960,000	
					Total Outcome 3	127,000	219,000	238,000	214,000	117,000	45,000	960,000	
<b>Outcome 4:</b> Knowledge management, monitoring and evaluation, equitable gender benefits and biodiversity conservation	MNRET	62000	GEF	71200	International Consultants	-	-	53,000	35,000	-	40,000	128,000	27
				71300	National Consultants	13,000	18,000	29,000	8,000	3,000	13,000	84,000	28
				72100	Contractual Services-Companies	13,000	49,000	93,000	47,000	28,000	27,000	257,000	29
				71600	Travel	-	-	7,000	-	-	-	7,000	30
				72200	Equipment and Furniture	-	-	7,000	-	10,000	-	17,000	31
				75700	Trainings, Workshops and Conferences	13,500	3,500	3,500	22,500	3,500	3,500	50,000	32
				74200	Audio Visual and Print Production	-	5,000	13,000	13,000	10,500	10,500	52,000	33
				73400	Rental and Maintenance of Other Equipment	-	-	5,000	5,000	2,500	2,500	15,000	34
				74500	Miscellaneous Expenses	-	-	5,000	5,000	5,000	5,000	20,000	35
					GEF Subtotal	39,500	75,500	215,500	135,500	62,500	101,500	630,000	
					Total Outcome 4	39,500	75,500	215,500	135,500	62,500	101,500	630,000	
<b>Project Management</b>	MNRET	62000	GEF	71600	Travel	-	4,500	-	-	4,500	-	9,000	36
				72500	Supplies	2,094	2,094	2,094	2,094	2,094	2,092	12,562	37
				64397/74596	Services to Projects	30,000	30,000	30,000	30,000	30,000	30,000	180,000	38
					GEF Subtotal	32,094	36,594	32,094	32,094	36,594	32,092	201,562	
					Total Outcome 4	32,094	36,594	32,094	32,094	36,594	32,092	201,562	
					GEF TOTAL	793,594	1,005,094	1,086,594	663,594	406,094	278,592	4,233,562	

Donor	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Total (USD)
Grant – GEF	793,594	1,005,094	1,086,594	663,594	406,094	278,592	4,233,562
Co-finance – Government and Palau Partners	3,328,550	3,533,550	3,753,551	3,618,552	4,321,052	4,116,051	22,671,306
<b>TOTAL</b>	<b>4,122,144</b>	<b>4,538,644</b>	<b>4,840,145</b>	<b>4,282,146</b>	<b>4,727,146</b>	<b>4,394,643</b>	<b>26,904,868</b>

#### Budget notes:

1	Fees for international consultants/expert recruited by MNRET to:
	1. Strategic Environmental Assessment (SEA) process developed and integrated with EA/EIS process at EQPB (Combined with Outputs 1.2, 2.1, and 3.1), (Approximately 4 MM in Years 3-4) = \$50,000
	2. Serve as Senior Advisor to Local Land Use Planning Facilitator, plus develop: Guidelines, standardized framework, and templates for the elaboration of the land/seascape plans and elaboration of minimum standards and operational guidelines, at the landscape/seascape level, to manage activities in the 5 key sectors (Approximately 7 MM over Years 1-3) = \$80,000
	3. Develop a protocol to improve the PALARIS database, including minimum standards for GIS data, aligned with the landscape/seascape planning process; and Identify and improve coordination of existing landscape/seascape data (Combined with Output 4.3) (approx. 1.5 MM in Year 2) = \$18,000
	4. Draft the NISSAP, including to develop and implement specific protocols for risk assessments for proposed species importation (risk assessments should be funded by the importer and conducted by topical experts selected by BOA); including black and white lists; Develop protocols for new biosecurity regulations, policies, etc. including specific elements to address marine biosecurity including hull inspection and treatment options; protocols for addressing novel species at ports (Approx. 5 MM in Years 1-2) = \$70,000.

	<p>5. Develop national-state EDRR strategy (including monitoring, outreach, linkages to regional resources, reporting mechanisms, interview forms, response capacitation, personnel to be trained and specific training needs); this will include updating existing ERPs as well as developing generic ERPs for terrestrial, freshwater and marine systems (Approx. 4 MM in Year 2) = \$45,000</p> <p>6. Develop/Improve Biosecurity Cost Recovery mechanisms with both policy and regulations (including fees that would specifically support EDRR and marine biosecurity inspections) (Combined with other financial analysis in Output 2.2) (Approx. 2.5 MM in Years 1-2) = \$50,000.</p>
2	<p>Cost of hiring National Consultants for:</p> <ol style="list-style-type: none"> <li>1. Establishing and leading the Environmental Planning Unit (EPU) as its first EPU Coordinator and acting as the Secretariat for JCB. Total amount will be increasingly co-financed by other grants and/or MNRET, especially after the Bureau of Environment is established and funded as part of the Government's operating structure. (Total amount declines per year, starting at \$30,000 in Year 1 and ending at \$14,000 in Year 5 (fully co-financed in Year 6)) = \$109,000</li> <li>2. Developing a framework and legal procedure to discuss and approve the landscape/seascape plans at the inter-institutional level (national and state levels), under the JCB (Year 3) = \$10,000</li> <li>3. Developing and pilot Green Certification program criteria and launch program (Year 1) = \$20,000</li> <li>4. Improving the functioning of the National Invasive Species Coordination Office (NISCO) (including coordination and resource management) (by year 3 these costs should be supported by internal mechanisms) (\$15,000 per year x 2 years) (Years 1-2) = \$30,000.</li> <li>5. Developing national framework for inter-state/inter-island biosecurity that details how national-state mechanisms work and where oversight sits; with standardized roles (Year 2) = \$12,000</li> <li>6. Developing guidelines and best practices for use of native species for landscaping, aquaculture, agriculture and forestry (Combined with Output 2.3) (Year 3) = \$5,000</li> <li>7. Developing national reporting hotline and go live (capacitation for use will be part of the EDRR training listed separately) (Year 3) = \$10,000</li> <li>8. Developing and implement an online reporting mechanism (or app) (Year 3) = \$10,000</li> <li>9. National review of monitoring, surveillance, and enforcement systems and capacities across national and state offices, including needs; including in regards to Biosecurity needs and capacity (Year 2) = \$15,000</li> </ol>
3	<p>Following government procurement protocols to contract law firms, NGOs, or companies to:</p> <ol style="list-style-type: none"> <li>1. Integrate EQPB activities (e.g. monitoring and permitting requirements) for the environmental compliance of development initiatives at the site level into landscape/seascape governance protocols (e.g. establishing feedback mechanisms) (\$15,000 per year x 2 years) (Year 2-3) = \$30,000</li> <li>2. Draft Standard Operating Protocols and Bylaws and orientation materials for the JCB (Year 1) = \$5,000</li> <li>3. Review national and state level legislation and policies to identify gaps and inconsistencies regarding biodiversity conservation and biosecurity (Year 1) = \$15,000</li> <li>4. Update existing laws, policies, and regulations on fishery, aquaculture, agriculture, forestry, and tourism to mainstream biodiversity and biosecurity conservation and fix gaps; e.g. on leasing, development permitting, business loans, FIB approval, business licensing, import and export laws, PAN legislation, etc. (Year 2) = \$25,000</li> <li>5. Develop a GIS based environmental monitoring system that fits into the PALARIS database based on the landscape/seascape planning and evaluation approach (Year 3) = \$15,000</li> <li>6. Prepare and implement a capacity building program to broaden the number of GIS users in public administrations (Years 3-5) = \$18,000</li> <li>7. Expand the Biosecurity Division capacity in the first 3 years (by year 4 costs should be covered by Palau BD cost-recovery mechanisms) (\$12,500 x 4 people per year x 3 years) (Year 1-3) = \$150,000</li> <li>8. Develop site plans for biosecurity office, storage, quarantine, treatment and inspection area (Year 1) = \$20,000</li> <li>9. Conduct Nationwide mapping of IAS (Year 1) = \$20,000</li> <li>10. Map Coconut Rhinoceros Beetles and Freshwater Fish in trial states and set up expansion of nationwide mapping after Year 3 (Year 3) = \$11,000</li> <li>11. Compile all existing IAS information for Palau (Year 1) = \$10,000</li> <li>12. Develop 2016 Biosecurity Act Regulations (Year 1) = \$45,000</li> <li>13. Develop and/or update of national/state level regulations (Year 3) = \$15,000</li> <li>14. Develop protocols, guidelines, baselines, and enforceable standards/regulations for improving monitoring, surveillance and compliance management of biodiversity and IAS (Year 3) = \$15,000</li> <li>15. EQPB, BOA, and DFWP each develop cross-sector plans, actions, protocols, procedures, and baselines to improve enforcement, monitoring, and surveillance (\$5,000 per agency per year x 3 years) (Years 2-3) = \$30,000</li> <li>16. Expand capacity at EQPB and DFWP to conduct monitoring, surveillance, and enforcement, according to national review (Amount varies, \$5,000 to \$10,000 per year per agency x 3 years) (Years 2-4) = \$50,000</li> </ol>
4	<p>Travel costs associated with the following:</p> <ol style="list-style-type: none"> <li>1. Participation of the Environmental Protection Unit Coordinator in conferences and off-island capacity building (\$4,000 per trip x 4 trips in Years 1,2,3&amp;6) = \$16,000</li> <li>2. Travel to support initial support for biosecurity actions - e.g. inspections, quarantine, and treatment at state and international borders; also as a result of state plans (\$2,500 x 3 years in Years 3,4,5) = \$7,500</li> </ol>
5	<p>Purchase and construction of:</p> <ol style="list-style-type: none"> <li>1. Construction and installation of quarantine facility (Developing the site according to contracted site plans (will include prefab office/storage building, washdown/treatment area with capture drains, incinerator, quarantine and inspection zones)) (Year 1) = \$95,000</li> <li>2. Provision of tools to capacitate biosecurity, including basic tools like PPE, headlamps, snake handling equipment; Purchase Mobil sprayer, treatment tarps; Equipment for marine inspections, according to the NISSAP and EDRR (Years 1-3 with varying amounts) = \$55,000</li> </ol>
6	<p>Trainings, Workshops, and Meetings as follows:</p> <ol style="list-style-type: none"> <li>1. Meetings to set up JCB under NEPC with MOU or Executive Order; including to identify, recruit, and onboard members (Years 1-2) = \$3,000</li> <li>2. Quarterly meetings in Years 1-2 and then 2x yearly meetings thereafter (\$1,000 per meeting x 16 meetings) = \$16,000</li> </ol>



	<p>3. Capacitating core EDRR team at national level as well as state teams for each state (will likely involve multiple training events in various locations throughout the country to build skills and capacity of team members and train individuals tasked with manning reporting mechanisms as well as joint coordination of various agencies and offices involved; training will include mock field responses); follow-up training to be conducted in year 5 of the project (\$40,000 in Year 3 and \$20,000 in Year 5) = \$60,000</p> <p>4. Meetings to develop walk in reporting locations at state government facilities (Year 3) = \$10,000</p> <p>5. Training all BD staff on new regulations, protocols and fee collections (Year 2) = \$20,000</p> <p>6. Managerial and Coordination capacity building for Biosecurity Office Manager and NISC Coordinator (Year 2) = \$15,000</p> <p>7. Train BD officers in use of X-ray machines (Year 1) = \$18,000</p> <p>8. Import risk assessment training (Year 3) = \$7,000</p> <p>9. Biosafety training (Year 3) = \$7,000</p> <p>10. Improved training for biosecurity division officers and other staff: inspection capacity and their tools and expansion, pest identification, use of EDRR system, rapid response, database entry, etc.; As well as cross-training of other agencies (\$10,000 per year x 4 years) (Years 2-5) = \$40,000</p> <p>11. Training personnel (including community members) for monitoring, surveillance and enforcement, including to manage and enforce IAS plans and regulations (Amount declines each year) (Years 2-5) = \$35,000</p>
7	Miscellaneous costs (supplies and consumables) to support initial support for biosecurity actions - e.g. inspections, quarantine, and treatment at state and international borders; also as a result of state plans (\$2,500 x 3 years in Years 3,4,5) = \$7,500
8	Rental of boats (leased vehicles) to support Freshwater fish and macro-invertebrate mapping in trial states (Year 3) = \$11,000
9	<p>Supplies (including print and electronic requirements) associated with:</p> <p>1. Providing participatory input and evaluation in year 1 and Year 6 to the NISSAP (\$3,000 x 2) (Year 1 and Year 6) = \$6,000</p> <p>2. High-level MNRET and policymaker participation in shepherding of regulation and cost recovery components through government acceptance mechanisms (Year 1) = \$5,000</p>
10	<p>Fees for international consultants/expert/or firm recruited by MNRET to:</p> <p>1. Conduct political advocacy and outreach to create political support for ILSMPs (Combined with Output 3.1) (Approx. 1 MM in Year 1) = \$8,000</p> <p>2. Conduct Island-wide mapping of environmental and socio-economic factors (Combined with Output 3.1) (Approx. 7 MM in Year 1) = \$85,000</p> <p>3. Conduct SEA Process for ILSMP (impact assessment, analysis of alternatives, monitoring of plan); independent review of plans to ensure alignment with national biodiversity and biosecurity policies (Combined with Outcome 1.2 and 3.1) (Approximately 1.5 MM in Year 2) = \$14,000</p> <p>4. Design specific arrangements for benefit-sharing (e.g. financial benefits) and testing of financial incentives and tools, including analysis of Payment for Ecosystem Services and Carbon Credits, tax deductions, credits, etc. (Combined with Output 1.3) (Approx. 1.5 MM in Year 4) = \$20,000</p>
11	<p>Cost of hiring National Consultants for:</p> <p>1. Incorporate information from state level reviews into state planning documents and develop state specific EDRR plans that are integrated into ILSMPs; include national mapping (CRB, freshwater fish from 1.2) into State plans (\$1,000 x 7 states per year x 3 years) = \$21,000</p> <p>2. Assisting with preparation of rehabilitation and restoration plans for the identified restoration sites (\$5,000 x 2 years) (Years 4-5) = \$10,000</p> <p>3. Documenting and disseminating successes and failures of restoration efforts (on paper, via the Internet, and by meetings) (Year 4 and Year 6) = \$12,000</p> <p>4. Preparation of site-specific plans for HCVFs and HCVMA, including for sustainable tourism (e.g. identification of tourism products); including biosecurity activities (Development of protocols for conservation of species and removal of IAS) (Years 2-3) = \$20,000</p> <p>5. Review of best practices and selection of appropriate ones for the 5 key sectors (with an emphasis on land restoration) (Combined with Output 1.3 also on Best Practices) (Year 1) = \$10,000</p> <p>6. Preparation of a Restoration Manual (Year 5) = \$10,000</p> <p>7. Independently analyze, recommend, and help s</p> <p>8. Set up and agree on the direct financing mechanisms and selection/evaluation of best practices by states based on the outcomes of ILSMPs; including criteria, reporting, and standards (Years 2-3) = \$10,000</p>
12	<p>Following government procurement protocols to contract law firms, NGOs, or companies to:</p> <p>1. Lead participatory visioning to start integrated planning (\$1,000 per state x 7 states x 2 years) (Years 1-2) = \$14,000</p> <p>2. Coordinate cooperative drafting and finalization of the ILSMP through consultations and participatory analyses (\$5,000 per year x 2 years) (Years 2-3) = \$10,000</p> <p>3. Facilitate states through planning (\$15,000 x year x 3 years (approx. \$2000 per state per year)) (Years 2-4) = \$45,000</p> <p>4. (Particularly by engaging high level NGO staff), draft and seek approval for state ILSMPs from elected leadership, as well as private sector / landowners / leaseholders (\$5,000 per year x 4 years) (Years 2-5) = \$20,000</p> <p>5. Assisting each individual state team to set up and follow best practices for planning teams; or subsuming management planning within tasks of existing land use planning or conservation planning teams (\$1,000 x 7 states) (Year 2) = \$7,000</p> <p>6. Collect of information, including IAS, for sites where planning is occurring (\$500 x 7 states x 3 years) (Years 2-4) = \$10,500</p> <p>7. Support state proposals to access funds for best practices from SGP and GEF6 - e.g. helping state staff to write the proposals (\$4000 per year x 4 years) (Years 2-5) = \$16,000</p> <p>8. Preparing and signing of agreements with land owners and beneficiaries (Around \$1000 per state) (Years 2-4) = \$8,000</p> <p>9. Release and manage "Calls for Proposals" or open funding window; assist states with proposal planning, access of direct financing, and use of funds, including reporting (\$2,000 x 5 years) = \$10,000</p>

13	Travel by international consultants to and from Palau, as well as within Palau, to conduct island-wide mapping (Year 1) = \$15,000 Visiting and working in the field with each state to link them into national-state novel species reporting network, including state specific walk in reporting service at government office (\$2,000 per state x 7 states) (Year 2) = \$14,000
14	Grants: Starting in Year 2, a financing mechanism will be determined by the National Consultant in Output 2.4 to enable communities in project states in Babeldaob to access finance directly to implement activities. The use of grants shall follow UNDP micro-capital grant policy. Activities shall include: 1. Implementation of best practices within plans (Non-IAS) (\$9,000 per year x 5 years) = \$45,000 2. Implementation of best practices within plans, (management and removal of IAS) (\$6,000 per year x 5 years) = \$30,000 3. On the ground efforts including fencing, land restoration, fire prevention, soil amendments, biosecurity, and IAS management (\$7,000 in Year 2 and 4) = (\$14,000) 4. On the ground efforts including fencing, land restoration, fire prevention, soil amendments (non IAS) (\$7,000 in Year 3 and 5) = (\$14,000) 5. Trials to manage Coconut Rhinoceros Beetle and/or Freshwater fish (\$12,000 per year x 3 years) = \$36,000 6. Support for individual state's implementation of Best Practices within agriculture, aquaculture, forestry, fisheries, and sustainable tourism; or for IAS management and/or biosecurity, including to acquire Green Certification (Various between \$50,000 and \$60,000 per year x 5 years) = \$280,000 7. Implement and improve weed management efforts, CRB control efforts, native species use in landscaping, native species use in projects; Develop educational materials and BMPs for use of native species, implement BMPs on native species (\$15,000 per year x 5 years) = \$75,000
15	Trainings, Workshops, and Meetings as follows: 1. Building capacity for state level planners to utilize tools from Output 1.2 (e.g. use tools and framework and standards and areas for biosecurity and biodiversity integration); adopt local criteria for plans to capture HCVFs, HCVMRs, climate adaptation, suitability, and economic development (\$2,000 x 7 states) (Year 2) = \$14,000 2. Meetings as part of International Consultant Outreach to create political support for ILSMPs (Year 2) = \$6,000 3. Meetings to set up planning teams for each state and assist with resolutions/legislation (\$1,000 per state x 2 years) (Years 1-2) = \$14,000 4. Political advocacy to determine boundaries and management regimes for 15,000 ha of new protected areas and community-managed areas, including passing legislation/resolutions (Year 4) = \$3,000 5. Capacity building for management of HCVFs (Year 3) = \$5,000 6. Disseminate and conduct training/Capacity Building programs on best practices, including use of native species (Declining amount every year, from \$5,000 in Year 2 to \$2,000 in Year 6) = \$15,000. 7. Training state core EDRR team members at the state level (Year 2) = \$16,000
16	Miscellaneous (Supplies and consumables needed for planning, particularly for visiting field sites (\$3,500 per year x 4 years) (Years 2-5) = \$14,000
17	Rental and maintenance of boats and vehicles to support field visits and planning, particularly for: 1. Cooperative drafting and finalization of the ILSMP through consultations and participatory analyses (\$2,000 x 3 years) (Years 1-3) = \$6,000 2. Support for meetings and field trips (\$500 x 7 states x 4 years) (Years 2-5) = \$14,000 3. Collection of information, including IAS, for sites (\$500 x 7 states x 3 years) (Years 2-5) = \$10,500
18	Fees for international consultants/expert recruited by MNRET to: 1. Conduct political advocacy and outreach to create political support for ILSMPs (Combined with Output 2.1) (Approx. 0.5 MM in Year 1) = \$2,000 2. Conduct Island-wide mapping of environmental and socio-economic factors (Combined with Output 3.1) (Approx. 7 MM in Year 1) = \$80,000 3. Conduct SEA Process for ILSMP (impact assessment, analysis of alternatives, monitoring of plan); independent review of plans to ensure alignment with national biodiversity and biosecurity policies (Combined with Output 1.2 and 3.1) (Years 2-3) (Approximately 0.5 MM in Year 2) = \$10,000
19	Cost of hiring National Consultants to: 1. Conduct Carrying Capacity Research for Koror, plus state biodiversity, IAS management, and Biosecurity review to assess status, capacity, regulations, and management needs (Years 1-2) = \$25,000 2. Integrate information from state level reviews into state tourism frameworks in Koror and Peleliu (IAS and Biosecurity portion) (Year 3) = \$10,000 3. Incorporate information from state level reviews into state planning documents and develop state specific EDRR plans that are integrated into ILSMPs; include national mapping (CRB, freshwater fish from 1.2) into State plans (\$1,000 x 2 states per year x 2 years) = \$4,000 4. Update rules and guidelines for leases to support and encourage environmentally friendly practices (non-IAS) (Years 2-3) = \$15,000 5. Integrate information from state level reviews into Koror state's tourism framework (non-IAS) (Year 4) = \$10,000 6. Develop improved business planning guidelines and protocols and tools to mainstream biodiversity and biosecurity policies, especially for urban businesses (Year 4) = \$20,000
20	Following government procurement protocols to contract law firms, NGOs, or companies to: 1. Lead participatory visioning to start integrated planning (\$1,500 per state x 2 states x 2 years) (Years 1-2) = \$6,000 2. Coordinate cooperative drafting and finalization of the ILSMP through consultations and participatory analyses (\$2,000 in the first year and \$5,000 for next 2 years per state) (Years 1-3) = \$14,000 3. Facilitate states through planning (\$12,500 per year x 2 years) (Years 2-3) = \$25,000 4. (Particularly by engaging high level NGO staff), draft and seek approval for state ILSMPs from elected leadership, as well as private sector / landowners / leaseholders (approx. \$5,000 per year x 3 years) (Years 2-4) = \$12,000 5. Review state legislation and regulations, and draft new laws or regulations to ensure sustainable aquaculture and fisheries (Year 2) = \$25,000

	6. Update rules and guidelines for leases and environmentally friendly practices; including to support biosecurity and IAS management at the state level (Years 3-6) = \$18,000 7. Support for environmentally-friendly business planning = \$20,000 8. Defining and modifying rules and regulations for penalties and misconduct at the state level (Years 2-3) = \$30,000 9. Developing strengthened protocols for fisheries management (Years 3-5) = \$27,000 10. Expand capacity of Koror and Peleliu Biosecurity divisions (\$2,500 per state x 2 years) (Years 2-3) = \$10,000 11. Expanding capacity at DFWP to conduct enforcement and surveillance (Declining amount from \$20,000 in Year 2 to \$10,000 in Year 5) = \$60,000
21	Travel by international consultants to and from Palau, as well as within Palau, to 1. Conduct outreach to create political support for ILSMPs (Year 1) = \$15,000 2. Conduct island-wide mapping (Year 2) = \$5,000
22	Grants: Starting in Year 2, a financing mechanism will be determined by the National Consultant in Output 2.4 to enable communities in project states in Babeldaob to access finance directly to implement activities. The use of grants shall follow UNDP micro-capital grant policy. Activities shall include: Implementation of Biosecurity and IAS protocols within tourism sectors (e.g. to minimize spread of IAS) (Years 4-5) = \$11,000 1. Design and implementation of biodiversity-friendly tourism products (\$10,000 x 4 years in Years 3-6) = \$40,000 2. Trial best practices for landscaping at a few resorts (\$7,000 x 5 years) = \$35,000 3. Pilot private-community partnership for conservation of mangrove forests (Years 3-4) = \$20,000 4. Pilot biosecurity into green certification for tour operators before scaling up; Trial Green Certification Program (\$20,000 per year in Years 3-5) = \$60,000 5. Implement best practices by tourist resorts or related to tourism (\$10,000 per year x 5 years) = \$50,000 6. Support for individual state's implementation of Best Practices within agriculture, aquaculture, forestry, fisheries, and sustainable tourism; or for IAS management and/or biosecurity, including to acquire Green Certification (approx. \$40,000 per year x 4 years) = \$150,000 7. Trial updated rules and regulations for enforcement in tourism, fisheries, and aquaculture (\$15,000 per year x 3 Years) (Years 2-4) = \$45,000 8. Implement biosecurity actions from state plans; Trial biosecurity actions through air and sea craft and quarantine (Years 4-6) = \$20,000
23	Trainings, Workshops, and Meetings as follows: 1. Build capacity for state level planners to utilize tools from Output 1.2 (e.g. use tools and framework and standards and areas for biosecurity and biodiversity integration); adopt local criteria for plans to capture HCVFs, HCVMRs, climate adaptation, suitability, and economic development (\$2,500 per state) (Year 2) = \$5,000 2. Set up planning teams for each state and assist with resolutions/legislation (\$2,500 per state x 2 years) (Years 1-2) = \$10,000 3. Capacity building of enforcement personnel and regulatory staff (Declines every year from \$7,000 in Year 2 to \$4,000 in Year 6) = \$26,000
24	Miscellaneous costs (Supplies and consumables) needed for planning, particularly for visiting field sites (\$5,000 per year x 3 years) (Years 2-4) = \$15,000
25	Rental and maintenance of boats and vehicles to support field visits and planning, particularly for: 1. Outreach to create political support for ILSMPs (year 2) = \$5,000 2. Carrying Capacity Research for Koror, plus state biodiversity, IAS management, and Biosecurity review to assess status, capacity, regulations, and management needs (\$5,000 per year x 2) (Years 1-2) = \$10,000
26	Supplies (stationary, publication and print media) associated with: Implementing the EDRR at the state level in Koror and Peleliu and documenting the experience for later scaling up nationwide (\$3000 per year x 5 years after Year 1) = \$15,000.
27	Fees for international consultants/expert recruited by MNRET to: 1. Develop a biosecurity database to hold detailed information on interceptions, treatments, fees collected, risk assessments conducted, novel organism reports, follow-up interviews, response field actions, monitoring and surveillance activities, organisms recovered, dispositions of all organisms recovered, current IAS established in the country and within each state, distribution of each established IAS at the state level, etc., with procedure for updating and access; Plus Align database and recording sheets for Landscape Planning and EDRR with national database (Approx. 4.5 months in Years 2-3) = \$48,000. 2. Conduct Mid-Term Review (Year 4) = \$40,000 3. Conduct Terminal Review (Year 6) = \$40,000
28	Cost of hiring National Consultants for: 1. Conducting an initial KAP and developing Key messages, as well as to update communications plan, letterhead, email products, regular meetings, set up digital media accounts, set up newsletter, website, etc. (Year 1) = \$10,000 2. Assisting with national survey of knowledge/understand of IAS issues and regular updating of Communications Strategy (Year 3) = \$16,000 3. Conducting research and mapping of gender roles within resource use and land planning (Years 2-3) = \$25,000 4. Research and compile project indicators on an annual basis (\$3,000 per year x 6 years) = \$18,000 5. Complete Mid-Term Tracking Tool Update (Year 4) = \$5,000 6. Complete Terminal Tracking Tool Update (Year 6) = \$10,000
29	Following government procurement protocols to contract law firms, NGOs, or companies to: 1. Regularly implement the Gender Mainstreaming Action Plan (Approx. \$4,000 per year x 5 years after Year 1) = \$20,000

	<ul style="list-style-type: none"> <li>2. Develop content, school lesson plans on IAS prevention and management; and do outreach with MOE (Year 3) = \$25,000</li> <li>3. Update and/or develop and implement the Communications Plan, as well as assist with the KAP survey (Year 1) = \$10,000</li> <li>4. Produce school IAS materials, including printing and distribution (Year 3) = \$30,000</li> <li>5. Develop national-state IAS awareness strategy (including conducting pre-survey and post survey format) and identifying linkages for support from Palau Community College (PCC) and other educational partners (Year 2) = \$15,000</li> <li>6. Develop materials and conducting planning for IAS and Biosecurity awareness activities; Implement the campaign, and conduct a post-campaign survey with final report (approx. \$20,000 per year x 5 years) (Years 2-6) = \$100,000</li> <li>7. Establish protocols and a regular schedule for information transfer between agencies and into PALARIS/IAS database (Year 3) = \$5,000</li> <li>8. Identify, collect, catalog, and share sources of information publicly across sectors (Year 4) = \$12,000</li> <li>9. Update national webpages (with training) (Approx. \$2,000 every other year) (Year 2, 4, &amp; 6) = \$7,000</li> <li>10. Update NISC website and maintain as regular sharing platform; add on so it becomes the Palau Pest Website (Approx. \$2,000 per year x 4 years) (Years 3-6) = \$11,000</li> <li>11. Set up standards for information collection that are gender and socially inclusive (Year 2) = \$4000</li> <li>12. Conduct a NIM Audit (\$3,000 per year x 6 years) = \$18,000</li> </ul>
30	Travel by international consultants to and from Palau, as well as within Palau, to develop a biosecurity database (Year 3) = \$7,000
31	Audio equipment to implement the awareness campaigns=\$17,000
32	<p>Trainings, Workshops, and Meetings as follows:</p> <ul style="list-style-type: none"> <li>1. Annual workshops to disseminate findings and share lessons from the project (\$2,500 per year x 6 years) = \$15,000</li> <li>2. Teacher Training workshop on IAS and biosecurity curriculum (Year 4) = \$15,000</li> <li>3. Training on how to use newly developed biosecurity database (Year 4) = \$4,000</li> <li>4. Inception Workshop (Year 1) = \$10,000</li> <li>5. Project Board meetings (\$1,000 per year x 6 years) = \$6,000</li> </ul>
33	<p>Supplies and consumables needed to implement the following activities:</p> <ul style="list-style-type: none"> <li>1. Regular implementation of communications activities (\$5,000 per year x 5 Years starting Year 2) = \$25,000</li> <li>2. Integrate into programs for school children at PICRC (\$3,000 per year x 4 years) (Years 3-6) = \$12,000</li> <li>3. Implement National Awareness Campaign (Years 3-6) = \$15,000</li> </ul>
34	Rental and maintenance of boats and vehicles to support field visits as part of the National Awareness Campaign (Years 3-6) = \$15,000
35	<p>Miscellaneous costs associated with:</p> <ul style="list-style-type: none"> <li>1. Implementing the National Awareness Campaign (\$5,000 per year x 4 years) (Years 3-6) = \$20,000</li> </ul>
36	Travel by the Project Manager to and from Palau for capacity building and partnership building=\$9,000
37	Supplies to be used for project management (\$2094 per year x 6 years) = \$12,562
38	Direct Project Costs of \$180,000 (\$30,000 per year x 6 years) are cost recovery for administrative and operations services to be provided by UNDP CO. Draft LOA (Annex 21) for UNDP support services with detailed services and their itemized costs will be finalized at DOA stage.

UNDP Direct Project Services (DPS) as requested by Government: The UNDP, as GEF Agency for this project, will provide project management cycle services for the project as defined by the GEF Council. In addition, the Government of Palau may request UNDP direct services for specific projects, according to its policies and convenience. The UNDP and Government of Palau acknowledge and agree that those services are not mandatory, and will be provided only upon Government request. If requested, the services would follow the UNDP policies on the recovery of direct costs. These services (and their costs) are specified in the Letter of Agreement (Annex 21). As is determined by the GEF Council requirements, these service costs will be assigned as Project Management Cost, duly 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 for CO”.

---

## XI. LEGAL CONTEXT

**Guidance to project developer:** Click [here for the standard text](#) that must be added in this section. This text is updated by UNDP on a regular basis and posted to the UNDP intranet. Please use the most recent text.

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Palau and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.” This project will be implemented by the Ministry of Natural Resources, Environment and Tourism (“Implementing Partner”) in accordance with its 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. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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.

Consistent with Article III of the SBAA [or the *Supplemental Provisions to the Project Document*], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and
- b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document 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).

---

## **XII. ANNEXES**

1. Palau Policies and Legislative Gaps
2. Outline of Proposed Palau National Invasive Species Strategic Action Plan
3. Status of Master Planning Conditions in Babeldaob and Southern Lagoon States
4. Framework for Participatory Land/Seascape Planning and Management
5. Gender Analysis and Mainstreaming Action Plan
6. Communications and Knowledge Management Strategy
7. Roles and responsibilities of main stakeholders of the project
8. Grievance Redressal Procedures
9. Social and Environmental Screening Template (**Mandatory – separate file**)
10. Terms of Reference for Key Positions (**Mandatory – separate file**)
11. Multi-Year Work Plan (**Mandatory**)
12. Monitoring Plan (**Mandatory**)
13. Evaluation Plan (**Mandatory**)
14. Summary of Consultants and Contractual Services Financed by the Project
15. Carbon Calculation Overview (with EX-ACT figure)
16. Additional information on indicators and monitoring
17. Assumptions and risks of the Project's Theory of Change
18. UNDP Project Quality Assurance Report (**Mandatory – separate file**)
19. UNDP Risk Log (**Mandatory – see separate file**)
20. HACT Micro-Assessment of Implementing Partner (**Mandatory – separate file**)
21. Standard LOA between UNDP and government for provision of support services (**Mandatory – separate file**)
22. List of people consulted during project development
23. UNDP Capacity Development Scorecards
24. GEF Tracking Tools (**Mandatory – separate file**)
25. Co-financing Letters (**Mandatory – separate file**)

## Palau Policies and Legislative Gaps

In general, plans and policies are aligned, but the regulations to implement laws are not aligned with those policies. *Well-aligned with national biodiversity goals:* PAN legislation and regulations; NBSAP, Climate Change Policy, Agriculture and Aquaculture Policy, Biosecurity legislation (and regulations as they are developed)

*Not well-aligned with national biodiversity goals or conflict in some way:* Some State PAN Legislation and PAN Management Plans (for biosecurity), EQPB Permitting regulations for agriculture and earthmoving, State Leasing Procedures and Policies, Foreign Investment Board procedures and policies, National Development Bank of Palau procedures (for agriculture and aquaculture), National tax codes, especially on fisheries and agriculture products, import and export laws, Business Licensing requirements. EQPB has no regulatory/legal basis for implementing or following a State or National Landscape Plan – if the developer follows the conditions on the earthmoving permit (which are focused on erosion and water) then EQPB cannot stop the work. EA/EIS process can only introduce conditions, not enable protection.

### Policy gaps:

Current Policies	Gaps in Policies to be Addressed
National tax policies	Food and agriculture policies need reform in order to actually prioritize and favor local sustainable production, transformation, and consumption, following the principles of the short value chain. Small local businesses face the same difficult tax hurdles and requirements as larger businesses.
Fisheries tax and fee policies	Are so low that fish are undervalued and thus the tax policy favors overfishing; which is in direct contrast to the NBSAP, PAN, and other biodiversity policies.
Forestry policies	Do not exist. The 2010 Statewide Assessment of Forest Resources and Resource Strategy acts as the <i>de facto</i> Forestry Policy. It does not address Payment for Ecosystem Services (PES), carbon sequestration.
Mangrove policies	The 2000 Mangrove Management Plan proposed a “No Net Loss” approach but does not have any legal authority and is not followed. State leasing is often in direct odds. Plan update required to consider environmental and economic priorities for both national and state governments and change existing status quo over award of water leases to ensure awards are based on policies and procedures defined by legislation
PAN management	Some State’s PAN Management Plans (e.g. Ngardok Nature Reserve in Melekeok) use non-native species for soil amendments; which is in direct contrast to NBSAP and Biosecurity goals
Agriculture and Aquaculture Policy	These policies are well aligned with Climate Change and NBSAP Policies and prioritizes sustainable agriculture and aquaculture, but EQPB permitting and NDBP loan programs are faster and easier for folks using more conventional (e.g. row cropping) farming techniques with faster (but unsustainable) output.
Responsible tourism framework	Develop responsible ecotourism guidelines for specific biologically and culturally significant, unique and/or sensitive sites
National and State level Land policies	Need to establish a standardized mechanism for public input regarding land use and leasing arrangements

Water classification	Water classification system weak and sole authority for award of water leases at discretion of states. Need for a improved and clearer process for water lease award at national and state levels
Foreign investment board licensing	Not aligned with any biodiversity policies.
Importation policies and permits	Not aligned with the biosecurity legislation.
Other relevant	Cutting across many policies is the need to address Equitable sharing of benefits coming from natural resources, valorization of ecosystem services, payments for ecosystem services (PES), incentives for ecosystem services (IES), in order to introduce in the landscape and seascape plans specific measures for sustainable financing and green financing <sup>36</sup> ;

## Legislative gaps

### Current Legislation

The Environmental Quality Protection Act

EQPB's regulations

### Gaps in legislation to be Addressed

To be updated to consider landscape/seascapes and to regulate how landscape/seascape plans are incorporated into permitting.

Although EQPB's regulations are undergoing review, there are gaps related to this project:

- EQPB Agriculture Permitting regulations are not aligned with Biosecurity legislation.
- EQPB Development Permitting regulations have the significant gap of not being able to protect loss biodiversity; they can only apply conditions based on earthmoving and soil and water protection.

The Environmental Impact statement (EIS) and Environmental Impact Assessment (EIA) regulations (Palau National Code 2401) is weak and review process is voluntary and not mandatory  
Palau's Sustainable Tourism Framework and Bureau of Tourism

Need to make review process mandatory for both national and state projects, strengthen procedures for feedback and comment and develop guidelines for mainstreaming biodiversity into the EIS and EIA processes

Need to promulgate regulations and draft and adopt sustainable tourism policies. The Bureau of Tourism also needs to be better aligned with the President's Economic Advisory Group, which has developed a proposed sustainable tourism policy.

Regulations on fisheries

Needs to be improved to better define law enforcement and monitoring and address gaps associated with overfishing (e.g. total harvest rather than size and seasonality).

Public law on land planning and zoning

Such a law should institutionalize the SLM Policy and describe minimum contents and procedures for planning and zoning (including land values).

<sup>36</sup> During the project implementation the competent Authorities will assess the opportunity to adopt a specific law



## Outline of Proposed Palau National Invasive Species Strategic Action Plan (NISSAP)

1. NISSAP
  - a. Introduction
    1. Introduction to Palau
    2. The significant threat of IAS to Palau
      - a. Terrestrial
      - b. Freshwater
      - c. Marine
    3. IAS everyone's responsibility
    4. Biodiversity at risk
    5. The need for a NISSAP
    6. NISSAP development process
    7. NISSAP linkages to other strategies, plans, frameworks, guidelines, etc.
  - b. Guiding principles
  - c. Goals, Themes and Outcomes
  - d. Pathways analysis
    1. International
      - a. Sea
      - b. Air
      - c. Other
    2. Internal
      - a. Sea
      - b. Air
      - c. Other
  - e. Roles and responsibilities
  - f. Past and current programs/capacity
    1. Pre-border
      - a. Sanitation
      - b. Import risk assessments
      - c. Preferred vendors
    2. Border
      - a. Inspection
      - b. Quarantine
    3. Post Border
      - a. Awareness
      - b. Buy-in
      - c. Reporting network
      - d. Early Detection
      - e. Rapid Response
  - g. Legislation, conventions and agreements
  - h. Action Plan, including: indicators, risks, costs, timing and responsibilities
    1. Generating support
    2. Building capacity
    3. Legislation, policy and protocols
    4. Baseline and monitoring
    5. Prioritization
    6. Research on priorities
    7. Biosecurity

- a. Recommendations for strengthening national coordination
- b. Recommendations for strengthening national IAS prevention
  - 1. Develop National Black List
  - 2. Appropriate distribution of black list (possible posting on BAF website)
  - 3. Regular updating of black list (as need arises)
  - 4. Develop National White List
  - 5. Update date white list as needed
- c. Recommendations for strengthening national quarantine response
- 8. Management of established IAS
- 9. Restoration
- 10. Impacts of climate change of IAS
- i. Monitoring and evaluation

### Status of Master Planning Conditions in Babeldaob and Southern Lagoon States

State	Status of Statewide Master Plan	Ongoing/ Other relevant actions that lead to are the foundation of statewide planning	Are there Joint environmental Planning Bodies?	PAN Management Plan: Status, linked to other spatial processes, or consider cross-state boundaries?	Is there support from elected and traditional leaders for implementing and following Master Plans?	Starting Point for Landscape/ Seascape Planning	Likely interest in Best Practice Implementation
Ngarchelong	Old, unused The Legislature has passed legislation to create a committee to do a Master Plan. Northern Marine Management Area (NMMA; Seascape Plan for marine waters)	State had held community summits on environmental protection. Draft Policy for strengthens fisheries. May 2017 signing of regulations for NMMA Strong local NGO (Ebiil Society)	State PLA NMMA Planning Team (completed regulations) was empowered by the Governor Tourism planning underway	Current, being actively implemented Overseen by the Governor Ngarchelong has been working with Kayangel on a Northern Reefs Plan. It has not incorporated land yet.	Yes, the Chiefs are the ones who wrote the planning law. There is a capacity gap, need capacity to facilitate with other landowners and business owners.	After mapping, Landscape Planning that links to NMMA Plan using the existing legislation.	1. Sustainable Tourism 2. Fisheries
Ngaraard	15-year old expired plan, not being used	Emergency response and PAN Plans are in place, but have not yet been taken to stakeholders. There are some Best Practices in laws (e.g. stream buffers) but not fully effective. Not actively engaging in Best Practices. Road paving to reduce sedimentation.	The Kerradel Conservation Network planning team, Boundary Commission, and PLA are all active. The PLA only gives leases; it does not actively plan land uses.	The PAN Management Plan has expired and is under revision. The PAN Plan considered land to sea links. It does not cover cross-state boundaries.	There is some support from leadership. They proposed a resolution and are talking about Master Planning.	Outreach on the importance of a Master Plan, followed by preliminary steps to set up and empower Planning Teams (helping draft legislation, select stakeholders, visioning).	1. Sustainable Tourism 2. Forestry 3. Agriculture (taro)
Ngardmau	New 2016 Master Plan has been drafted but has not yet been approved (political blockage)	Land Use Planning is actively underway. They are currently defining marine and land uses. Still need to do a consultation process.	The Planning Commission is active and empowered with 1 paid staff. The legislature needs some capacity building. There is also a separate OSCA (PAN Site) Planning Team.	The Plan is active and up to date. Oversight is by the OSCA Board and the State's Department of Environment implements. Current land use planning efforts link PAN sites to the rest of the island. There is no active collaboration with other states.	There is strong support with some concerns about maintaining support and convincing a minority about the long-term benefits of Planning.	Outreach on the importance of a Master Plan Assist with zoning, uses in zones, zoning codes and regulations, figuring out boundaries for zones, and impacts on land values. Establishing an M&E Plan.	1. Sustainable Tourism 2. Agriculture 3. Fisheries

State	Status of Statewide Master Plan	Ongoing/ Other relevant actions that lead to are the foundation of statewide planning	Are there Joint environmental Planning Bodies?	PAN Management Plan: Status, linked to other spatial processes, or consider cross-state boundaries?	Is there support from elected and traditional leaders for implementing and following Master Plans?	Starting Point for Landscape/ Seascape Planning	Likely interest in Best Practice Implementation
Ngeremlengui	None	There is a PAN Site and non-PAN marine and terrestrial conservation areas. Roads are being paved to reduce sedimentation.	None	It is active and in its last year. Management revisions are underway (by staff). Ngeremeskang Nature Reserve has had some cross-state connections. The State was part of the Ngeremeduu Bay Plan, which is inactive but partnered with neighboring states to consider land-sea connections.	The Olbiil has proposed a Planning Commission Bill, but have not provided for funding of a Commission. There is some willingness but political support is “hazy”	Outreach on the importance of a Master Plan, followed by preliminary steps to set up and empower Planning Teams (helping draft legislation, select stakeholders, visioning).	1. Agriculture 2. Sustainable Tourism 3. Forestry
Ngatpang	The State will be part of mapping exercises, but has not indicated any interest in participating in the GEF6 project.						
Aimeliik	An old master plan was drafted but never adopted. The legislature has been discussing the need for Master Planning for about 3 years.	The PAN Management Planning team is trying to link land to sea sites.	PAN Management Planning Team, Boundary Commission, and PLA. No active planning.	The Plan was just redone. The Planning Team now oversees implementation and reporting. There are efforts to link the one land site with another marine site. Aimeliik was part of the Ngeremeduu Bay Plan	There is some support.	Outreach on the importance of a Master Plan, followed by preliminary steps to set up and empower Planning Teams (helping draft legislation, select stakeholders, visioning).	1. Aquaculture 2. Sustainable Tourism
Ngiwal	No active plan	There are active efforts to expand housing and agriculture areas, including a planned housing development	No active planning body	The PAN Plan is under revision. Ngiwal's PAN Sites are ridge-to-reef sites	There is some support.	Outreach on the importance of a Master Plan, followed by preliminary steps to set up and empower Planning Teams (helping draft legislation, select stakeholders, visioning).	1. Sustainable Tourism 2. Fisheries
Melekeok	Melekeok is a partner state in the GEF 5 Project and thus will not be targeted for Landscape / Seascape Planning in GEF6. Melekeok is in the process of Land Use Planning and has completed a recent Master Plan.						
Ngchesar	There is no Master Plan.	The state has a Sediment Control Plan to mandate	No active planning body	The PAN Management Plan is active.	There is currently little support or capacity	Outreach on the importance of a Master Plan,	1. Agriculture 2. Forestry

State	Status of Statewide Master Plan	Ongoing/ Other relevant actions that lead to are the foundation of statewide planning	Are there Joint environmental Planning Bodies?	PAN Management Plan: Status, linked to other spatial processes, or consider cross-state boundaries?	Is there support from elected and traditional leaders for implementing and following Master Plans?	Starting Point for Landscape/ Seascape Planning	Likely interest in Best Practice Implementation
		use of Best Practices.		Sites are terrestrial and marine but there are few links and no cross-state boundaries considered		followed by preliminary steps to set up and empower Planning Teams (helping draft legislation, select stakeholders, visioning).	3. Aquaculture
Airai	Airai is a partner state in the GEF STAR Project and thus will not be targeted for Landscape / Seascape Planning in GEF6. Airai is in the process of Land Use Planning and has completed a recent Master Plan.						

State	Status of Statewide Master Plan	Ongoing/ Other relevant actions that lead to are the foundation of statewide planning	Are there Joint environmental Planning Bodies?	PAN Management Plan: Status, linked to other spatial processes, or consider cross-state boundaries?	Is there support from elected and traditional leaders for implementing and following Master Plans?	Starting Point for Landscape/ Seascape Planning
<b>Koror</b>	Koror has an outdated Master Plan that is foundation of the Building and Zoning plans and permitting system.  There is an extensive Management Plan for the Southern Lagoon (which incorporates the World Heritage Site).  As Palau's largest state, the State Government has many agencies involved in planning.	The Rock Island Southern Lagoon Management Plan is a seascape plan because it incorporates the entire lagoon. It does not cover land.  Agencies are not coordinating currently.	There are several bodies, including the Koror State Public Lands Authority (which gives leases but does not plan), the Department of Conservation and Law Enforcement (which does PAN Planning), the Planning Commission (which does some planning) for leases and infrastructure. They do not actively coordinate.  The PAN Planning team operates under Executive Order.	An NGO has been contracted to update the plan, which expires this year.  The Governor still needs to appoint a planning team for the PAN Plan updates.  Koror has an MOU with Peleliu to jointly enforce the Southern Lagoon.	There is some support but many political conflicts.	The starting point for Koror will take careful negotiation at the start of the Project, as Koror changes quickly. It should include targeted outreach for elected and Traditional Leaders and Seascape to Landscape Mapping with inclusion of carrying capacity in both locations. Legislative requirements must be worked out first.
<b>Peleliu</b>	There is no Master Plan.	None. There was public outcry about the potential leasing and development of a biologically important area, which led to some rethinking on the approach.	None	There is one marine site.  No links to other sites.  Koror has an MOU with Peleliu to jointly enforce the Southern Lagoon.	There is some support.	Outreach on the importance of a Master Plan, followed by preliminary steps to set up and empower Planning Teams (helping draft legislation, select stakeholders, visioning).

## Framework for Participatory Land/Seascape Planning and Management

### Introduction

A “Ridge-to-Reef” land/seascape approach to conservation is intended to ensure that the ecological integrity of a particular area is ensured by improved management of the biological, social and economic factors that impinge on the ecological integrity of that area as well as ensure that influences and connectivity between the land and seascape are recognized in an integrated planning exercise. This requires strategies that succeed in a mosaic of different land and sea uses that not only conserve biodiversity but also allows sustainable and environmentally friendly economic development activities to take place. These conservation strategies must therefore integrate land and sea resource uses in a myriad of diverse components within the landscape such as protected areas, forest production areas, agricultural and fisheries zones, tourism zones, human habitations and other land uses.

### Intent of Land/Seascape Management Planning Approach

Because the Palauan land/seascapes are spatially heterogeneous areas, there is a need to define the kinds of land uses that most directly influence or impact on the conservation status of the land/seascape. The goal of the land/seascape planning exercise is thus to focus on geographic or ecological distinctions and influences within the land/seascape and the patterns of biodiversity over the land/seascape with the focus on conserving the most species rich places, such as important species, habitats, vegetation types and ecological units, as well as enhance ecosystem services and the economic viability of local communities as a means towards biodiversity and ecosystem conservation. It must also ensure representation of species, communities and ecological aspects in the land/seascape.

### Overview of the Approach

Planning will take the following approach:

1. Land/seascape-level Mapping Exercise of key biodiversity and biodiversity values on Babeldaob and in the Southern Lagoon
2. Based on overlays of values, threats, and current and proposed actions; Definition and prioritization of zones/sites for specific conservation interventions within the 5 key sectors (agriculture, aquaculture, forestry, fisheries, and sustainable tourism)
3. Land/seascape-level Based Collaborative Planning, resulting in one ILSM strategy for Babeldaob and another for the Southern Lagoon, to include shared visions and identification and agreement of broad strategies
4. State-based community planning to create state ILSMPs (in the 9 project states), including identification of specific sites for intervention (with best practices)
5. Ongoing Site-based planning to guide implementation of best practices

### Method for Prioritizing Land/seascapes (1: Land/seascape-level Mapping Exercise and #2: Definition and Prioritization of Zones)

This outlines the process for identifying priority areas within the land/seascape where conservation, sustainable resource use, and livelihood interventions are required. The ensuing mapping exercise is intended to help identify critical areas for biodiversity conservation within the land/seascape, key dispersal corridors, locations of high pressure and vulnerability, land use and protected area boundaries to improve ecological viability and conservation management, identify areas for sustainable resource use and forest and marine area restoration, and locations of community livelihood and income activities. In particular, the mapping would involve the definition of the biological landscape, the identification of the human resource use and impact that occurs in these areas, and overlaying them to defining parts of the land/seascape that meets the needs of conservation actions and those parts of the land/seascape where human activity is more

likely to threaten biodiversity and ecosystems and where land management needs to change to improve conservation outcomes. The mapping and ensuing planning would further help in informing on-the-ground actions to support biodiversity conservation and sector specific activities (e.g. best practices in forestry, fisheries, aquaculture, tourism and agriculture) that can be designed and implemented in a biodiversity-friendly manner.

This document provides a step-by-step guide to defining zones that meet the ecological and biodiversity conservation requirements while taking into consideration the socio-economic needs of the local people living in and around the area.

1. **Defining and zoning the biological land/seascape:** The two priority land/seascape areas (Babeldaob Island and the Southern Lagoon) have already been selected for project intervention. The next step will be to define the biological elements within the general land/seascape that are important for the conservation of key species or ecosystems. This would entail mapping of the natural habitats and ecosystems and identification of biological values in terms of species richness, endemism, protected species (IUCN red list etc.), human value (including cultural and historical importance), suitability, and use, etc. This would then enable the prioritization of sites within the land/seascape that are critical or important for either the conservation of particular species populations or the conservation of critical ecosystems. The priority biological elements could include both intact and potentially restorable habitat and ecosystems areas, and human dominated areas if relevant. Maintaining connectivity across state boundaries would allow for the movement of individuals among populations and the colonization of areas following disturbance, and permitting the flow of water, nutrients and other materials across the system. The final output of this step would be a set of maps (preferably 1:25000) depicting the spatial and temporal distribution of the biological elements and priority status of the habitats required for the survival of the key species and their spatial distribution necessary to conserve the maximum amount of biological diversity within the land/seascape and maintain the integrity of the land/seascape itself.
2. **Defining the human resource use or socio-economic land/seascape:** As a simultaneous exercise, it would be necessary to collect socio-economic data on current and planned land and resource uses, and undertake an analysis of the stakeholder groups (including owners) associated with them. It would help define the location, type and intensity of resource use, production potential (crop, agriculture, fisheries, tourism, aquaculture, grazing, etc.), livelihood and resource dependencies, and development activities that occur within the land/seascape. This would provide an overall land/seascape baseline that would summarize the social, geographical and occupational (livelihood) disaggregated state of resource use and dependence in the landscape. This information would subsequently help in identifying areas where human activity significantly threatens the survival of the key species and biodiversity and/or the integrity of the land/seascape unit as a whole. This exercise would entail the mapping of village locations within the general land/seascape along with attributes such as demography, agronomic, fisheries and livelihood patterns, human development elements, and resource use dependencies. The resource use patterns would include information on types of resources extracted, quantity and method of extraction, use purpose (subsistence or commercial), periodicity and seasonality of resource use, etc. In addition, this exercise would also help identify existing and proposed development activities that may adversely impinge or impact on the long-term sustainability of the biological values and well-being of the people in the land/seascape. As with the case of the biological characterization of the land/seascape, this information should be expressed spatially, so that it could be used in subsequent steps towards zoning of the land/seascape. The mapping of the socio-economic (production and livelihoods) and development activities could be a rapid assessment using secondary information and broad village level consultations) that would be subsequently revised and updated as more information becomes available through the community planning process and other more comprehensive socio-economic analysis.

3. **Intersecting the biological land/seascape with the human resource use and socio-economic factors (#2. Definition and prioritization of zones/sites):** Maps created with the biological and socio-economic attributes should be over-laid to recognize areas within the land/seascape where human use or development activities intersect with the prioritized conservation habitats and land cover types. This allows for the identification of the relationship between conservation and development-oriented land use and livelihood activities and for analyzing options for integration of conservation with other land uses as well as trade-offs between them.
4. **Identification of the Target Areas for Intervention within the Land/seascape:** The intent of this step is to prioritize the areas within the land/seascape where unsustainable resource use (in the five key sectors) and development activities significantly compete with the biological and ecological needs of the key species or the conservation of the prioritized or critical ecosystems. This would enable the identification of areas within the land/seascape where conservation action is necessary and sieve out those areas of the landscape where conservation actions might not be priority and where sustainable resource use and livelihood opportunities are best located.

The greatest challenge in prioritizing areas within the priority land/seascape for conservation is in reaching agreement on areas required for maintaining biological and ecological values, while addressing human needs for land and resource use. Stakeholder consultation would be a critical step in the zoning exercise would entail defining (i) priority or set-aside areas for conservation (PAs, HCVFs, HCVMs, etc.) where threats are small or manageable and where the conservation potential is the greatest; (ii) zones where there is a conflict between development and conservation interests, and where activities for improving forest management and restoration, sustainable fisheries use, ecotourism and biodiversity-friendly livelihood and sustainable resource management interventions can contribute to reduction of threats to biodiversity and ecosystems; and (iii) low priority areas for conservation with intensive or semi-intensive human use can be permitted. The outcome of this step would be characterization of the land/seascape by zones of varying conservation and resource use potential.

The final outcomes of the mapping exercise would be: (a) a map or series of maps showing land/seascape zones or land/seascape areas for Babeldaob Island and Southern Lagoon characterized by degrees of conservation potential, compatible development potential and presence of competing or conflicting interests based on threats and opportunities; and (b) recommendations regarding conservation, sustainable land uses and livelihood activities suitable for different areas of the land/seascape based on threats and opportunities. In addition, there would be an outcome relating to recognition of institutional and coordination needs, capacity building and training required to enable convergence in planning, and implementation of activities at the land/seascape level.

The participatory mapping exercise would require an inter-disciplinary team comprised of spatial planners, biologists, social scientists, geographers, land record officers, village representatives, GIS specialists, and other relevant experts based on the specific land uses and resource threats within the individual landscapes. PALARIS, with technical and specialized support from the project, would guide this exercise.

#### **Planning and Implementation for Land/seascape Conservation**

The series of next steps in the land/seascape planning process entails developing and identification of strategies for improving opportunities for conservation, and supporting conservation friendly interventions to improve livelihoods and incomes of local communities living within the two priority land/seascapes as well as identifying areas where and how human activities can or cannot be developed (zoning). This will be done under the guidance of the JCB.

5. **Negotiation of a shared strategy for Babeldaob Island and Southern Lagoon land/seascape. (#3: Land/seascape-level Based Collaborative Planning, resulting in an ILSM strategies)** The intent of this step is to obtain broad agreement with the stakeholders (including relevant states and local



communities) for conservation or compatible development action within the land/seascape. While the stakeholders would vary from one land/seascape to another, it would need to include in the negotiation process landowners, resource users and national and state government agencies with management authority over priority areas in the land/seascape. The outcome of the negotiation process is to ensure that critical biological requirements developed through the biological mapping process (step 1) are maintained. This has to be achieved through a negotiation process that would require compromise, given that it may not always be possible to find complete agreement on a single strategy with all stakeholders or development sector representatives that operate within the land/seascape.

The negotiated land/seascape strategy statement will provide:

- A decision support (multi-sectoral, multi-stakeholder coordination and governance) framework for land/seascape level planning for biodiversity objectives;
- A platform for integration of multiple land/seascape level objectives for biodiversity conservation;
- An understanding of the trade-offs between conservation, resource use and socio-economic development objectives; and
- Definition of roles and responsibilities of key stakeholders within the land/seascape.

During the formulation of the participatory land/seascape strategy, the following key steps will include:

(A) Undertaking a number of state/community level workshops to develop the common strategy. During the workshops the following activities are entailed:

- i. Information generated through the mapping exercise are presented to the stakeholders using charts and maps;
- ii. A participatory situation analysis is conducted;
- iii. Stakeholder negotiation and agreements are reached on compromises and trade-offs for conservation actions within the sub-landscape. This process should transparent and reflect the interests, expectations, needs, priorities, strengths and weaknesses of each stakeholder group so as to lay the foundation for achieving broad consensus.
- iv. An agreement on zonation of the Babeldaob Island and Southern Lagoon land/seascape;
- v. Identification of uses within each of the zones within the land/seascape, its intensity and extent; and
- vi. Identification of broad approaches for each of the zones for management of land uses within the Babeldaob Island and Southern Lagoon land/seascapes.

(B) Compilation of agreements on zonation, land and sea uses and approaches from each of the state/community workshops to provide a composite map of zonation and land use for each of the land/seascapes; and

(C) Developing strategy statements for the Babeldaob Island and Southern Lagoon land/seascape based on the agreements and information emanating from the state/community workshops and decisions.

6. **Identification of strategies for Implementation:** The desired output of this step is a conservation land/seascape strategy for Babeldaob Island and for Southern Lagoon, with multi-stakeholder and multi-state support regarding appropriate best practices for different priority

areas of the land/seascape (conservation set-asides, forest and marine area conservation and restoration and sustainable agriculture, fisheries, tourism and aquaculture).

The outcome of this step would be (i) a flexible land/seascape conservation strategy, with maps, and indicating agreements with each of the stakeholders regarding land use and conservation practice for the different zones or parts of the Babeldaob Island and Southern Lagoon land/seascape; and (ii) identification of clear and measurable actions/activities to mitigate or manage threats within each zone.

7. **Development and Implementation of State level integrated land and seascape management actions (#4: State-based community planning to create state ILSMPs):** Depending on the classification of the different zones within the Babeldaob Island and Southern lagoon land/seascape, each state will formulate its own integrated land and seascape management plans. On the basis of these ILSMPs, protected areas or “set-asides” would be managed for conservation and tourism benefits, agricultural and aquaculture areas would be managed for providing products and livelihoods for local people, fisheries areas would managed for ensuring sustainable harvest regimes and tourism areas will be managed to provide sustainable visitor experiences, while protecting biodiversity and ecosystems and enhancing the local economy. On the long-term the mapping and strategic planning exercises would provide information for zonation of the land/seascape for different economic uses and development activities, facilitate EIA, EIS and permitting processes that meet biodiversity-friendly norms, and help develop appropriate governance and enforcement systems that ensures that development is sustainable and environmentally appropriate.

The development of state ILSMPs would entail the involvement of various institutions (deemed “community”) including: (i) **State Government Personnel and Elected and Traditional Leadership.** The leadership acts on behalf of the “community” who are residents living in the State; (ii) **Social and Cultural groups,** including Traditional Women’s, Men’s, and Youth Groups; (iii) **Biodiversity Conservation related institutions.** Nonprofit groups that are registered with the national government and usually operate in single or at most 2-3 states. Nonprofits are generally considered “community,” although this varies with the size, purpose, and makeup of the nonprofit groups; (iv) **Livelihood related groups** that also include nonprofit organizations working to advance agriculture and aquaculture, as well as fisheries groups and cooperatives. These are considered “community” and also business-related entities; and (v) **Local Consultants/Small Businesses:** Most local consultants are considered to be “community” even if they are a for-profit business. Individual State Landscape/Seascape Planning and Implementation Teams will be constituted to include representatives from each of these groups, as named by elected and traditional leaders. Each Team will select a Chair. Terms of Reference will be developed under Output 1.2.

**Institutional arrangements for integration of local communities into land/seascape conservation activities:** Funding for State Land/seascape Planning will go through the State Governments. For each of the nine states, funds for a facilitator will be provided to support the activity of the Planning and Implementation Team. This will follow the process established through the PAN, whereby State Governments access national PAN Funds (through a MOU or contract based on a simple proposal) to hire their own consultants and to compensate the planning team members (e.g. at a rate of around \$20-\$35/meeting). States will not be required to hire any staff from MNRET for related services. States may also use funds to support meetings, facilities rental, field excursions, and other planning activities following the PAN model. Island-wide technical resources such as mapping and information collection (including access to the database) as well as capacity building will be provided at the project level and coordinated by MNRET.

8. **Participatory Community-based Site-Specific Planning (#4: Site-based planning to guide implementation):** The state level ISLMPs would provide the basic framework for site-specific planning, in terms of defining locations for informing on-the-ground actions to support biodiversity conservation and sector specific activities (e.g. best practices in forestry, fisheries, aquaculture, tourism and agriculture) that can be designed and implemented in a biodiversity-friendly manner. This step aims to develop consensus among the community on the following: (i) areas to be set-aside for conservation and appropriate conservation measures to be implemented in these areas; (ii) how they intend to manage their natural resources; (iii) what economic/social/cultural benefits they want to receive from management of resources; (iv) traditions and practices they want to maintain, enhance, or change; and (v) what type of livelihood and resource management development they want to see in the future based on their vision for natural resources. This exercise would entail preparing a base map of the community and surrounding areas, holding small group meetings to draw best practice ideas and options and development of a single multi-year implementation plan for each community and/or sub-area within the state that defines priority on-the-ground best practices (see Attachment 1 for best practices and Attachment 2 for alternative livelihood options) to be implemented, defining roles and responsibilities of community members to plan implementation, assessing the costs of implementation of such plans (to be met through the project through direct grant transfers to the state/community) and community responsibilities and agreement to implementation and monitoring of plan implementation.
9. **Implementation of State/community/village-based activities:** The individual State Planning and Implementation Teams will access funds through simple procedures for Implementation under Outcomes 2 and 3. Palau has a well-established Small Grants Program (GEF SGP) that funds NGOs, CBOs, and State Governments. Thus the process used by the SGP may be modified or utilized to manage proposals and financing through the project. Each community site-specific plan proposal (see Attachment 3 for Plan Outline) will also include a plan for community-based monitoring and evaluation of the implementation activities and results indicators.

To be eligible for project financing at the State or Community level, activities should comply with the following criteria:

- **Be identified as priorities through the State's Landscape/Seascape planning** process, and thus be assured of having been identified through a *participatory* process.
- **Be aligned with Palau's national-level biodiversity and biosecurity policies, regulations, and guidelines and with any updated or aligned State-level plans**, including PAN Management Plans and/or new Master or Land Use Plans.
- **Conserve and sustainably use land, sea and other natural resources** either directly or indirectly by creating sufficient incentives to commit local people to specific, measurable actions that improve the sustainability of resource use, so that outcomes are environmentally sustainable in support of global environmental objectives
- **Be in the financing windows of Sustainable Agriculture, Aquaculture, Forestry, Fisheries, Tourism, biosecurity/IAS Management, Conservation of high value forests and marine habitats, or Restoration of degraded lands or habitats.**
- **Follow the Gender and Socially Inclusive Mainstreaming Plan** to incorporate equitable share of benefits to local communities and mitigate any negative impacts to genders and vulnerable peoples.
- **Be socially sound and institutionally feasible** ensuring that activities are culturally acceptable, do not impose an unnecessary heavy burden, local institutional capacity is adequate, benefits can be shared, and that activities meet community agreements to resource use and access restrictions.
- **Be environmentally sound** in particular to ensure that project investments do not support exotic species in the forest restoration or aquaculture sectors to prevent potential IAS, be not located within protected areas, and avoid the use of harmful chemicals.

- **Be efficient and financially feasible** so that costs are within local norms, returns are sufficient to compensate for resource use limitations, and, for all investments intended to produce cash revenue or benefits that can be monetized, market linkages are adequate, cash flow requirements are viable, and returns compare favorably with alternative investment options.
- **Be supported by training and capacity development** for strengthening households beyond the immediate project implementers.
- **Be supplemental** to ensure that activities supported under the project are not a substitution for what should be supported by the government.

MOUs will be developed and signed between MNRET and State governments that will spell out the agreed parameters and criteria for investments and community involvement in the activity. During early project implementation, the project will develop a checklist or questionnaire reflecting the criteria listed above to screen requested investments to ensure that they are technically feasible, have positive environmental impact and are part of a holistic approach to the local ecosystem management, likely to generate supplementary income, comply with sound social and environmental principles and are sustainable.

- 10. Monitoring of impacts or performance:** In order to assess if the strategies/plans that are being implemented in the land/seascape are working, a monitoring program will be developed and implemented. Each site-specific community plan will include a monitoring plan, both with process-level indicators for implementation activities and results-level indicators. A close partnership between the EPU Coordinator, JCB, and State Planning and Implementation Teams will ensure that project indicators are integrated as far possible into State interventions.

## Best Practices relevant to the Project

Best Practice Initiative	Nature of Initiative	Applicable Best Practice
<b>Best Practices to minimize nonpoint source pollution (Natural Resource Conservation Service (NRCS) / PCS)</b>	Voluntary	<ol style="list-style-type: none"> <li>1. Conservation Crop Rotations</li> <li>2. Contour Farming</li> <li>3. Agroforestry (Contour Orchard and Other Fruit Area) and use of Cover Crops, Tree and Shrub Pruning &amp; Tree / Shrub Establishment</li> <li>4. Critical Area Planting, Wildlife Habitat Preservation</li> <li>5. Enhancements such as Filter Strips, Firebreaks,</li> <li>6. Hedgerow Planting, Hillside Ditches, Vegetation Row Barrier, and Windbreaks</li> <li>7. Irrigation Water Management</li> <li>8. Mulching and organic Nutrient Management</li> <li>9. Organic or natural Pest Management</li> <li>10. Waste Management</li> <li>11. Taro patch management (ditches, cover, gates)</li> </ol>
	Mandatory	<ol style="list-style-type: none"> <li>1. Riparian Forest Buffer Zones from streams and rivers</li> <li>2. Standards for pesticides</li> <li>3. Application for permit for commercial farms</li> </ol>
<b>Maximizing and diversifying agricultural production and income (BOA as part of GEF5)</b>	Voluntary	<ol style="list-style-type: none"> <li>1. Mulch; Green manure; Composting</li> <li>2. Agro forest; Integrated Farming</li> <li>3. Traditional Dikes; Terracing</li> <li>4. Intercropping and Mix Cropping; Permanent culture</li> <li>5. Selective Harvesting and cutting; Pruning</li> <li>6. Clearing of Waterways</li> <li>7. Staggered Planting; Crop rotation; Fallow</li> <li>8. Strip Planting; Windbreaks</li> <li>9. Soil amendments</li> <li>10. Knowledge transfer</li> <li>11. Preparation and Selection of planting materials/Seeds; Seed collection</li> <li>12. Traditional Plant Calendar</li> <li>13. Integrated Pest Management (I.P.M)</li> <li>14. Value adding agriculture (e.g. Organic Approach/Organic Farming)</li> </ol>
	Voluntary	<ol style="list-style-type: none"> <li>1. Construction of Dikes</li> <li>2. Upland Contour Farming, plowing; Minimal tilling</li> <li>3. Dry litter piggery and Modern wash down; Pig Nursery, Artificial Insemination, Livestock warming light; Portable Dry Piggery, Proper Feed</li> <li>4. Bio-gas</li> <li>5. Large-scale Composting; Plastic Mulching</li> <li>6. Raised Beds, Plant Nursery, Hydroponics</li> <li>7. Built Water Catchments, Water Control</li> <li>8. Plant Tissue Culture, Grafting</li> <li>9. Large-scale Markets and Added-value operations</li> <li>10. Air layering</li> </ol>
<b>Expanding Sustainable Aquaculture</b>	Voluntary	<ol style="list-style-type: none"> <li>1. BMR offers Best Practices for setting up and establishing Giant Clam Farms and Rabbit fish. This includes sustainable bloodstock</li> <li>2. Mapping and siting of farms (to be developed under 1.2</li> </ol>
<b>Sustainable Fisheries</b>	Mandatory	<ol style="list-style-type: none"> <li>1. Size limitations, seasonal restrictions, gear restrictions</li> <li>2. Marine Protected Areas</li> <li>3. Bul or Moratorium</li> </ol>
	Voluntary; including efforts to reduce overfishing and efforts to increase the economic	<ol style="list-style-type: none"> <li>1. Use of traditional knowledge in when and where to fish</li> <li>2. Handling of fish to maximize quality and economic return</li> <li>3. Information sharing and monitoring of harvest</li> <li>4. Member of the Northern Reefs Coop</li> <li>5. Member of The PACT (sustainable fishers and buyers)</li> </ol>

	returns from existing fishery	<p><i>New Best Practices to be developed:</i></p> <ol style="list-style-type: none"> <li>Limits to harvest sizes by species, population size, or location</li> <li>Innovative harvesting, use, or pricing regimes that lower overall harvest,</li> <li>Practices to shift fishing pressure to new or more sustainable species (including aquaculture)</li> <li>Efforts to fill regulatory gaps or to create new protected areas,</li> <li>Active restoration of habitats</li> </ol>
<b>Sustainable Forestry</b>	Voluntary	<ol style="list-style-type: none"> <li>Traditional Knowledge of where and when to harvest plants</li> <li>Bul or Moratorium</li> <li>No Net Loss Policy for mangroves</li> <li>Efforts to reduce illegal harvest of birds/Increase bird populations</li> <li>Reforestation with native species</li> <li>Information Sharing</li> </ol> <p><i>New Best Practices to be developed</i></p>
<b>Sustainable Tourism: Local and Global programs</b>	Mandatory	<ol style="list-style-type: none"> <li>Tour Guide Training</li> <li>Rock island use zones</li> <li>Permitting and fees</li> <li>Rules about fins; littering;</li> <li>Earthmoving permit and EA/EIS (needs improvement)</li> </ol> <p>A 2011 Report concludes that Palau has very strong Best Practices for preserving Cultural and Historical sites in the face of construction (requires permitting). However, there are few Best Practices on how to use such sites as the basis for a Tourism Product. The only state with zoning regulations is Koror, but these were not based on Best Practices but rather address how individual construction sites may develop (e.g. setbacks). Koror State and the Palau Conservation Society developed a Tour Guide Training and Certification Program to ensure that tour guides follow Best Practices, particularly within marine sites in the Rock Islands. There is also training in cultural site preservation.</p>
<b>Sustainable Tourism</b>	Voluntary	<ol style="list-style-type: none"> <li>Turtle-friendly</li> <li>Member of the Northern Reefs Coop or the PACT</li> <li>Made in Palau program</li> </ol> <p><i>New Best Practices to be developed:</i></p> <ol style="list-style-type: none"> <li>Carrying Capacity Research</li> <li>Zoning and limits to density</li> <li>Low-impact uses</li> </ol> <p>High level Best Practices have been developed in the 2017 Palau Responsible Tourism Policy Framework and 2017 Palau Trade Policy and Investment Framework, including Best Practices for scaling down mass tourism and increasing niche, cultural, and high-value tourism. There are resources available to help communities, including Business and Tourism Forums operated by the Chamber of Commerce and Economic Advisory Group. The Belau Tourism Association offers training and works one-on-one with partners to implement best practices in customer service, accessibility, and sustainability. Communities can access help through partnerships with these organizations to set up sustainable tourism systems to access cultural and natural sites.</p>
<b>IAS Management and Biosecurity</b>	Voluntary; some Mandatory but not clear	<p>Community-based activities in IAS and Biosecurity may be stand-alone or integrated into other sector-projects. Regardless, Best Practices for Biosecurity will be developed and then mainstreamed. These include Best Practices for utilizing native species for landscape, forestry and agricultural practices, careful selection of non-native species by focusing on those that are not invasive and are easily managed, and use of appropriate protective mechanisms when more aggressive non-native species are utilized to ensure that these species do not become feral and impact native systems. Communities will be supported to conduct Trial projects using native species and then document and share the process to form a blue-print for future projects. Best Practices associated with Green certification will be supported.</p>

## Menu of Key Alternative Livelihood Options

Category	Interested Locations	Potential Alternative Livelihood Options
Sustainable Tourism	<p>All States</p> <p>Those assessed as most ready:</p> <ul style="list-style-type: none"> <li>• Ngarchelong</li> <li>• Ngardmau</li> <li>• Ngaraard</li> <li>• Ngeremlengui</li> <li>• Aimeliik</li> <li>• Ngiwal</li> <li>• Koror</li> </ul>	<p>Tourism Product Development</p> <ol style="list-style-type: none"> <li>1. Diving and Snorkeling</li> <li>2. Mangrove visitation</li> <li>3. Low impact whale watching and</li> <li>4. Kayaking</li> <li>5. Low impact catch and release sportsfishing</li> <li>6. Cultural and historical sites</li> <li>7. Birdwatching/ Wildlife watching</li> <li>8. Scenic vistas</li> <li>9. Waterfalls</li> <li>10. Hiking</li> <li>11. Participation in cultural or natural heritage restoration and/or preservation</li> <li>12. Volunteerism</li> <li>13. Homestays, e.g. through the Alii Host Program</li> <li>14. Food tourism</li> <li>15. Interpretive signs, Tour Guide interpretation</li> <li>16. Develop State Tourism Plans</li> <li>17. Innovative products to target Free Independent Travelers</li> <li>18. Beautification of urban environments and historical sites</li> </ol> <p>Souvenirs</p> <ol style="list-style-type: none"> <li>1. Development and testing of Made in Palau products</li> <li>2. Creation of maps and brochures</li> </ol> <p>Marketing and Infrastructure</p> <ol style="list-style-type: none"> <li>1. Marketing and promotion, using the Pristine Palau brand</li> <li>2. Establishing new shopping venues (e.g. at local markets)</li> <li>3. Updates or addition to Capacity Building and Training Programs for Tourism Operators and Developers</li> <li>4. Research into carrying capacity</li> <li>5. Establishing baselines and monitoring visitor impact, establishing data collection protocols and analyses of markets and tourist preferences</li> <li>6. Restoration and preservation of natural and cultural sites</li> <li>7. Zoning for tourist use and development</li> <li>8. Assistance with securing small business loans</li> <li>9. Information sharing forums</li> <li>10. Customer service development and training</li> <li>11. Biosecurity integration into tourism</li> <li>12. Koror: Update of laws, regulations, policies, zoning, and possible on-the-ground changes to existing structures and facilities; and alignment of World Heritage and RISL Management Plan with leasing and zoning protocols.</li> <li>13. Vocational training, showcasing and improving Palauan-style of hospitality</li> </ol>
Sustainable Agriculture	<p>Ngchesar</p> <p>Ngiwal</p> <p>Ngaraard (taro)</p> <p>Ngeremlengui</p> <p>Ngardmau</p>	<ol style="list-style-type: none"> <li>1. Improvements to existing farms (soil protection or restoration)</li> <li>2. Restoration of taro patches</li> <li>3. Expansion of agroforests</li> <li>4. Diversification of crops</li> <li>5. Use of Best Practices, especially organic, to increase crop outputs</li> <li>6. Expansion of climate-resilient livestock and poultry using compost</li> <li>7. Setting up composting facilities and cost-sharing</li> <li>8. Establishing Community Gardens or Farms</li> <li>9. Establishing Community Nurseries or Greenhouses</li> <li>10. Creation of Training Programs</li> </ol>

		11. Capacity building or exposure visits 12. Small-scale and micro-irrigation 13. Sustainably powered infrastructure (e.g. for added-value processing, storage, water storage, irrigation) 14. Climate-resilient and equitable water storage and micro-irrigation
Sustainable Aquaculture	Aimeliik	1. Expansion of Giant Clam farms 2. Establishment of community Giant Clam Farms with responsibility and benefit-sharing protocol 3. Expansion of rabbit fish farms
Sustainable Forestry	Aimeliik Ngaraard Ngeremlengui Ngchesar	1. Demonstration use of sustainable harvesting of traditional plants for medicines and cultural purposes; non-timber uses 2. Demonstration of sustainable plantations for mahogany and other trees 3. Carbon sequestration
Sustainable Fisheries	Koror Peleliu Ngarchelong Ngardmau Ngiwal	1. Conversion from nearshore to offshore fisheries through cooperatives or responsibility and benefit sharing protocols 2. Creation of new pricing and access regimes to reduce nearshore fishing 3. Actions to encourage increased local consumption of offshore fish (tuna) 4. Habitat restoration 5. Marine Protected Areas



### Typical Content of a State/Community-level Plan

Key Features	Description
Project Description	Location, purpose, sector, and general description
Objectives	SMART Objectives for how the activity is aligned to the State's Plans and to national level policies, goals, and guidelines.
Indicators of success	Proposed social, environmental, and cultural indicators Process-based indicators and the plan for monitoring (including community involvement) Alignment with Project Results Framework
Detailed Activities and Costs	Activity list, cost-sharing with community and other state and national schemes, project financing requirements, timing of activities, technical assistance and training needs
Benefit distribution and access to resources	Expected benefits and distribution modalities, resource use rights and concessions
Gender and Social Mainstreaming	Description of mainstreaming in accordance with Gender and Socially-inclusive Mainstreaming Action Plan
Authorities and responsibilities	Individual responsibilities for implementation, management of funds and reporting, and oversight Community groups and member involvement Plan for getting community involved
Implementation Schedule	Schedule of delivery of inputs and implementation, schedule of review meetings and monitoring
Dissemination and Communication	Communication arrangements within village committees, arrangements for dissemination of results and experiences, etc.
Conflict Resolution	Procedures for management of conflict between community members, between village committees, between village committees and forest department, etc.
Capacity building	Training and capacity building plan for before, during, and after the activity

## Gender Analysis and Mainstreaming Action Plan

### Methods

This Gender Analysis was completed in May 2017 by a foreign female consultant with extensive knowledge of Palau. Methods included 1) a literature review, 2) Key Informant interviews, 3) Collection of gender disaggregated data through anonymous surveys, one-on-one questions, small group meetings, and by addition of gender-related questions to the Landscape/Seascape Capacity Scorecard and Biosecurity Capacity Scorecard, and 4) a larger National focal group meeting. There were 18 participants in the focal group meeting; 5 were men and 13 were women. Key Informants were 3 women<sup>37</sup>. 14 men and 21 women contributed data on gender disaggregated indicators.

Several tools and the general approach to the Gender Analysis were pulled from the UNDP *Learning and Information Pack on Gender Mainstreaming* (2000)<sup>38</sup> and the *USAID Tips for Conducting a Gender Analysis at the Activity or Project Level* (2011).<sup>39</sup> The Analysis adopted the Palauan national approach of inclusivity (of families and vulnerable peoples). The focal group completed a SCOR (successes, challenges, opportunities, and risks) Analysis, answered questions under the Six Domains of Gender Analysis, and provided feedback related to the Baseline Survey for Assessing Project Implementers.

### Overall Findings

Palau is different from much of the developing world in that women have a strong voice and a role in decision making from the community all the way to the National government. Palau's Gender Division has adopted an approach that does not simply focus on *women*, but rather overall *inclusivity* and *multiple vulnerable populations*. Whether a person is vulnerably varies highly with the situation. Palau's Gender Mainstreaming Policy states that a "Gender and Socially Inclusive" and Balanced lens be applied to every project, and does not advocate for simple "gender equality." Gender roles in Palau are rapidly changing for every age and socioeconomic age bracket. There is currently little ability to map these changing roles, which are poorly understood.

Following the USAID Framework the following are true:

- Current gender issues will prevent women, men, and vulnerable people from achieving balanced benefits from the project.
- Without proactive intervention, participation in the project will be gender and socially imbalanced. Numerous potential, unintended consequences have been identified and addressed through the approach and activities.
- With careful Gender and Socially Inclusive Mainstreaming of the project approach, benefits and participation can be more balanced.
  - The project goals and objectives do not need to be changed.
  - Project activities do need to be gender and socially inclusive (and have been proposed as such in the Project Document). Activities include mapping of gender and social roles, investing in a targeted meetings rather than general community meetings, prioritizing information collection using an inclusive perspective, facilitating more diversity of input on Planning Teams, and collecting gender disaggregated data.

<sup>37</sup> Carol Emaurois (EU GCCA Project); Madelsar Ngiraingas (BTA, formerly with PACC); and Klouldil Singeo (MCCA and Gender Division)

<sup>38</sup> Gender and Development Program, United Nations Development Program (GIDP/UNDP): UNDP Learning and Information Pack -- Gender Mainstreaming, June 2000. Accessed May 2017 from:

<http://www.undp.org/content/dam/undp/library/gender/Institutional%20Development/TLGEN1.6%20UNDP%20GenderAnalysis%20toolkit.pdf>

<sup>39</sup> United States Agency for International Development, Economic Growth and Trade, Office of Gender Equality & Women's Empowerment: Tips for Conducting a Gender Analysis at the Activity or Project Level, March 2011. Accessed May 2017 from: [http://pdf.usaid.gov/pdf\\_docs/pdax964.pdf](http://pdf.usaid.gov/pdf_docs/pdax964.pdf)

- The needs of men, women, and social groups are different enough to justify a separate project component focused on Gender Mainstreaming. Thus, the Project Document now includes Outcome 4.

### **Baseline Conditions of Women**

In 2015 males made up 53% of the population and females 47%. Palau is a matriarchal, matrilineal society at an interesting crossroads between the forces of tradition and modernization (Otto 2008). Traditionally men and women had distinct roles but were considered each equally important to society. As Palau has modernized gender roles have followed varied trajectories. For instance, more women than men are employed in the government and are better educated (Otto 2008), but women hold fewer positions of power (both elected and traditional; ADB 2017), except in the Judiciary. However, more women than men make up the advisory councils that support decision makers, and it is traditional women's groups who select traditional male leaders. Women appoint the chiefs who make up the Council of Chiefs, which advises the President. The movement of women into paid employment, with many in mid-level or higher positions has led to daily dichotomies in the role of women: for instance the same woman who spends the night in a subservient position at a customary event will then take on a leadership role at work the next day, where she earns on average more than employed men (Pacific Islands Forum Secretariat, 2015). The influx of immigration from both developed (United States) and developing countries (e.g. Philippines) has further muddled gender roles, with educated, western-influenced women strongly advocating for rights and positions of power; while uneducated women (and poorer foreigners) are in subservient positions with less ability to exercise rights. Traditional systems that are still in place mean that women are generally part of tight-knit communities of extended family and friends. Childcare during parts of the day is often the responsibility of extended family rather than a single individual. This is not the case universally, however, and young families may be unable to participate in the Project without support for childcare.

Palau performs well in terms of Sustainable Development Goal indicators: maternal health is high and both boys and girls have access to education (Pacific Islands Forum Secretariat, 2015), with more women attaining higher education than men (Kitalong 2013).

Traditional women's groups at the community level tend to be very strong and are action-oriented, thus able to accomplish activities on the ground. Flow of information is often in-person and oral rather than written or via television; women self-identify as being better informed than their male counterparts.

To address gender issues the Government established a Gender Division under the Bureau of Aging and Gender within the Ministry of Community and Cultural Affairs. In 2013 the Ministry began development of a Gender Policy (Kitalong 2013), although it has not yet been completed. The Australian Government through its "Pacific Women" initiative has committed \$150,000 to assist Palau with development of a Gender Mainstreaming Policy and Strategy by 2018. Other successful efforts to promote gender equality include strong support for the Mechesil Belau (national women's group) Annual Women's Conference, which celebrated its 20th year in 2013. The Annual Conference yields policy recommendations that have been instrumental the passage of 17 pieces of legislation including the Family Protection Act of 2012 (Temengil and Kitalong 2014). Participation of women in civil society is also strong, as every community has an active Women's Group. In 2013 a nonprofit NGO was chartered called The Center for Women Empowerment Belau (WEB) to promote and support women in politics and to address social issues through political leadership. Through their efforts legislation on maternity leave has been introduced and regulations on day care facilities are being developed. There are also loan programs at the NDBP and scholarship programs specifically for women and girls. The clientele of the Small Business Center has been dominated by women.

Challenges to gender equality are in every sector at every level. There are key pieces of legislation missing, such as the Gender Policy and laws protecting workers against harassment in the workplace and Palau has not ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and violence against women is a problem. There is also inadequate enforcement of mandated protections for women and there is no Shelter for women and children. The Gender Division is poorly funded (its budget represents 0.01% of the national budget). Climate Change appears to be disproportionately negatively affecting women (Temengil and Kitalong 2014); sea level rise and intense storms have destroyed or degraded natural habitats that women rely on such as taro patches and seagrass beds.

In assessing Palau's private sector, the Asian Development Bank (ADB 2017) found that women are generally not empowered in the financial sector, which is limiting national development of sustainable enterprises, particularly in the nascent locally-led tourism industry. For instance:

- Customary traditions sometimes limit women's participation in the workforce, as many women must take time off work in order to meet customary obligations to her husband's family.
- Laws on inheritance directly discriminate against women (regarding inheritance of land held in fee simple), reducing their ability to control assets.
- Without clear title to land, which can be used as collateral by the National Development Bank of Palau, fewer women than men can access credit. Foreign banks cannot use land as collateral. Only a small percentage of women have been able to access business loans.
- Fewer women than men are engaged in the labor force in Palau, with only 60% representation for women compared with 77% for men. Women are concentrated in the administrative, tourism, and retail sectors.
- There are more women in the public service than in the private sector, due to the promise of a pension. Women in general are reluctant to leave the civil service and there are many fewer female entrepreneurs.

### **Baseline Conditions of Other Vulnerable Populations**

There is a distinct disparity between Urban and Rural residents. In 2015 80% of the population was urban (in Koror and the suburb of Airai). In 2014, 91% of urban households versus 74% of rural households had a member with a wage-paying job. Average income for urban households was \$16,670 and for rural households was \$13,340. 60% of rural households, but only 30% of urban households, rely on marine resources (fishing or gleaning) for some or all of their subsistence protein needs; however Rural households are more likely to have limited access to varied habitats because they own smaller boats with less gear. Urban residents have more flexibility and are able to adapt to change; for instance in surveys following typhoons in 2012 and 2013 it was clear that urban fishers—mostly male—were able to access fishing grounds far from home; whereas rural fishers (especially on the East coast where 60% of marine habitats were destroyed) did not have that flexibility. This flexibility meant that urban fishers were able to catch excess fish and sell them to markets by a factor of 4:1 to rural fishers, who utilize their catches to meet subsistence food needs. Climate change, protected areas, and overfishing have led to a loss of fishing areas mostly used by men (e.g. coral reefs); of these it is poor men and young men who are most at risk. The need for collateral and (perceived) technical expertise to access loans for fishing, farming, ecotourism, and small business development through the NDBP also negatively impacts rural residents more so than urban residents.

27% of the population in Palau are foreign workers. Except for a small minority of wealthy foreign workers, the majority are poorer laborers who are often accorded fewer rights than native Palauans. These less educated foreign workers dominate the tourism and agriculture industries.

A key vulnerable population are young men between the ages of 17 and 40, who have the highest rates of un/underemployment in the country. Young men are less educated than their female counterparts and in general are less assertive and less likely to participate in community events. Traditional Men's Groups and especially Young Men's Groups are not as strong as the Traditional Women's Groups and thus young men have less ability to advocate for their needs in planning processes.

A European Union-funded Global Climate Change Alliance project that is ongoing in Palau identified young men as one of the most vulnerable populations and developed specific project activities to attract young men.

### **SCOR Analysis Findings**

*Successes:* A past successful project by the organization SIUL actively invested in the identification of vulnerable groups and reached out to the fringes of society, such as at-risk young men (ages 20-30). The Focus group suggested that the presence of an NGO made reaching out more effective, because it was seen as a grassroots effort and not a Koror-based project. Other successful projects have worked within the traditional context by approaching Traditional groups and by identifying and mapping gender and cultural roles. This is the approach adopted by this Project. The Palau Community Action Agency offers a model for including vulnerable people.

*Challenges:* Some states have no women in elected leadership, thus the voice of women is limited. Landownership is dominated by men; based on cultural roles men and women appear to have different perspectives (men think more in the short-term while women think more in the long-term). There are many modern-day conflicts that arise from difficulties in integrating the traditional governance system (which is inclusive) with the elected systems. There are prevailing cultural perceptions that Palau has always had or has achieved gender equity, but this perception does not take into account changing roles and status associated with modernization (e.g. within the market economy and traditional leadership); gender inequity appears to be increasing with each generation. Many women during the Gender Analysis expressed frustration with the current state of non-inclusive representation in decision making. Knowledge about gender issues is not equal and “gender issues” are seen as a female issues. During the Gender Analysis many men left the room or scoffed when the words “Gender Analysis” were used. This project has since adopted the Palau mainstreaming terms of “Gender and Social Inclusion.” Governance and ownership of land (which belongs to individuals, clans, and the state, and is often under contention) is much less clear than ownership of marine resources, which belong to the state. Women tend to be more vocal when they perceive themselves to be experts on a topic.

*Opportunities:* Interventions need to actively identify and target gender and social groups and identify those that are vulnerable or at-risk. The land/seascape planning part of the project offers an excellent opportunity to map relationships. As one person stated: “This Project can help Palau define its gender values, including how we define “equitable,” and document it for other projects.” Awareness activities should also consider gender and social roles and not actively perpetuate stereotypes (e.g. that women are solely responsible for invasive plants). The Project must actively work with States to ensure minimum representation on Planning Teams and consider benefits as they accrue to genders, social groups, and families.

*Risks:* Without intervention, this Project could yield Landscape/Seascape Plans that bolster the power and wealth of a minority, or that incorporate inadequate perspectives. As with many past efforts, Best Practices may not be implemented if connections between the decision makers and resource users are not actively identified and managed. Many past projects have paid men for their participation but relied on volunteerism from women. This may perpetuates inequalities, but requires attention. Young families are at risk of low participation without attention and intervention (due to lack of time and perceived lack of voice). Men and women physically spend their time in different places, so the Project cannot rely on the single Community Meeting model of past projects.

### **Gender Roles within Project Sectors**

One small group within the larger focal group described “gender equality” as a luxury.

The focal group generally agreed that women are better stewards of land resources than men, because land falls under the traditional management responsibility of women. Women are more likely to feel the impacts to changes on land because of their traditional ties to agriculture and forestry. However, men still make more decisions about land use, even though they don’t think and feel the same way about land as do women.

When capacity building opportunities are offered, within households women were described as more opportunistic and open to change. Women will be more likely to build capacity and attend trainings and meetings than men, unless the training opportunity is physical or labour-based.

### ***Landscape/Seascape Planning***

Planning teams have included both men and women and some representation from poor families, but usually have more male representation. There has been little to no involvement of foreigners except in Koror, with the involvement of wealthy individuals from the private sector. Uneducated foreigners have zero input into plans, but are expected to implement the Best Practices (e.g. in tourism and agriculture). This may explain why many Best Practices have not been well implemented.

Several people suggested that formal planning processes (e.g. such as the one in Airai) left people out. Planning teams were appointed by the Governor and used the standard “community meeting” as a means of spreading information.

Because landowners are largely male, and because men make up the majority of Planning Teams and elected leadership, this Project may have unintended negative consequences by reducing land values and thus social and economic status of women and vulnerable people. Women and poor families may have less say in how their lands

or marine areas are zoned or may face intensive, environmentally negative impacts from upland uses in an unbalanced way.

For Landscape/Seascape Planning, this Project does not include broad community meetings, but rather plans for more targeted meetings with smaller groups like Men's Groups, Women's Groups, and Youth Groups. In addition, the Communications Strategy includes specific actions to reach vulnerable people, such as by meeting with landowners and church leaders. This is also important given that fewer women own land and thus in a community meeting will be less empowered to have input. Facilitators will need to be trained on gender and social inclusion. The Project will need to invest in gender and socially inclusive Economic and Social analyses of resulting Landscape/Seascape Plans.

One key gap, identified by multiple stakeholders, is that use patterns and the impact of men's and women's actions on the environment are not well understood but are highly significant to Landscape/Seascape Planning. This Project must therefore invest in spatial mapping but also community and use mapping (using a gender and socially inclusive lens) in order to successfully develop plans. For instance, a single plot of land may have three different key groups: landowners, custodians, and resource users may all be different and from different genders and social groups.

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

Fishing is seen as the realm of men, and at the community level men lead decision making on fisheries. However with modern processes, women often facilitate men's groups. Men fish on reefs, in the open lagoon, and in the open ocean much more so than women. Women glean in mangroves and seagrass beds more often than men. Poorer families also often use these areas because they are closer to shore. Coral reefs have been studied significantly more so than mangroves and seagrass beds; whether this is an artifact of the nation's diving industry or related to gender priorities is unknown. Women do have significant experience with fishing, but don't have as strong of a voice in fishing decisions. As part of gender mainstreaming and inclusivity, this Project must ensure that information collection is prioritized based on the needs of men, women, and poor families, and incorporates multiple voices.

Aquaculture of giant clams is a well-developed industry and is often a family business, with much overlap in roles between genders. Men dominate smaller aquaculture ventures such as rabbit fish, crabs, and fish. Women lead administrative roles in aquaculture nonprofits.

Men and women access the markets in different ways. Women rely on fewer traditional markets for fisheries and agriculture products, whereas men make use of more ways to access the market, including direct sales to restaurants and hotels, wholesale producer arrangements with stores, and use of traditional small-scale markets.

One planned output of this project is to create new protected areas or managed zones. A gender and inclusive lens will be employed to make sure that the Project does not have unintended negative consequences that remove fishing grounds disproportionately from any one particular group.

### ***Sustainable Tourism***

Women are far less likely to play a management role in businesses of any kind. One key informant stated "women have not embraced the role and don't see themselves as being in charge." A key gap (also identified by the ADB, is financial literacy. This is true for many vulnerable populations.

There is little information on how men and women engage with the economic markets in country. Men, women, and vulnerable populations have little ability or capacity to create a tourism product and connect it to the market. However, because of their better links to the market in fisheries and agriculture, men are better connected to the private sector.

Palau's Gender Mainstream Plan prioritizes mapping of the tourism sector to better understand how it impacts lives and who accrues benefits, using a Gender and Socially Inclusive perspective.

Sustainable Tourism will be implemented at the community and State level, not at the Private Sector level, to ensure that unintended negative consequences, such as further enrichment of the wealthy at the expense of the vulnerable, does not occur.

### ***Agriculture and Forestry***

Agriculture and "matters on land" were traditionally the purview of women. However, men dominate much of upland and commercial farming now. Women are still responsible for taro farming, although many employ foreign

male laborers to help with taro. One key informant stated: “Men have successfully crossed over to farming, but women have not successfully crossed over to fishing.”

Forestry is underdeveloped. Men are more likely to harvest timber, and women are more likely to gather plants. Protected area planning of forested areas is usually done by a mix of men and women; enforcement of forest regulations is dominated by male Conservation Officers.

One planned output of this project is to create new protected areas or managed zones. A gender and inclusive lens will be employed to make sure that the Project does not have unintended negative consequences that remove lands, or protect water sources disproportionately.

### Proposed Initiatives for Gender Mainstreaming

This GEF6 Project will be one of the first National, multi-sector projects to employ Gender and Socially Inclusive Mainstreaming. The GEF STAR Project did not have this requirement. The CB2 Project includes reference to gender equality and sets a target that 40% of individuals receiving capacity building and training are women. Key initiatives include:

1. Applying the Gender and Socially Inclusive perspective to every set of activities. This means adding inclusivity to meeting agendas and reporting requirements, so that it is addressed on a regular basis.
2. A research component, including mapping of gender and social roles in the landscape/seascape, and filling of gender-related data gaps. This includes identified data needs from a gender perspective (e.g. data from gleaned areas) and collecting gender disaggregated data.
3. Investing in approaches that facilitate more communication with and input from gender and social groups.

### Gender Mainstreaming Action Plan

Gender Mainstreaming Objective	Gender Mainstreaming Activity	Gender mainstreaming Target
Project becomes a model for improving gender and social mainstreaming into National Government offices and formal procedures	1. Project materials, including meeting agendas, reporting templates, communications materials, and all written Policies include gender and social mainstreaming.	The average score on the Gender Mainstreaming within the Environmental Sector and by Implementing Agencies Survey (Table 1) goes from a 2 (limited mainstreaming) to a 3 (moderate mainstreaming) or higher.  The average National Gender Analysis and Social Safeguard Score increases from the baseline of 1.6 to a minimum of 2.1, indicating that both genders are participating and benefitting equally and there is increasing representation and benefits by multiple levels of society (Table 3).
Improve diversity of input into Landscape/ Seascape Planning Teams	1. Create and require minimum standards for Planning Teams, including representation from multiple gender and social groups and/or tasking of Planning Team members to speak for vulnerable peoples 2. Capacity Building and Training for Project Staff and Planning Team facilitators to include the input of multiple groups into resulting Plans	Participation of women in planning teams increases from 23% to close to 50% by the end of project (Table 2).  The State average Gender Analysis and Social Safeguard Score for Planning Team representation (Table 3, 6.1) goes from a baseline of 1.3 to at least 2.1, indicating increasing representation from gender and social groups.
Improve understanding of gender and social issues as they relate to landscape/ seascape uses and participation in sectors	1. Support research and mapping of: <ul style="list-style-type: none"> <li>• Current gender roles and how they have changed between generations in each of the 5 sectors</li> <li>• Gender and social group uses and use patterns of land and marine habitats</li> </ul>	Social and gender maps produced to explain: 1) roles, 2) resource use patterns, 3) market access, and 4) tourism sector.

Gender Mainstreaming Objective	Gender Mainstreaming Activity	Gender mainstreaming Target
	<ul style="list-style-type: none"> <li>Market access by gender</li> <li>Mapping of the tourism sector by gender and social group</li> </ul> <p>2. Apply a gender and socially inclusive lens to all research plans and priorities to ensure that multiple groups' data needs are filled.</p>	
Improve participation and input from vulnerable people from both genders and multiple social groups	<p>1. Investing in staff to enable adequate connections with multiple groups. Instead of general community meetings, meetings with</p> <ul style="list-style-type: none"> <li>Women's Group</li> <li>Men's Groups</li> <li>Youth Groups</li> <li>Individuals with access to or influence over vulnerable people (e.g. landowners or church leaders)</li> </ul> <p>2. Capacity Building and Training for Project Staff and Planning Team facilitators to better engage multiple gender and social groups</p>	Total State Gender Analysis and Social Safeguard Scores increase from a baseline of 40/135 to a minimum of 91/135, indicating that most states have achieved equal gender representation and are increasing participation among different levels of society (Table 3).
Reduce the likelihood of unintended, negative consequences from the Project.	<p>1. apply a gender and socially inclusive lens to every meeting, report, plan, and activity</p> <p>2. conduct economic and social analyses of proposed landscape/ seascape plans resulting from the project, and all other outputs (such as proposed protected areas and implementation plans for best practices)</p> <p>3. Invest in sustainable tourism at state and community levels over the private sector.</p>	<p>Jobs created by GEF6 benefit planned for, intended target audiences (unlike PAN-funded jobs, which were unplanned for and have benefitted mostly men) (Table 2).</p> <p>Participation by both genders in community-based Sustainable Tourism increases to at least medium for both genders, up from a baseline of medium for men and low for women (Table 2).</p>
Increase inclusivity of communications and increase understanding of project and its outcomes among different gender and social groups	<p>1. Implement the Communications Strategy, including:</p> <ul style="list-style-type: none"> <li>Holding multiple, targeted meetings by disaggregated group</li> <li>Making better use of digital platforms in order to create oral/audio content, with less emphasis on writing to better communicate with women and youth</li> </ul>	<p>Awareness of Biosecurity increases to high for both men and women (from a baseline of low for men and medium for women) (Table 2).</p> <p>Participation in biodiversity activities and capacity building activities are maintained at nearly equal levels by men and women (Table 2).</p>
To monitor and evaluate women's participation and their empowerment through the project interventions	Incorporating gender and socially-sensitive indicators and collection of gender-disaggregated data for monitoring and evaluating project results	Inclusive participation by vulnerable peoples is tracked (up from a baseline of zero to little information) (Table 2 footnote).



## Baseline for Gender Disaggregated Data Collected during Gender Analysis

### 1. Gender Mainstreaming within the Environmental Sector and by Implementing Agencies Survey (anonymous survey assessing the National Government)

#### Key to Scores in Table 1:

Participant's Answer (to best of knowledge)	Not at all	To a limited extent	To a moderate extent	To a great extent	To the fullest extent	Do not know
Score given to answer	1	2	3	4	5	

On average, gender mainstreaming occurs only to a limited extent, even though there are gender issues that need to be addressed (as indicated in Questions 1 and 2). There is zero to little formalization of gender mainstreaming in the National Government offices or procedures associated with the project or the environment sector (Questions 10 through 19).

**Table 1. Average Scores on Gender Mainstreaming by Environment Sector and National Implementing Agencies**

Questions	Average Score	Average Female (N=10)	Average Male (N=2)
1. Are there gender issues related to men that need to be addressed in the Environment sector?	3.4	3.3	4.0
2. Are there gender issues related to women that need to be addressed in the Environment sector?	3.3	3.2	4.0
3. Does the implementation plan for biodiversity projects include activities that strengthen skills and provide women/girls with equal access to services and training?	2.9	3.0	2.5
4. Does the implementation plan for biodiversity projects include activities that strengthen skills and provide men/boys with equal access to services and training?	2.7	2.9	2.0
5. Implementing agencies are gender-friendly	2.6	2.9	1.5
6. Are gender equality goals and objectives included in biodiversity projects or mainstreaming goals?	2.5	2.4	3.0
7. Has gender expertise increased within the biodiversity conservation sector?	2.2	2.3	2.5
8. Implementing agencies consider the needs of all vulnerable peoples (across all levels of society), including the poor, uneducated, foreign, or otherwise without power	2.2	2.3	1.5
9. Do biodiversity conservation staff have the necessary knowledge, skills and attitude to carry out their work with gender awareness?	2.0	2.2	2.0
10. Is there assigned staff responsibility for gender integration in National environmental offices?	1.9	2.2	1.0
11. Do biodiversity conservation office and organizational practices support gender equality?	1.9	2.0	1.5
12. Have biodiversity conservation staff been trained in gender awareness and sensitization?	1.8	1.9	1.5
13. Are there adequate training and tools on gender planning, analysis and evaluation available?	1.8	2.0	1.0
14. Is gender awareness included in job descriptions and/or evaluation criteria within the biodiversity conservation sector?	1.6	1.7	1.5
15. Is commitment to gender equality a criterion for the government's selection of private sector affiliates?	1.5	1.4	1.5
16. Is there a person or department responsible for gender in the biodiversity conservation sector?	1.4	1.6	1.0
17. Do biodiversity projects budget adequate financial resources to support gender integration work?	1.3	1.3	1.0
18. Is commitment to gender equality a criterion for the government's selection of local NGO affiliates?	1.2	1.1	1.5
19. Do biodiversity conservation offices and organizations have written gender policies that affirm a commitment to gender equality?	1.0	1.0	1.0
<b>Total out of maximum 95</b>	<b>39/95</b>	<b>41/95</b>	<b>36/95</b>
<b>Average Score out of maximum of 5 (per question)</b>	<b>2.1/5</b>	<b>2.1/5</b>	<b>1.9/5</b>

## 2. Participation in environmental activities by Gender by State, aggregated across totals

Data on participation in activities was collected from nine states. The number of men on Planning Teams—which included PAN Management Planning Teams, State Planning Commissions, State Public Lands Authorities, and some Boundary Commissions—far outnumbered women by a factor of 3:1. However, States reported approximately equal numbers of men and women participating in biodiversity projects and capacity building.

PAN Offices did not exist before 2008 and few States (Koror and Airai being exceptions) had few to no conservation or environment staff. Thus, the implementation of PAN has created more new jobs for men than for women. Many of these jobs have benefitted lower income, young men. Of PAN-funded positions, men have the bulk of physical jobs while women have the bulk of office jobs. While these are desired benefits, this was rarely planned for during PAN Management Planning efforts and is still an unintended consequence. Jobs arising out of the GEF6 Project, such as Planning Positions, should include careful consideration of the intended beneficiary. Similarly, men were more likely to participate in sustainable tourism than women; this Project must take care not to reinforce this balance. Awareness levels across men and women for biosecurity should be raised, but with different approaches for the different gender and social groups.

**Table 2. State Reported Assessments of Participation in environmental initiatives by gender<sup>40</sup>**

Criterion	Total Men	Total Women	Average Men	Average Women	% Men	% Women
Number of people on planning teams ( <i>N=9 States reporting</i> )	114	35	19	6	77%	23%
Number of people working in State Office ( <i>N=9</i> )	113	51	14	6	69%	31%
Number of people working in State's Conservation/PAN/Environment Office ( <i>N=9</i> )	92	26	10	3	78%	22%
Number of people who participated in biodiversity projects last year ( <i>N=9</i> )	200	270	33	45	43%	57%
Number of people who participated in capacity building activities last year ( <i>N=9</i> )	121	103	20	17	54%	46%
Level of Biosecurity/IAS awareness (high, medium, low) ( <i>N = 6 States reporting</i> )	4 low, 2 medium	2 low, 4 medium	low	medium		
Level of participation in sustainable tourism by community members (high, medium, low) ( <i>N = 6</i> )	3 low, 1 medium, 2 high	4 low, 2 medium	medium	Low		

## 3. Gender Analysis and Social Safeguards Scores

Capacity Scores indicate that in past planning and environmental projects, participation and benefits have not been gender or socially inclusive. Planning teams generally are accessible to both genders, but have much higher representation from one gender over another (from Table 2 this is clearly men). Planning teams do have representation from all levels of society and are thus not inclusive. This is true at the State level and at the National Government Level.

---

<sup>40</sup> Respondents were also asked about participation of vulnerable peoples (defined as the uneducated, poor, or people without access to economic and political power). 6 out of 9 States could not identify any participation by vulnerable peoples and 3 states indicated very low participation (1 person or 10-20% of participants).

Indicator	Criteria for Score	Rating	Aimeliik	Melekeok	Airai	Ngchesar	Ngaraard	Ngeremlengui	Ngarchelong	Ngardmau	Koror	Average and Total	Total – State Scores	National Government
<b>Gender Analysis and Social Safeguards</b>														
<b>6.1. Do men and women have access to State Planning teams?</b>	Only one gender has access to planning teams	0	1	1	1	1	1	1	1	3	2	1.3	12 out of 27 44%	1 out of 3
	Planning teams usually have representation from both genders, but it is not equal representation	1												
	There is equal representation from men and women	2												
	There is equal representation from men and women, and they represent different social status levels in society	3												
<b>6.2. Do men and women participate and/or play an active role in Planning Team meetings?</b>	Only one gender participates or plays an active role in Planning Team meetings	0	2	1	1	1	2	1	2	3	3	1.7	16 out of 27 59%	1 out of 3
	Both genders will participate during meetings, but participation is generally dominated by one gender	1												
	Both men and women participate in planning team meetings and/or are active during planning activities to an equal extent, but within clearly separate roles	2												
	Men and women participate fully, across all aspects of the planning teams activities, to an equal extent	3												
<b>6.3. Who benefits from biodiversity-related (including biosecurity) training and capacity building programs?</b>	Only one gender benefits from training and capacity building programs in biodiversity	0	0	1	1	1	0	1	2	2	2	1.2	10 out of 27 37%	2 out of 3
	Both genders receive training and participate in capacity building exercises, but the participation is dominated by one gender	1												
	Both men and women participate in trainings and capacity building exercises, but within clearly separate roles or focusing on clearly different content	2												
	Both men and women receive equal training and capacity building across all biodiversity training opportunities	3												
<b>6.4. Who has participated in past biodiversity-related projects?</b>	Only one gender has participated in past projects	0	3	1	1	1	1	1	2	3	2	1.7	15 out of 27 56%	2 out of 3
	Both genders have participated, but dominated by one gender	1												
	Both men and women have participated in past projects, but in clearly separate roles, or only from specific levels of society	2												
	Both genders from all levels of society have participated equally across all aspects of past projects	3												
<b>6.5. Who has benefitted from past biodiversity-related projects?</b>	Only one gender has benefitted from past projects	0	3	1	1	1	1	1	3	2	2	1.7	15 out of 27 56%	2 out of 3
	Both genders have benefitted, but one gender more than the other	1												
	Both genders have received equal benefits from past projects	2												
	Both genders, across all status levels of society, have received equal benefits from past projects	3												
<b>Averages</b>		<b>1.8</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2.6</b>	<b>2.2</b>	<b>1.5</b>	<b>Avg: 13.6/27 Total: 40/135</b>	<b>1.6 out of 3</b>

## Communications and Knowledge Management Strategy

The purpose of this over-arching Communications and Knowledge Management Strategy is to provide the GEF6 Implementing Partners with a guide to effectively communicating about the GEF6 projects and its contents, as well as capturing, transferring, and institutionalizing knowledge that arises from the project<sup>41</sup>. This Communications and Knowledge Management Plan should be adjusted once the Knowledge, Attitudes, and Practices (KAP) Survey is completed (Output 4.2).

High priority elements include development of a **Project Website with digital resource library**, the launch of a **GEF6 Project Newsletter**, increased use of social media, and more gender responsive/inclusive communications activities in the field. As described in the Project Document, Biosecurity/IAS content will be targeted at both the public and project partners, while targeted communications will be used to improve understanding of Landscape/Seascape Planning and Best Practices. The person responsible for implementing this plan is the Project Manager (including getting partners involved with actions).

### Overarching Goals:

#### *Internally focused (about the Project):*

1. The Project itself is well understood and implemented effectively and efficiently by all involved partners, including the public.
2. Knowledge gained through the project (both in terms of content as well as process<sup>42</sup>) is treated as an asset, and Knowledge Management Products related to or arising from project implementation (e.g. learning about implementing a project such as this) are shared, accessed, and used to improve practices by partners, the public, and international partners.

#### *Externally focused (about Project Content):*

3. Awareness of key subject matters covered by the project (Landscape/Seascape Planning, Biosecurity/IAS, and Best Practices for Sustainable Management) improves and leads to improved practices on the ground by partners and the public.
  - a. Key stakeholders from State, National, Private, and Nonprofit sectors have increased their **understanding of Landscape/Seascape Planning** and the importance of biodiversity mainstreaming through improved partnerships from the start to the end of the project.
  - b. Key stakeholders, including landowners and direct resource managers, have increased their **understanding of Best Practices** from the start to the end of the project.
  - c. The public has increased its **understanding of Biosecurity/IAS** by the end of the project.
4. Documents about project content and resources (e.g. research reports) arising from the project are captured in a durable form and feed into a clear Knowledge Management system (with distinctions between “content” and “process”).

### Communications Objectives:

1. *(Internal)* By the end of the project, 90% of partner agencies (see Stakeholder List) and 20% of the public will be able to describe the GEF6 project using at least 3 out of the 4 keywords: “Improve,” “Landscape/Seascape Planning,” “Biosecurity/IAS Prevention and Management,” and “Best Practices.”

<sup>41</sup> Knowledge Management should include learning from both the GEF5 and GEF6 projects. Together, these two projects are Palau’s first implementation of country-direct full-sized projects, providing significant in-country learning opportunities on how to implement such large, complex, multi-stakeholder projects.

<sup>42</sup> For instance, a “content” document might be a list of banned, non-native species. A “process” document could be a report on the process of creating that list (e.g. a workshop report) that clearly explains how that list was derived.

2. *(External)* By the end of the project, the number of individuals (partners or public) able to name a specific GEF6 activity, outcome, or message (e.g. “landscape planning reduces impact”) will have increased annually.

#### **Knowledge Management Objectives:**

1. *(Internal)* By the end of the project, the Implementing Partners will have created a system of Knowledge Management (e.g. containing multiple services lines such as a manual, annual conferences, cataloguing of reports) that captures learning from the process of implementing the project in a durable form.
2. *(External)* By the end of the project, at least 75% of project documents (both content and process documents) are available on a publicly accessible digital platform, and stakeholders have received at least 1 annual communication about existing or newly available Knowledge Management Products.

#### **Role of Communications in supporting a Project and its outcomes (why it is important to implement the communications plan!)**

1. Ensure that all partners speak with one voice
2. Build a strong sense of ownership and buy-in among all the key partners involved
3. Better integrate the different communication strategies and plans that the various partners already implement
4. Clarify roles and responsibilities
5. Provide a clear roadmap for implementing communication activities
6. Ensure clarity, cohesion and collaboration as the project and communication activities are implemented
7. Identify existing communication capacities and identify strengths and weaknesses where additional training may be needed
8. “Champion” communication best practices across the CLME+ region and identify ways to capture and scale-up successes – especially with respect to improved governance mechanisms
9. Strengthen partner relationships with traditional media and with emerging social media tools and actors
10. Enhance the news-worthiness of project issues in the consciousness of mainstream and traditional media actors, and

#### **Role of Knowledge Management in supporting a Project and its outcomes**

1. Reduce the loss the knowledge that happens during staff turnover
2. Increase the knowledge held by project implementers
3. Increase the efficiency of project implementers, both during the project itself and carrying over into new projects, by being able to rapidly identify the locations of information; as well as quickly accessing and sharing it with partners and the public
4. Strengthen the ability and capacity for Palau to apply for and be approved for country direct large-scale projects
5. Preserve information for future use; reduce the amount of “lost” information and “lost” reports
6. Help to leverage resources and avoid duplication
7. Reduce the fragmentation of knowledge (e.g. she knows this and he knows that) and increase overall access to information

#### **Guiding Principles**

- Take advantage of the easily doable actions – this includes opportunities for free communications such as Facebook and Twitter, that project implementers are already using.
- For younger audiences – emphasize the visual and the instant: Use pictures and social media to instantly engage younger audiences.
- For older audiences – consider inclusive and gender appropriate methods of communications, including written/radio for men and oral/meetings for women.
- Consistently apply a GEF6 lens and GEF6 branding to all communications.

- Build partnerships – encourage partners to use the same branding and language.
- Be news worthy and think like the Media do - link to key environmental calendar events as much as possible.
- Maximize communication outputs - communicate in more than one way and on more than one social media site.
- **Connect, connect, connect - no project or initiative is successful if it does not connect with people on an individual level.**
- Consider every project activity and interaction an opportunity for learning, and capture some notes about that activity as part of the “process”. Ask “What did I learn from doing this and what would I do differently?”
- Remember that process knowledge (“how we made this activity a success”) is just as valuable as content knowledge (“which areas have high diversity”) and, thus, is worthy of the time and effort it takes to capture and share it in a durable form.
- Apply a consistent system to public versus private knowledge.

### Communications Approaches

1. **Public Relations:** These are efforts to promote the project and its accomplishments or anything newsworthy. This involves one-way outward communication through the news media. Activities include writing news releases, going on the radio, or airing content on TV.
2. **Public Outreach and Awareness:** The goal of these activities will be to educate and inform key stakeholders and the public on project content (Landscape/Seascape Planning, Biosecurity/IAS, Best Practices). This will include a broad Biosecurity/IAS Awareness Campaigns and targeted awareness activities for other content. Activities include:
  - Face-to-face actions (e.g. fair exhibits, school visits, community visits),
  - One-way actions (using mass media, social media, public service announcements, printed materials, advertising, posters, signs, songs, or use of a logo), or
  - Interactive opportunities (e.g. pledges, competitions, cleanups, awards).
3. **Social Marketing and Behavior Change Marketing:** This is similar to Public Outreach and Awareness but “sells” a specific message that is actionable.
  - It uses a mixture of tools from PR and Outreach
  - May also include direct marketing (e.g. meetings, letters, social media posts, calls, text messages, that are directed to an individual; plus paid advertising).
  - Generally one-way but with avenues for questions and comments so that there is a way for exchange and increased learning.
  - This may also include innovative mechanisms such as videos, photography exhibits, drama, community mapping.
4. **Advocacy:** This is similar to Social Marketing but targets decision makers with a specific policy goal.
  - Often one-way
  - Petitioning both for the message (content) and for the right to be heard.
  - Can include letters and any other combination of media.

### Knowledge Management Approaches

These efforts are geared to ensure that information being produced through the project is used, accessible, shared, and available for comment/feedback.

1. **External Content Availability:** This includes creating systems and protocols for collecting research reports, scientific and social findings, and other content generated through the project; and then cataloguing it and making it accessible.
  - Sub-contracts should include language as to the minimum requirements for sharing knowledge.
  - Knowledge should be shared via durable (written or filmed) and accessible forms (e.g. via the web) and by taking advantage of existing, multiple opportunities (e.g. libraries).

- Knowledge is catalogued, resulting in a bibliography at the end of the project of content generated through the project.
  - A system should be in place to inform project partners and the public know about the availability of new Knowledge Products.
2. **Internal Capacity Building:** These include efforts to capture knowledge about the process of the project, in addition to the content.
- Minimum outputs include a **Project Webpage with a catalogued resource tab leading to a digital resource library**; and an **Implementers Manual and Lessons Learned guide** to improve the implementation of future such projects.
  - Additional service lines should encourage multi-directional learning, and can include workshops, webinars, web pages, databases, conferences, meetings, scientific meetings, e-learning forums, knowledge networks, newsletters, and technical reports.

### **Media Products to Use in the Project**

A wide range of media products will need to be used in this project to meet the many stakeholders necessary to achieve the project's outcomes. Many of the products are free, but need an investment of time on a regular basis. Unlike many past projects, this GEF6 Project does not advocate for the use of extensive printed materials. This project should be ready to take advantage of improved Internet speeds that will be available in 2018; and this project should be one of the first government projects to "catch up" with the digital age by making extensive use of digital products and digital media forums.

### **Priority Public Relations Products:**

- **Social Media**
  - Use Hash tags that identify the project and its content and use them consistently across social media sites such as: #GEF6Palau, #PalauBiosecurity, #PalauLandscapePlanning, #PalauSeascapePlanning, #PalauIntegratedPlanning, #PalauBestPractices, #PalauSustainableDevelopment, #MainstreamingMondays, #BiodiversityThursdays, #SustainableDevelopmentFridays
  - Facebook (create one or more pages for the project and stakeholder groups, and post to other people's pages)
  - Twitter
  - LinkedIn – especially to engage Private Sector
  - Instagram (relies on visuals, but is very popular with youth)
  - Pinterest (if applicable)
- **Short videos and "Podcasts" or voice recordings** – e.g. such as those taken on a Smartphone and then distributed on Social Media and other Digital Formats
  - This allows for rapid translation
- **Digital Newsletter(s)** – including possible one for the project and one for Biosecurity/IAS. Can use free online services like MailChimp or email out a PDF of a written newsletter.
- **Website** – Create a project website, either on a government site or if necessary on a free web hosting service. Share the website with other projects in country.
  - Blogs – where news is shared about the project and cross-reference the blog to Social Media
  - Catalogue or Bibliography – all Knowledge Management Products should be organized as "content" or "process" and shared accordingly.
  - Online Sharing Platform – If necessary, use free online sharing platforms such as Google Docs to share knowledge management products
  - Use a system of alerts (automatically generated or via Social Media) to increase awareness of newly available Knowledge Management products
- **Emails and List servers (to avoid the "Reply All" problem, establish a Listserv)**
- **Presentations**
  - General for meetings

- Specifically by an **EXPERT, PREFERABLY FOREIGN, CONSULTANT** on the importance of **Landscape/Seascape Planning, including Implementation (see footnote 2)**
- **Group Meetings**
  - NOT GENERAL COMMUNITY MEETINGS, but meetings by group: Men's Groups, Women's Groups, Youth Groups (see the Gender Mainstreaming and Inclusivity Strategy)
- **Individual Meetings**
  - With Stakeholder Representatives
  - With Decision Makers
- **Pop-up hands-on exhibits (e.g. putting out a table at Grocery Stores with interactive content)**
- **Exhibits at Fairs**
- **Press Releases (Biosecurity and IAS)**
- **"Cheat Sheets" – Simple written descriptions that can be printed out quickly.**

#### **Other Media products to be used infrequently:**

- Press Visits and Press Invitations (invite the newspapers and radio to come to project events)
- Visits by Officials
- Visits to Officials
- Field Visits
- Leaflets, Brochures, Printed Newsletters, and other Printed Materials
- Large and Small signs, Banners
- Use of logo on materials, equipment, and supplies
- Promotional Items (e.g. pencils)

#### **Knowledge Management Tools to use in the Project:**

- Creation of an Implementer's Manual and Lessons Learned guide, with input from both GEF5 and GEF6 Project Managers and Project Partners, as well as creation of a system for handover of knowledge between project implementers (e.g. a system for handling staff turnover).
- Digital Copies emailed, or made accessible via a website or online hosting platform (e.g. Google Drive).
  - Contribute to and take advantage of (including links to) the GEF "Lessons in a Nutshell" series (or similar).
- Use of the PALARIS and CB2 Databases, and other existing databases in country
  - Reference Lists (a list of all Knowledge Management Products created, what they are about, where they can be found, who to contact for more information)
- A searchable, catalogued portion of a Website with uploaded, accessible documents
- Use of the Public Library and PCC Library (find out if they need hard or digital copies)
- In-country Workshops
- Take advantage of project-project "Twinning" exchange opportunities and/or conferences
- Peer Learning exchanges
- Meetings
- Printed Materials
- Take Photographs and create a shared Partner Photo Database (can be as simple as naming the folders in such a way that people know what, where, and when the photos were taken).
- Use of alerts or social media to inform partners and the public about newly available KM Products.

#### **Key Audiences and General Characteristics of the Target Audience**

Audiences will vary based on the objective, and will change over time. The audience should be adjusted once the Knowledge, Attitudes, and Practices (KAP) Survey is completed (Output 4.2).

Strategy Objectives	Primary audience –main audience to reach to achieve 80% of the objective.	Secondary audience –specific groups/persons necessary to	Media Products to use at start of project



		engage, inform, or target to reach primary audience.	
<b>Objective 1:</b> The Project itself is well understood and implemented effectively and efficiently by all involved partners, including the public.	<ul style="list-style-type: none"> <li>• Directors and resource staff at Stakeholder Agencies and Organizations</li> <li>• GEF5 Project Manager</li> <li>• MNRET Projects Coordinator</li> <li>• NEPC Projects Subcommittee</li> </ul>	<ul style="list-style-type: none"> <li>• Ministers and Executive Directors of Stakeholder Agencies and Organizations</li> <li>• NEPC</li> <li>• NEPC Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• Individual Meetings</li> <li>• Group Meetings</li> <li>• Digital Newsletter</li> <li>• Emails and List servers</li> <li>• Cheat Sheets</li> </ul>
<b>Objective 2:</b> Knowledge gained through the project (both in terms of content as well as process) is treated as an asset, and Knowledge Management Products related to or arising from project implementation (e.g. learning about implementing a project such as this) are shared, accessed, and used to improve practices by partners, the public, and international partners.	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Project Partners and Sub-contractors, Consultants</li> <li>• Web content managers</li> <li>• The public</li> <li>• International partners also implementing similar projects</li> </ul>	<ul style="list-style-type: none"> <li>• Minister of MNRET</li> </ul>	<ul style="list-style-type: none"> <li>• Implementer's Manual</li> <li>• Lessons Learned guide</li> <li>• Internal meetings</li> <li>• Participation in external meetings and conferences, including "twinning" opportunities and dialogues</li> <li>• Annual and quarterly GEF reports</li> <li>• Web page with catalog</li> </ul>
<b>Objective 3a:</b> Key stakeholders from State, National, Private, and Nonprofit sectors have increased their understanding of Landscape/Seascape Planning and the importance of biodiversity mainstreaming through improved partnerships	<ul style="list-style-type: none"> <li>• Directors and resource staff at Stakeholder Agencies and Organizations</li> <li>• State Planning Teams</li> <li>• State Legislatures</li> <li>• State Public Lands Authorities</li> <li>• Women's Groups</li> <li>• Men's Groups</li> <li>• Youth Groups</li> <li>• Private Businesses</li> <li>• Developers / Influential Landowners</li> <li>• Koror State Department of Conservation and Law Enforcement</li> <li>• Koror State Lawyer</li> <li>• EQPB</li> <li>• Koror State Planning Commission and Zoning Board</li> <li>• Other Planning Teams (PAN Management)</li> </ul>	<ul style="list-style-type: none"> <li>• Governors / Governor's Association</li> <li>• Speakers</li> <li>• Ministers</li> <li>• Chair of PLA</li> <li>• Chiefs / Council of Chiefs</li> <li>• BTA Executive Director</li> <li>• Chamber of Commerce Executive Director</li> <li>• Tri-Org Liaison</li> <li>• Developers / Influential Landowners (identify by name)</li> <li>• Members of Congress</li> <li>• NDBP Director</li> <li>• Foreign Investment Board Chair</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Presentations – specifically to State Leaders on Landscape/Seascape Planning and Master/Land Use Planning, by an "expert," preferably foreign consultant<sup>43</sup></b></li> <li>• Social Media</li> <li>• Digital Newsletter</li> <li>• Emails</li> <li>• Group Meetings</li> <li>• Individual Meetings</li> <li>• Cheat Sheets</li> </ul>
<b>Objective 3b:</b> Key stakeholders, including	<ul style="list-style-type: none"> <li>• Farmers, including foreign farmers</li> </ul>	<ul style="list-style-type: none"> <li>• Farm landowners</li> </ul>	<ul style="list-style-type: none"> <li>• Digital copies and/or Printed Copies</li> </ul>

<sup>43</sup>This specific need was requested directly by Governors and Planning Team Chairs at one of the multiple meetings with State Leaders during formulation of this Project Document. The expert should focus on the importance of land/seascape planning and implementation of the plan (including use of anecdotes of what happens when such planning does not occur).

landowners and direct resource managers, have increased their understanding of Best Practices	<ul style="list-style-type: none"> <li>• Fishers</li> <li>• Private Businesses (tourism and other)</li> <li>• Tour Guides</li> <li>• Community Groups</li> <li>• Aquaculturists</li> </ul>	<ul style="list-style-type: none"> <li>• Church leaders (especially to access foreign farmers)</li> <li>• Palau Organic Growers Organization, Palau Aquaculture Cooperative, Palau Taiwan Farmers Association</li> <li>• Fishing Cooperatives</li> <li>• Fish Markets</li> <li>• Restaurant/store owners</li> <li>• BTA</li> <li>• Chamber of Commerce</li> <li>• Business Owners/Managers</li> <li>• BMR</li> </ul>	<ul style="list-style-type: none"> <li>• Emails</li> <li>• Website</li> <li>• Workshops</li> <li>• Peer Learning Exchanges</li> <li>• Meetings</li> <li>• Photographs</li> <li>• Social Media</li> <li>• Digital Newsletter</li> <li>• Pop-up Hands-on Exhibits</li> <li>• Field Visits</li> </ul>
<b>Objective 3c:</b> The public has increased its understanding of Biosecurity/IAS	<ul style="list-style-type: none"> <li>• The Public</li> <li>• Farmers</li> <li>• Landscapers/ Gardeners</li> <li>• Aquaculturists</li> <li>• Nurseries (National and private)</li> <li>• Hotel owners and workers</li> <li>• Importers</li> <li>• Palauans and wealthy individuals traveling abroad</li> <li>• Tourists</li> <li>• Border Protection</li> <li>• Customs, Quarantine, Biosecurity</li> <li>• Store staff</li> </ul>	<ul style="list-style-type: none"> <li>• All above (3b)</li> <li>• Radio personalities</li> <li>• TV personalities and organizations able to access TV</li> <li>• Ministers (for Biosecurity)</li> <li>• Store, restaurant, hotel owners and managers</li> </ul>	<ul style="list-style-type: none"> <li>• Social Media</li> <li>• Digital Newsletter (either part of GEF6 or an additional one)</li> <li>• Website (Project plus NISC)</li> <li>• Emails</li> <li>• Group meetings</li> <li>• Individual Meetings</li> <li>• Pop-Up Events</li> <li>• Exhibits at Fairs</li> <li>• Press Releases</li> <li>• Printed Materials</li> <li>• Signs and banners</li> <li>• School Visits</li> <li>• Promotional Items</li> </ul>
<b>Objective 4:</b> Documents about project content and resources (e.g. research reports) arising from the project are captured in a durable form and feed into a clear Knowledge Management system (with distinctions between “content” and “process”).	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Project partners</li> <li>• Web manager</li> <li>• Directors and resource staff at Stakeholder Agencies and Organizations</li> <li>• Youth/Students</li> <li>• The Public/ Practitioners/ Resource owners and users</li> <li>• International partners</li> <li>• Researchers</li> </ul>	<ul style="list-style-type: none"> <li>• Minister of Education, PCS Education Supervisor, PICRC Education Supervisor, Palau Public Librarian, PCC Librarian, PCC Lecturers</li> <li>• Landowners, Heads or Contacts for NGOs and CBOs</li> <li>• Communications liaisons and/or Country/Regional</li> <li>• Directors for UNDP, UNEP, SPREP, TNC, CI, BirdLife, Island Conservation, and other international organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Emails and List servers</li> <li>• Digital Newsletter</li> <li>• Website or Digital Sharing Platform for KM Products</li> <li>• Paper Copies of KM Products (if needed)</li> <li>• Social Media</li> <li>• Press Releases</li> <li>• System for cataloguing KM Products</li> </ul>

### Gender Mainstreaming and Inclusivity

General Community Meetings should not be the only community meeting employed. In fact, this project should not invest in “general” community meetings, but instead should invest in targeted meetings with individual groups such as Legislatures, Men’s Groups, Women’s Groups, and Youth Groups. Care should be taken to ensure that the person conducting meetings is the culturally appropriate person to do so.

### General Characteristics of the Target Audiences

- The majority of **MALE POLICYMAKERS** are in the 45+ age category.<sup>44</sup>
  - Television is the preferred source of information. Viewership is highest during evening primetime hours (9 pm).
  - 89.5 WWFM (Diaz) is the preferred radio station. Listenership is highest during early morning hours
  - The Internet is not a preferred source of information. However, internet use is growing in this age group and is a common source of information for Palauans living overseas.
  - Print media is not a preferred source of information; however, of newspapers, Island Times is the most read paper in this age group.
- According to surveys conducted as part of Gender Mainstreaming, **FEMALE DECISION MAKERS** rely heavily on oral communications, including word-of-mouth and meetings.
- Written communications should be short. More effective means of communication include visual, audio, and video.
- There is a high level of confusion and distrust about environmental initiatives. Many target audiences are confused; however, they still communicate incorrect information to other audiences.
- Re-election is a priority for many of the target audience.
- Loss of control over land is a prevalent concern.

Strategy Objectives	Suggested Key Messages
<b>Objective 1:</b> The Project itself is well understood and implemented effectively and efficiently by all involved partners, including the public.	<p><b>1-minute Elevator Pitch:</b> “The GEF6 Project is protecting biodiversity and natural resources by improving National-State communication and coordination and expanding partnerships between the National, State, Nonprofit, and Business sectors. Activities include 1) Landscape, Seascape, and Master Planning; 2) Biosecurity and management of Invasive Species; 3) Use of Best Practices in agriculture, aquaculture, fisheries, forestry, and sustainable tourism, 4) Improved surveillance and enforcement; and 5) Gender mainstreaming and inclusivity.</p> <p><b>Tagline</b> (used at the end of all communications): <i>Mainstreaming biodiversity conservation into land and seascape governance, planning, and management</i></p> <p><b>Slogans</b> (used at the beginning of relevant communications):</p> <ul style="list-style-type: none"> <li>• Biosecurity to protect our Biodiversity</li> <li>• Landscape Planning: Preventing Pollution and Securing our Future</li> <li>• Seascape Planning: Rethinking the way marine resources are used</li> <li>• Best Practices protect biodiversity and our lands and seas</li> <li>• Best Practices protect biodiversity and our future</li> <li>• I comply for me and mine</li> </ul> <p><b>Logos:</b> Develop a project logo; adapt the NISC logo for biosecurity communications; and consider designing other logos for the other parts of the project.</p> <p><b>Additional key messages should cover:</b></p> <ul style="list-style-type: none"> <li>• The impact of the project on you and your family</li> <li>• Project objectives and its four outputs</li> <li>• Stakeholders and project partners and their roles and responsibilities</li> <li>• Responsibilities of stakeholders and project implementers</li> <li>• Ongoing and upcoming activities</li> </ul>

<sup>44</sup>The following information is courtesy of Roll'em Productions from a survey of 100 Palauans conducted in 2009. It may have changed and should be updated once the KAP Survey is done.

	<ul style="list-style-type: none"> <li>Project schedule</li> <li>When and where project planning occurs, and how to participate</li> <li>Project accomplishments and benefits</li> </ul> <p>As time goes by, the Elevator speech and/or Tagline can be updated to include States that are partnering.</p>
<p><b>Objective 2:</b> Knowledge gained through the project (both in terms of content as well as process) is treated as an asset, and Knowledge Management Products related to or arising from project implementation (e.g. learning about implementing a project such as this) are shared, accessed, and used to improve practices by partners, the public, and international partners.</p>	<p><b>General:</b></p> <ul style="list-style-type: none"> <li>Because the GEF5 and GEF6 projects are Palau's first effort at implementing full-sized, country-direct, multi-stakeholder GEF Projects, the process of implementation offers learning opportunities that will be captured in a durable and lasting format, and passed on to new implementers and partners.</li> <li>Knowledge management plays a key role in ensuring that projects run effectively and efficiently, both now and for future projects.</li> <li>Knowledge management reduces loss and fragmentation of knowledge.</li> <li>In addition to the core service lines of a web-based catalog and resource links and the creation of an Implementer's Manual and Lessons Learned guide, the project will take advantage of multiple opportunities to learn about and capture knowledge from the process of implementing the GEF5 and GEF6 projects.</li> </ul> <p><b>Additional Key Messages:</b></p> <ul style="list-style-type: none"> <li>GEF5 and GEF6 staff must incorporate lessons learned into orientation and exit interviews.</li> <li>Project partners should produce reports on their efforts that include notes on the process of determining content.</li> </ul>
<p><b>Objective 3a:</b> Key stakeholders from State, National, Private, and Nonprofit sectors have increased their understanding of Landscape/Seascape Planning and the importance of biodiversity mainstreaming through improved partnerships</p>	<p><b>Key messages should cover:</b></p> <ul style="list-style-type: none"> <li>The project is working to improve National and State Coordination</li> <li>Biodiversity Mainstreaming means taking National level biodiversity policies and goals and ensuring they are carried through and implemented on the ground by States and Resource Owners.</li> <li>Landscape/Seascape Planning is the first step in a process that leads through Master Planning to Land Use Planning. It includes large scale mapping of resources and relationships so that good land and marine use decisions can be made.</li> <li>In Babeldaob, the focus is on landscape planning, since what happens on land impacts water.</li> <li>In the Southern Lagoon, the focus is on seascape planning, since what happens on land is driven by the capacity of marine habitats.</li> <li>Landscape and Seascape Planning is important to ensure that natural resources and biodiversity are protected for future generations and that our State is the kind of place we want to live.</li> <li>One output of this project will be improved National and State Coordination and Communication.</li> <li>One output of this project will be the creation of a Joint Coordination Body for Landscape/Seascape Planning. The Coordination Body will include National, State, Nonprofit, and Private sector partners and will help streamline biodiversity goals through national plans to state plans, so that all aspects of development (including leases, permits, loans, EAs, EISs, and types of development) are in line with State Landscape/Seascape Plans and National Biodiversity Goals.</li> </ul>
<p><b>Objective 3b:</b> Key stakeholders, including landowners and direct resource managers, have increased their understanding of Best Practices from the start to the end of the project.</p>	<p><b>Key Messages will be developed during the project but should include:</b></p> <ul style="list-style-type: none"> <li>The Project is testing and implementing Best Practices in Planning, Biosecurity, and 5 economic sectors: agriculture, aquaculture, fisheries, forestry, and sustainable tourism.</li> <li>The project is providing direct financing for States to implement Best Practices on the ground.</li> <li>Best Practices protect water quality, soil quality, economic value.... [etc.]</li> <li>Best Practices for planning include....</li> <li>Best Practices for biosecurity include... [etc.]</li> </ul>
<p><b>Objective 3c:</b> The public has increased its understanding of Biosecurity/IAS by the end of the project.</p>	<p><b>Key Messages will be developed during the project but should include:</b></p> <ul style="list-style-type: none"> <li>The role of Biosecurity in protecting Biodiversity</li> <li>The role of Biosecurity in the economy</li> <li>Individual and Stakeholder roles in Biosecurity</li> <li>Best Practices for Biosecurity</li> <li>How to prevent IAS, and why it matters</li> <li>How to recognize and respond to IAS sightings, who to call, where to go</li> <li>Emergency Response actions</li> </ul>

	<ul style="list-style-type: none"> <li>• Alternatives to IAS, like Native Species</li> <li>• The reason for Biosecurity and IAS compliance and enforcement</li> </ul>
<p><b>Objective 4:</b> Documents about project content and resources (e.g. research reports) arising from the project are captured in a durable form and feed into a clear Knowledge Management system (with distinctions between “content” and “process”).</p>	<p><b>General:</b></p> <ul style="list-style-type: none"> <li>• Consistently refer to the Project Website or document sharing forum.</li> <li>• The project is producing new information that can be accessed by partners and the public.</li> <li>• Information produced by project is relevant to environmental management across multiple borders and sectors.</li> <li>• Project partners are required to contribute to the project’s knowledge management platform in a durable manner.</li> <li>• This project is contributing to specific knowledge about Landscape/Seascape Planning, Best Practices, and Biosecurity/IAS, as well as knowledge about implementing full-sized, multi-stakeholder, cross-border projects.</li> </ul> <p><b>As a News Release:</b></p> <p>“Palau’s GEF6 Project entitled Integrating biodiversity safeguards and conservation into development in Palau is pleased to announce that a new [type of KM Product (e.g. information resource; workshop; set of guidelines; etc.)] is available. This [describe physical type of product (book, printed brochure, video, etc.)] will help you [specific to target audience] [purpose and reason why it should be used (e.g. be a better farmer)] Access it by [how: going to the website, downloading it today, attending a workshop].”</p> <p><b>Additional Key Messages:</b></p> <ul style="list-style-type: none"> <li>• Purpose of KM Product, benefit of using KM Product</li> <li>• This is where to get KM Product</li> <li>• Targeted audience of KM Product</li> <li>• Whether KM Product is specific to a stakeholder group or to be shared widely</li> <li>• How to access KM Product</li> </ul>

## Communications Activities

In general, communications should be positive and friendly in tone. Stay away from warnings and highlight benefits over risks. Highlight good decisions and try to make Leaders and communities be seen as leaders and heroes in biodiversity conservation. Always tie the Project to the target audience (e.g. “The Project will help you, Mr. President, because....”). Messages should be short but frequent. Communications include daily and regular communications and special or infrequent activities. Branding should be constant and consistent.

### 1. Setting up communications and branding

Set up communications by agreeing with the Project Management Board on the Key message. This will allow you to have consistent messaging. Enable an ongoing low level of communications activities using the key messages by:

1. Sharing Key Messages with all relevant partners.
2. Creation and use of a “Signature” for emails and letters that uses the tagline and Elevator Speech.
3. Consistent use of the tagline on **all** communications.
4. This Elevator Speech should be placed at the bottom of emails, letters, press releases, and other communications about the Project, when space permits.
5. Creation and use of Project letterhead that is consistent visually with MNRET letterhead. The letterhead should include:
  - a. Project Logo (if applicable)
  - b. Applicable Slogan based on the topic
  - c. The tagline
  - d. The “elevator speech” in small font – either at the bottom or in a sidebar
  - e. Members of the Core Team/Project Management Board and where they can be reached.

- f. As time progresses, include a list of states that are actively implementing the project and contributing to its outcomes
- g. This letterhead should be used for all communications
- 6. Use of a consistent email signature.

## **2. Ongoing Communications and Knowledge Management (All set up in the first 3 months of the project and shared by the Inception Workshop).**

1. The GEF6 and GEF STAR (GEF5) Project Managers and the MNRET EPU/Projects Coordinator should have regular meetings as part of staff meetings. The GEF6 Project Board and NEPC Projects Subcommittee should also have regular meetings.
  - a. Create a consistent agenda and note-taking process that captures knowledge from those meetings.
2. Set up Social Media accounts. Post regularly (1 x day / daily to every few days) to all Social Media Sites. Twitter and Instagram may be used daily. Use consistent Hashtags and tag and thank active users (e.g. @ThinkBigPalau)
3. Create a Project Facebook and LinkedIn page and post SHORT messages at least every two weeks. Join/Follow other Facebook pages (e.g. Unofficial Micronesia Challenge blog).
4. Every two months, posting something relevant about the Project on other established Facebook pages (Minister's pages, Conserve Palau, BTA, etc.<sup>45</sup>).
5. Email messages (ideally using a Listserv) communicating key messages every 1-2 weeks on a consistent day (e.g. "Mainstreaming Mondays")
  - a. Compile an email list of the key audience members.
  - b. Email messages should be friendly and informative in tone.
  - c. Email messages should be consistent and build upon each other.
6. Set up an online digital Newsletter or select an easy to use template for a printed and PDF newsletter. Prepare short newsletters and send out every month. 1 x month.
7. Write and submit Press releases every two months (include radio stations in releases)
8. At least one Letter to the Editor (positive in nature) per year.
9. Aim for Radio talk shows on Eco-Paradise as often as possible, but target 2x per year. Attempt to get on other radio stations.
10. Hold at least one audience with the President, Speaker of the House, and Senate President (meetings may be held separately).<sup>46</sup> Have at least one yearly presentation to the Governor's Association and one yearly presentation to the Council of Chiefs, especially as Landscape/Seascape Planning progresses.
11. Include Palau's key messages in other relevant quarterly e-newsletters (such as the PCC newsletter). Call to establish relationships.
12. Develop short "Cheat Sheets" on the Key Messages and content that can be easily printed out before meetings.<sup>47</sup>
13. Create the Project Website or File Sharing platform.
14. Come up with standardized language to communicate Knowledge Management requirements to project partners and sub-contractors (e.g. the submission of both content and process reports and knowledge).
15. Participate in annual fairs (e.g. Earth Day, OBF).

---

<sup>45</sup> Have a student intern identify how many of the key audience members have Facebook pages)

<sup>46</sup>Timed with something relevant (such as MCES or budget hearings)

<sup>47</sup> This Plan does not advocate for a mass printing. Simply print out copies as needed so that after meetings, people have something tangible to hold and refer to.

16. Reach out to business partners to set up at least 6 “Pop Up” Hands-on Exhibits throughout the year to increase awareness on Biosecurity and IAS. Suggested locations include Surangels, Payless, WCTC, and KB Shell.
17. Create an outline for an Implementer’s Manual to guide the collection of “process” information throughout the project.

## **2. As Needed Communications (identified through regular work planning)**

Much of the project involves targeted communications with key stakeholders, as meetings, letters, emails, workshops, presentations, creation of educational or outreach materials, or visits. These should be identified during regular work planning. Some items include:

- Hire an “Expert”, preferably foreign, and embark on a tour of State Legislatures to give presentations on the importance of Landscape/Seascape Planning.
- Follow Best Practices for Planning (Annex 4) to hold meetings and set up State Planning Teams
- When States/Partners make any positive advances towards Project Objectives, use as many venues as possible to congratulate and reassure leaders that it was the right decision.
- When a new partner joins the project (including new State governments), send out letters, emails, and other messages highlighting their participation.

## **Evaluating Success**

The Project Board should realistically measure success by:

1. Implementing the baseline and follow up KAP Surveys
2. During work planning meetings, collect anecdotal information (including through direct questioning) on whether Project Partners understand the project. Track responses, especially highlighting areas where the Project Partners are struggling. If partners are struggling, then the public and other stakeholders will be too.
3. Tracking any requests for information or replies to email messages
4. Tracking any online comments (e.g. number and types of responses to Facebook postings)
5. Use the tracking tools that come with Websites and Digital Newsletters (e.g. track # of clicks).
6. Interviewing project staff during staff turnover/staff transition to determine if Knowledge Management efforts are working.

Information that is collected should be used during Annual Work Planning, including updating of the Communications and Knowledge Management Plan.

## **Implementation of the Communications and Knowledge Management Strategy**

The strategy will be implemented over a period of six years, starting before the Inception Workshop. The main implementing agency is the **Ministry of Natural Resources, Environment, and Tourism**. It shall be the **responsibility of the GEF6 Project Managers and the MNRET Projects Coordinator** to implement this plan, including overseeing partners to implement certain elements of this plan.

A work plan and schedule of activities is provided in **Table 1**, which will need to be updated during the Inception Phase for inclusion in the Inception Report.

**Table 1: Work Plan for Implementation of the Communications and Knowledge Management Strategy**

Activity	Milestone(s)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Baseline KAP Survey	Survey completed and data analyzed						
Update Key Messages with KAP results and through meetings with Project Board	Communications Plan updated						
Communications Plan (or at least Key Messages) and KM plan shared with partners	Partners use Tagline, Elevator Speech, Slogan, and other Key Messages						
Outline of Implementer's manual developed	System for capturing knowledge about the "process" of implementing the project is created.						
Create Project letterhead	Project Letter used and updated						
Create Email Signature	Emails have signature						
Create Email List	Emails sent out to appropriate audiences						
Regular Project Board and NEPC Subcommittee meetings	Communications added to agenda of all GEF6 meetings						
Set up Social Media accounts	Posts are regular and audience numbers growing						
Create at least 1 Podcast or Short Video and post on social media	# of users of video and voice recordings will be tracked and inform whether to continue						
Set up Digital Newsletter, input email list, and send out regularly	Digital newsletter sent out and readership tracked						
Written Press Releases and radio shows	Project published in newsletter; on radio						
Meet with NISC to develop Biosecurity Awareness Plans	Schedule and responsibility list for Biosecurity awareness plan is set and implemented						
Hire "Expert" consultant	Consultant holds meetings with all 9 States on Landscape/ Seascape Planning						
Write Cheat Sheets	Cheat Sheets ready to be used whenever needed						
Create Website.	Website use tracked						
Create File sharing forum	KM Products are uploaded onto internet						
Pop-up Awareness activities	Materials, schedule, and partnerships for Pop-ups ready to go, and # people reached tracked.						



Activity	Milestone(s)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Create system of cataloguing KM Products	Bibliography of available KM Products that can be searched.						
Create File sharing forum	KM Products are uploaded onto internet						
Determine minimum requirements for generation and sharing of KM Products by project partners	Sub-contract language specifically mentions KM Products						
Participate in fairs	Materials, schedule, and partnerships for fairs ready to go.						
Hold initial meetings with all Governors and Decision Makers to set up State Planning Teams	State Planning Teams set up and functioning						
Celebrate Project Accomplishments, such as completion of Landscape/ Seascape Plans or NISSAP	Press materials distributed						
Hold initial meetings with Nonprofit, Business Partners to set up Best Practice implementation	Partnerships ready to go in States						
Hold initial meetings with Nonprofit, Business Partners to set up Landscape/ Seascape Planning Coordination Body	Joint Coordination Body established and holding regular meetings						
Hold appropriate group meetings (men's, women's, youth, church)	Meetings were held and presentation materials ready						
Hold appropriate individual meetings	List of meetings grows						
Update Implementer's Manual	At least biannually (when GEF reports are due), knowledge about project implementation process is captured						

### Roles and responsibilities of main stakeholders of the project

Key Stakeholder	Role and responsibilities	Role in the project and involvement mechanism	BT	LSPT	IBT
		BT = Biosecurity Team LSPT = Land/Seascape Planning Team IBP = Implementing Best Practices			
National Government Agencies					
Ministry of Natural Resources Environment and Tourism (MNRET): Office of the Minister; Environmental Planning Unit	MNRET is responsible for oversight of government initiated agricultural, forestry, fisheries and energy programs and activities. MNRET oversees multiple natural resource management bureaus and offices, including BOA, BMR, BOT, and EPU, which will each playing a key role in project implementation.	MNRET is the Executing Agency and home of the Project Manager. This is also where alignment with GEF STAR will happen.	X	X	X
Bureau of Tourism (BOT), MNRET	Oversees Palau’s tourism in Palau: responsible for industry standards (e.g. green certification) and regulations; development of National Tourism Master Plan; and Sustainable Tourism Framework.	BOT will be actively involved in development of Land/Seascape plans and implementation of Best Practices in the ground as relates to tourism.		X	X
Bureau of Agriculture (BOA) and Biosecurity Office	Key agency in IAS prevention and management, integrated land, watershed and forestry management	BOA is a member of the NISC and the driving force behind promoting sustainable agriculture. BOA will have multiple roles in the project including biosecurity and land/seascape mapping, state-based planning, and implementation of sustainable agriculture activities	X	X	X
Division of Fish and Wildlife Protection (DFWP), Ministry of Justice	Primary authority for enforcing criminal laws protecting the environment inside of reefs. DFWP also plays a role in community relations and education regarding environmental issues.	DFWP will be asked to contribute to biosecurity activities and will be a implementation partner on compliance and enforcement activities	X		X
Office of the Palau Automated Land and Resources Information Systems (PALARIS), Public Infrastructure, Industries and Commerce (MPIIC)	PALARIS provides valuable mapping services that support land use planning and management. The Bureau of Lands and Surveys is associated with PALARIS and feeds field survey data into the GIS Database housed at PALARIS.	PALARIS will be the hub of land/seascape mapping, but will play a support role for other project components		X	
Secretariat of the National Environmental Protection Council (NEPC), PALARIS, MPIIC	The NEPC consists of Government Agency heads of all of the environmental agencies, and is mandated by Executive Order. The Secretariat of the NEPC also acts as the National Environmental Planner.	The NEPC will play a large role in aligning activities across agencies and ensuring that land/Seascape Plans are mainstreamed with the Agency Plans. Through the NEPC joint work planning process, areas for joint implementation will be identified. In the long-term, a lasting Joint land/seascape Coordination Committee is to be institutionalized a permanent subcommittee of the NEPC. The Secretariat Office plays a key role in bringing all members of the NEPC together.	X	X	X
Ministry of Community and Cultural Affairs, Bureau of Aging and Gender, Gender Division	The Gender Division is tasked with completing and then implementing a National Gender Policy and working towards gender equality.	The Gender Division will ensure that gender-equal benefits are mainstreamed throughout project components and plans		X	
Autonomous Government-supported organizations					
Environmental Quality Protection Board (EQPB)	EQPB is a key organization in implementing current land management practices. EQPB regulates all development activities involving earthmoving and structural development in Palau. The agency is also responsible for regulating environmental impact statements (EIS), marine and freshwater quality, air quality, public water systems, solid waste management, toilet facilities and pesticides.	EQPB will be involved as part of the effort of transforming the way that development projects move forward, to ensure that regulations enable mainstreaming and that permits are in line with landscape plans. Inspection processes will be updated to consider alignment with Biosecurity Policies and Biosecurity.	X	X	X

Key Stakeholder	Role and responsibilities	Role in the project and involvement mechanism	BT	LSPT	IBT
		BT = Biosecurity Team LSPT = Land/Seascape Planning Team IBP = Implementing Best Practices			
Palau Public Land Authority (PPLA)  State Public Lands Authorities	PPLA administers, manages and regulates the use of public lands and any resulting income. It also establishes the basic guidelines and procedures for the operation of state public land authorities in each state and provides technical assistance. Each state in turn uses the authority granted to it by the PPLA to administer, manage and regulate public lands within its geographical boundaries.	The PPLA, and by extension the State PPLAs will play major, active roles in developing land/seascape plans in aligning biodiversity policies into those plans.		X	
Palau International Coral Reef Center	PICRC is a key agency in researching and promoting conservation of marine ecosystems and biodiversity in Palau	PICRC may monitor aspect of project, as well as be part of marine invasive response network. PICRC will play a major role in marine spatial planning.	X	X	
Belau National Museum (BNM)	Key agency in researching and promoting conservation of terrestrial ecosystems and biodiversity	Project will partner with museum experts on birds and native diversity to conduct land/seascape mapping and planning, as well as with the Museum in general to develop new materials on IAS.	X		X
<b>Government-Mandated Joint Committees</b>					
National Invasive Species Committee (NISC) and NISC Chairperson	National coordinating body on invasives. Members includes: Association of State PAN Coordinators; Attorney General's Office (EQPB Legal Counsel), MOJ; Bureau of Agriculture, MNRET; Bureau of Marine Resources, MNRET; Division of Customs, Ministry of Finance; Division of Environmental Health, Ministry of Health; Division of Fish and Wildlife Protection, MOJ; Environmental Quality Protection Board; National Environment Planner, PALARIS; National Invasive Species Coordinator, Bureau of Agriculture, MNRET; Palau Conservation Society; Palau International Coral Reef Center	The NISC will play a major role in leading the Biosecurity aspects of the project.	X		
Economic Advisory Group (EAG)	This group consists of Government and Private organizations that advise the President on economic matters.	The EAG will be targeted as a key body with links to the private sector so as to improve mainstreaming and implementation of biodiversity policies into private sector practices.		X	X
Foreign Investment Board (FIB)	The FIB approves business proposals by foreign entities.	Project will seek ways to mainstream R2R plans and biodiversity policies into approval process.		X	
<b>State Government</b>					
State Governments (with emphasis on Peleliu, Koror, and 9 Babeldaob States) and Governor's Association	States are responsible for natural resource management within state boundaries.  States issues leases for public lands and waters (out to 12 nautical miles). States issue business licenses.	The Project will actively involve State Governments, from the Governor to personnel, in multiple aspects of the project, from National-State Coordination to Biosecurity to lands/seascape Planning.	X	X	X
Koror State Department of Conservation and Law Enforcement (KSDCLE)	The KSDCLE manages the Rock Islands Southern Lagoon, including conservation area planning, enforcement, and training of tour operators.	Koror will be a major partner for every aspect of the project, and most activities will go through this department.	X	X	X
<b>Foreign Governments</b>					
USDA NRCS	Based at the US Embassy, the USDA NRCS staff person provides technical advice particularly on soils, watersheds, and agriculture.	The Project will look for ways to partner with USDA in terms of Capacity Building.			X
Taiwan Technical Mission	Based out of Republic of China (Taiwan) Embassy, the Taiwan Technical Mission plays a significant role in the expansion of agriculture in Palau through technical advice and provision of equipment.	The Project will need to be proactive in engaging with Taiwan Technical Mission to ensure that best practices are mainstreamed across their technical support, including use of native species over IAS.	X		X
<b>Business / Private Sector</b>					
National Development Bank of Palau (NDBP)	NDBP offers loans for development projects and small businesses, in addition to home loans.	The Project will look for ways to align land/seascape Plans and Biodiversity Policies into		X	X

Key Stakeholder	Role and responsibilities	Role in the project and involvement mechanism	BT	LSPT	IBT
		BT = Biosecurity Team LSPT = Land/Seascape Planning Team IBP = Implementing Best Practices			
		the approval process. It will also look for ways to partner with NDBP on Capacity Building to access loans and create eco-friendly businesses.			
Developers and Large Construction Companies (including Government's Capital Improvement Project (CIP) Office)	Diverse group of local and foreign companies and individuals who lease or purchase land and develop businesses on them. This includes only a few construction companies but their practices play a key role in water quality and land use.	Project will look for ways to improve engagement, awareness, and mainstreaming by the private sector.	X	X	X
Commercial Farms	There were 16 commercial farms in 2015, using a mixture of traditional and organic farming, including native and non-native crops.	The Project will look for ways to improve engagement, awareness, and mainstreaming by the private sector.	X	X	X
Shippers (Air and Sea) and Importers and Port Authority	Private companies manage imports and exports from Palau, and organizations responsible for managing the airport and seaport,	The Project will look for ways to improve biosecurity, particularly for imports; as well as IAS Response.	X		
Tour Companies and Diving Shops	Participate in training programs and rapid response programs	The Project will partner with companies on	X		X
Nonprofit					
Palau Conservation Society (PCS)	PCS is a natural resource conservation organization with expertise in communication, project management, and policy development. PCS is a link to communities and a key implementation partner of the GEF STAR Project.	PCS will be fully engaged in all aspects of the program	X	X	X
Ebiil Society	Ebiil Society has been instrumental in engaging community and developing and sharing approaches in terrestrial re-vegetation, erosion control, best agriculture practices, and fire prevention. Ebiil Society manages The PACT, a group of fishers and restaurateurs that agree to source and buy sustainably caught fish from each other.	Ebiil Society will partner in land/seascape Planning, Biosecurity activities, and implementation of best practices.	X	X	
Belau Tourism Association	Membership organization for tourism businesses in Palau, which will be key to engaging private sector.	The BTA will fully engaging the tourism sector in mainstreaming and all parts of the project.			
Palau Chamber of Commerce	The Chamber of Commerce is an important partner in setting development priorities and establishing community support for management actions and will be key to private sector engagement.	Chamber, with its links to private sector, will be targeted as a key body to facilitate mainstreaming and implementation of biodiversity policies into sector's practices.		X	X
Island Conservation	Island Conservation is implementing rodent eradication programs in Palau.	The Project will partner with IC on its rodent programs in the Rock Islands.	X		
Alliance of Palau Conservation Officers (APCO)	APCO is a collaborative capacity building network of state and national conservation officers, which coordinates regular skills development and targeted training to enhance operations and compliance.	Conservation Officers will be trained as the front lines of biosecurity and as the enforcers of land/seascape plans.	X		X
Fisheries Organizations:	<ul style="list-style-type: none"> <li>• Coral Reef Research Foundation (CRRF)</li> <li>• Northern Reef Fisheries Cooperative</li> </ul>	The Project will engage with CRRF on marine invasives and fisheries	X		
Land, Agriculture, and Aquaculture Organizations:	<ul style="list-style-type: none"> <li>• Palau Community Action Agency (PCAA)</li> <li>• Palau Organic Growers Association</li> <li>• Palau Taiwan Farmers Association</li> <li>• Belau Watershed Alliance (BWA)</li> <li>• Palau Aquaculture Cooperative Association</li> </ul>	The Project will engage with these partners in all key areas	X		X

## Grievance Redressal Procedures

In line with UNDP standard procedures, the Project will set up and manage a grievance redress mechanism (GRM) as recommended by UNDP (2014) that would address the grievances of various stakeholders of the project. The GRM will be managed and regularly monitored at SMUs/PMU level. GRS strategy will have following key components: (i) multiple locations and channels from grassroots level up to State and National levels; (ii) process of informing and registering grievances at various levels; (iii) complaint resolution system; (iv) repository of grievances and solutions and sharing it on the project website; (v) system for giving feedback on compliance of grievances; and (vi) monitoring and evaluation.

*Multiple locations and channels from grassroots level up to the State and National Level:* A simplified system of informing about the grievance redress system and also actual management of grievances will be developed under the project before the Inception Workshop. Multiple ways (manual as well as virtual) of submitting complaints or suggestions at various levels will be provisioned. Grievances and suggestions will reach the Project Board in person, via mail, email, via special page of the Project web-site, and phone. These channels will be locally-appropriate, widely accessible and publicized in written and verbal forms on all project communication materials, and in public locations in the project areas. In particular, one or both of the NGO representatives on the LCB will be tasked as being the impartial and objective conduit of grievances among the 4 sectors (National, State, Private, and Nonprofit). Palau's Gender Division may also facilitate in issues regarding women or vulnerable peoples. At no time will the party with the grievance be forced to take a stand in public, but rather will use traditionally-appropriate methods to convey messages (e.g. through women's group or men's group).

Since the project will be dealing with local community members, small entrepreneurs, and producers of non-farm products and services at the state level, they will be facilitated to communicate their problems through their collectives like CBOs and NGOs, who will be linked to the NGO members of the JCB. They will also be able to communicate directly to the State Planning Teams and JCB. These teams will be responsible for the functioning as an interface for the grievance redress mechanism.

*Process of informing and registering grievances at various levels:* All the grievances whether received through JCB or other teams will be recorded by MNRET. The complaint will be assigned a unique tracking number upon its submission. MNRET will maintain a digital database with full information on all submitted complaints, responses taken and solutions of the problems.

*Complaint Resolution System:* A clear system of complaint resolution will be developed to ensure timely resolution of grievances of the stakeholders. The grievances of the stakeholders will be of different types therefore the grievance will be classified into three types -

- Local level problems related to compensation/payments etc. (Landscape/Seascape level)
- Project implementation related problems (State government level)
- Grievances / Problems that require policy decisions/ decisions (National Steering Committee)

State Planning Teams will follow nationally developed clear and strict grievance redress procedures, and assign responsibilities. Difficult situations and conflicts will be brought to the attention of JCB and UNDP CO if the State Government is unable to find appropriate solution.

*Repository of grievances and solutions and sharing it on the project website:* A repository of all the grievances received from the different stakeholders will be maintained at the MNRET and managed by the PMU for monitoring and evaluation purposes and also for learning. General information on grievances and their solutions will be shared through the project website so that each state will be able to learn from the other. This aspect will be facilitated through Outcome 4 relating to communication and knowledge sharing. Further, this information will be used to assess trends and patterns of grievances across the project landscapes and for monitoring and evaluation purposes.

*System of giving feedback about the compliance of grievances:* A system of giving feedback will be developed to give response to all registered grievances. State governments will provide feedback by contacting the complainant directly or their State Planning Teams so that complainants are aware about the status of their complaint. Once some decisions/actions are taken on the complaint, the complainant will be informed about the same. If complainants are not satisfied with the State response to their grievance, they will be able to appeal to the JCB UNDP CO via mail, e-mail or the Project website.

*Monitoring and evaluation:* The performance of the GRM will be regularly monitored. All information about the grievances and their resolution will be recorded and monitored. This data will be used to conduct in-depth analyses of complaint trends and patterns, identify potential weaknesses in the Project implementation, and consider improvements. Environmental and social grievances will be reported to the GEF in the annual PIR. The full SESP screening report is included in **Annex 9**.

**Social and Environmental Screening**

*-See Separate file-*

**Term of Reference of Key Positions**

*-See Separate file-*

## Multi Year Work Plan:

Outcome/ Output	Key Intervention	Activity	Responsible Party	Year 0	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6	
					1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half		
Pre-Project Activities																
Constitution of Project Board	Project Management	Draft and send letters from the MNRET to Board Members, sign MOUs with non-MNRET agencies	MNRET, UNDP													
Initiation of Project Management Staff Hiring	Project Management	Open hiring process through Central Government	MNRET													
Establishment of Special Account and Fund Flow	Project Management		MNRET, MOF, UNDP													
Establishment of JCB	Project Management	Draft and send letters from the MNRET to Board Members, sign MOUs with non-MNRET agencies and individuals	NEPC, MNRET													
Planning and Implementation Phase (National Level Activities)																
Functional Governance and Coordination Mechanism	Establishment of Land/Seascape Planning Joint Coordination Body (JCB)	Set Up JCB as Ad-Hoc committee under NEPC with MOU or Executive Order and nominate members	NEPC, MNRET													
		Quarterly meetings in Year 1/2 and bi-annual meetings thereafter	JCB (under NEPC)													
		Drafting and adoption of standard operating procedures and bylaws for JCB	NEPC													
Biodiversity mainstreamed into key sector planning systems	Development of legal and policy tools, procedures, standards and guidelines for drafting, approval, implementation and mainstreaming land/seascape plans and best practices across sectors	Review of national and state legislation and policies to identify gaps and inconsistencies for effective biodiversity mainstreaming	MNRET													
		Updating laws, policies and regulations on fisheries, aquaculture, agriculture, forestry and tourism to mainstream biodiversity and biosecurity (e.g. leasing, permitting, FIB approval, business licensing, import and export, etc.)	MNRET, sector agencies													
		Develop framework and legal procedure for discussing and approving land/seascape plans at inter-institutional level	MNRET													
		SEA developed and integrated with EA/EIS process	EQPB													
		Integration of EQPB activities (monitoring and permitting) for compliance at site level into land/seascape governance	EQPB													
		Development of Green Certification Program criteria	MNRET													
	Design of participatory land/seascape planning approach	Development of Guidelines, procedures and templates for elaboration of land/seascape plans as well as integration of biodiversity aspects into the five key NRM sectors (international consultant)	MNRET, JCB													
	Identification of baseline information needs, criteria and methods for data	Develop protocols to improve PALARIS database based on land/seascape planning needs	PALARIS, MNRET													
		Develop GIS-based monitoring protocols that fits into PALARIS database	PALARIS													



Outcome/ Output	Key Intervention	Activity	Responsible Party	Year 0	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6	
					1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half
	collection for preparing land/seascape plans	Implement capacity building program to broaden number of GIS users in public administrations	PALARIS													
Strengthened national framework for IAS prevention and management	Strengthened Biosecurity Office	Hire additional staff by BD (by Year 3 salaries of staff to be covered by cost recovery)	BD (in BOA in MNRET)													
		Develop plans for biosecurity office, storage, quarantine, treatment and inspection areas	BD													
		Develop site according to plans (prefabricated office/storage, wash-down and treatment areas, incinerator, quarantine and inspection zones	BD													
		Provide basic tools like PPE, Headlamps, snake handling equipment, mobile sprayer, treatment tarps and equipment for marine inspections	BD													
	Strengthen the National Invasive Species Council	Develop capacity by establishing a National Invasive Species Coordination Office (NISCO) and hiring of resource staffer to support coordinator (by Year 3 position supported by internal mechanism	NISCO													
		Develop national framework for inter-state/inter-island biosecurity	NISCO													
	Develop NISSAP (including collection of baseline information)	Participatory input and evaluation in Year 1 and end-of-project	NISCO, NISC, BD, BOA													
		Drafting and approval of NISSAP	NISCO, NISC													
		Developing and implementing specific protocols for risk assessment for specific species importation, including black and white lists	NISCO, NISC													
		Developing guidelines and best practices for use of native species in landscaping, aquaculture, agriculture and forestry	BOA													
		Nationwide mapping of IAS	NISCO, NISC													
		CRB mapping in trial states and then nationwide	NISCO, NISC													
		Freshwater fish and macro-invertebrate mapping in trial states and then nationwide	NISCO, NISC													
		Developing a compilation of IAS information for Palau	NISCO, NISC													
		2016 Biosecurity Act Regulation Development	NISCO, NISC													
		Shepherding regulation and cost recovery components through government acceptable mechanisms	NISCO, NISC, MNRET, NEPC													
	Update laws, regulations, national-level policies, including cost-recovery mechanisms to reflect NISSAP and EDRR	Biosecurity Cost Recovery mechanisms development/improved both policy and regulations (including fees that would specifically support EDRR and marine biosecurity inspections) and implemented	NISCO, NISC													
		Develop protocols for new biosecurity regulations, policies etc. including specific elements to address marine biosecurity including hull inspection and treatment options, protocols for addressing novel species at ports	NISCO, NISC													
		Training BD staff on new regulations, protocols and fee collections	BD													
		Managerial and coordination capacity building for Biosecurity Office Manager and NISC Coordinator	NISCO													
	Biosecurity capacity building, training and field implementation	Train BD Officers in use of X-ray machines	NISCO													
		Import risk assessment training	NISCO, NISC													
		Biosafety training	NISCO, NISC													

Outcome/ Output	Key Intervention	Activity	Responsible Party	Year 0	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6	
					1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half
		Improved training for biosecurity divisions on inspection capacity and their tools and expansion, pest identification, use of EDRR, rapid response, database entry	BD													
		Initial support for biosecurity inspections, quarantine, treatment at state and international borders	BD													
Improved national and state capacity for monitoring, surveillance and compliance with laws on protected species, resource extraction, IAS control and management and biosecurity	Information gathering and planning	National review of monitoring, surveillance and enforcement systems and capacities, including biosecurity needs and capacity	DFWP, EQPB, BD													
		Development of cross-sector plans, actions, protocols, procedures and baselines to improve enforcement, monitoring and surveillance	DFWP, EQPB, BD													
	Update laws, regulations and national level policies	Development/update of national/state regulations (trialed for some laws)	DFWP, EQPB, BD													
		Development of protocols, guidelines, baselines and enforceable standards to improve enforcement, monitoring, surveillance and compliance of biodiversity and IAS	DFWP, EQPB, BD													
	Implementation and training	Initial support for selected personnel based on national review	DFWP, EQPB													
		Training personnel (including community members) for enforcement, monitoring, and surveillance, including management and enforcement of IAS plans and regulations	BD													
<b>Planning and Implementation Phase (Babeldaob Island)</b>																
Integrated land and seascape plans	Development and adoption of ILSMP template and minimum standards	Capacity development for state planners to utilize tools from Output 1.2 adopting local criteria for plans to capture HCVFs, HCVMRs, climate adaptation, and economic development	MNRET, JCB													
		Outreach to create political support for ISLM planning	MNRET													
	Elaboration of island wide ILSM strategy	Island wide mapping of environmental and socio-economic features	MNRET													
		Participatory visioning	MNRET													
		Cooperative drafting and finalization of ILSM strategy	MNRET													
		SEA process for ILSMF (impact assessment, alternatives), independent review to align with national biodiversity and biosecurity priorities	EQPB													
	ILSMPs for individual states	Set-up state planning teams	JCB													
		Facilitation support for States	JCB													
		Draft and approval of ILSMPs	JCB													
		Incorporate information from State level review into state planning documents and develop State specific EDRRs that are integrated into ILSMPs (including mapping CRB and freshwater fish from Output 1.3 into State plans	BD, MNRET													
Specific Areas of HCVFs,	Protection and regulation of non-exhaustive use areas	Political advocacy to define boundaries and management options for 15,000 ha	MNRET													

Outcome/ Output	Key Intervention	Activity	Responsible Party	Year 0	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6	
					1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half
coastal and marine areas conserved for non- exhaustive uses		Design of arrangements for benefit sharing and testing financial incentives and tools, including analysis of PES, Carbon credits, tax deductions etc.	MNRET, Forestry													
	Management Planning	Best practice management options developed	MNRET													
		Collection of information, including IAS at sites	NISCO, NISC													
		Preparation of site specific plans for HCVFs, HCVMA's including sustainable tourism, IAS removal and biosecurity	JCB, Babeldaob States													
	Implementation of management plans	Implementation of best practices (including IAS removal and management) Capacity building for management of HCVFs and HCVMA's	MNRET, Babeldaob States													
			MNRET, Babeldaob States													
Community based restoration of degraded forests and savannah and marine areas	Review of best practices	Review and selection of best practices	MNRET													
		Support state access of funds from GEF 5 and GEF SGP to develop proposals	MNRET													
	Planning and evaluation	Preparation of rehabilitation and restoration plans for sites	Babeldaob States													
		Signing of MOUs with land owners and beneficiaries	MNRET													
		Documentation and dissemination of success and failures of rehabilitation	Babeldaob States, MNRET													
		Preparation of a restoration manual for scaling up	MNRET													
	Implementation of restoration plans	On the ground efforts at fencing, restoration, soil improvements, fire prevention, and IAS management	Babeldaob States, MNRET													
		Trials to manage selected IAS (CRB and fresh water fish species)	Babeldaob States, NISCO and BD													
Sustainable management practices implemented by communities on land, coastal and marine areas	Planning and Preparatory work	Develop direct grant financing modalities for community implementation	NEPC, MNRET													
		Capacity building and awareness on best practices	MNRET													
		Train EDRR staff at State level	NISCO, NISC, BD													
	Implementation of sustainable natural resource management and livelihood activities	Request call for proposals or open funding window to enable communities to access direct financing	MNRET													
		Support for individual state implementation of best practices	JCB													
		Implement and improve weed management, CRB effort, native species use in landscape, agriculture and agriculture	Babeldaob States, NISCO, NISC													
Planning and Implementation Phase (Southern Lagoon)																

Outcome/ Output	Key Intervention	Activity	Responsible Party	Year 0	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6	
					1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half
Integrated seascape and coastal zone spatial planning that integrates biodiversity and IAS management in aquaculture, fisheries and tourism sectors	Development and adoption of ILSM strategy for Southern Lagoon	Capacity building for state level planners to utilize tools (Output 1.2) and adopt criteria for biosecurity and biodiversity mainstreaming in agriculture, aquaculture and tourism	MNRET, JCB													
		Outreach to create support for ISLMS	MNRET													
	Elaboration of single Southern Lagoon ISLMS	Southern lagoon mapping of environmental and socio-economic features (International consultant linked to 2.1)	MNRET													
		State level review for Koror to assess status, capacity, regulations and management needs	Koror State													
		Participatory vision for development of ILSM strategy	Koror, Peleliu States, MNRET													
		Cooperative drafting and finalization of ISLMF, adjustment of existing zoning, alignment with RISL management plan and governance systems	MNRET													
		SEA process for ISLMF (impact assessment, analysis of alternatives and monitoring)	EQPB, Koror State													
	ILSMPs and zoning for individual states (Koror and Peleliu)	Establishment of State planning teams	JCB													
		Consultative meetings for drafting ILSMPs	JCB													
		Draft and approval of State ILSMPs	JCB													
		Incorporation of information from state level reviews into state planning documents and develop state specific EDRR plans and national mapping of specific IAS (CRB, freshwater fish)	BD, MNRET													
		Independent review of ILSMPs for alignment with national biosecurity and biodiversity policies	MNRET													
	Revision of laws and regulations	Review state legislation and regulations and drafting new ones to ensure sustainable tourism	MNRET, Koror State													
		Update rules and guidelines for environmentally friendly practices, including biosecurity and IAS management	MNRET, Koror State													
	Planning for sustainable tourism	Integrate biodiversity and biosecurity aspects into tourism framework	Koror State													
		Design and implementation of biosecurity protocols in tourism	Koror State, NISCO													
		Development of improved business planning guidelines protocols and tools	MNRET													
		Pilot environmental friendly business plans	MNRET													
		Design and implementation of biodiversity-friendly tourism products and services	Koror State, MNRET													
	Implementation	Trial best practices at use of native species for landscaping	BOA													
		Pilot private – community partnership for mangrove restoration	BOA													
		Pilot biosecurity measures into Green-Certification Program	BOA, NISCO													
		Support best practices by tourist resorts	BOA													
		Support piloting of best practices in Peleliu in agriculture, aquaculture, tourism, forestry and fisheries	MNRET													
Improved surveillance and enforcement	Laws and regulations	Trial updated rules and regulations for enforcement	DFWP, Koror State													
		Applying and modifying rules and regulations for penalties and misconduct at State level	Koror State													

Outcome/ Output	Key Intervention	Activity	Responsible Party	Year 0	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6	
					1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half
for tourism, aquaculture and fisheries	Strengthened fisheries management	Development of Strengthened protocols for fisheries management	MNRET													
	Strengthened biosecurity measures	Implement biosecurity actions for air and sea craft	MNRET													
		Improving capacity for enforcement and regulatory staff	MNRET													
Planning and Implementation Phase (Knowledge Management and M&E - National activities)																
Communicati on and gender strategy	Communication and awareness	Development of communication materials and programs	MNRET													
		Implementation of awareness program	MNRET													
	Gender mainstreaming	Assessment of gender roles and responsibilities	MCCA													
		Implementation of gender mainstreaming actions	MNRET													
	Dissemination	Annual Workshops to assess impact of awareness and gender mainstreaming activities	MNRET													
Enhancing ridge to reef curriculum to include IAS and biosecurity	Development of curriculum	Development of content, school lesson plan on IAS prevention and management and outreach to MOE	NISC													
		Production of IAS school materials and teaching tools	NISC													
		Teacher training on IAS	NISC													
	Integration into museum displays	Develop displays at PICRC	PICRC													
		Develop displays at Belau National Museum	BNM													
Improved Knowledge management	Information sharing and transfer	Protocols for information sharing amongst agencies	PALARIS													
		Develop biosecurity database protocols and design	PALARIS, NISCO													
		Align database with land/seascape planning and EDRR requirements	NISCO, BD													
		Update NISC website and maintain	NISC													
		Identify, catalog, and share sources of information publicly across sectors	NISC and PALARIS													
		Establish standards for information collection that are gender and socially inclusive	MCCA													
		Training for biosecurity database	NISCO													
		Update of national webpages	MNRET													
Monitoring and evaluation		Inception workshop	MNRET													
		Tracking indicators	MNRET													
		NIM Audits	MNRET													
		Board Meetings	MNRET													
		Mid-Term Review	UNDP													
		Terminal Evaluation	UNDP													

## Monitoring Plan

Monitoring	Indicators	Description	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
To mainstream biodiversity conservation into integrated land and seascape governance, planning and management in Palau	Area of sustainable management solutions at sub-national level for conservation of biodiversity and ecosystem services that benefit from integrated landscape and seascape planning and management approaches	<i>At least a total of 240,000<sup>48</sup> hectares of seascapes and landscapes effectively managed through participatory approaches</i>	<i>Consultation with stakeholder groups, ground surveys, inventory, independent evaluations</i>	<i>Mid-term and end-of-project</i>	<i>PALARIS in collaboration with MNRET and State governments</i>	<i>Implementation status reports, annual work plan completion reports, METTs and other TTs</i>	<u>Assumptions:</u> -Local communities and state governments understand need for ecological security and agree to participate in restoration works. - National and State Governments consider it priority to support integrated planning of its landscape and seascapes - States, CBOs, private sector and communities collaborate closely for preparation of land/ seascape plans <u>Risks:</u> -Natural disaster/climate change may affect the restoration work. -Lack of capacity in government and communities to meet obligations related to project. -Political transitions leave plans unused. -Livelihood benefits may be limited for communities to give up current unsustainable practices - Lack of involvement from private sector and/or resource users with continued unsustainable practices -Conflicts over territorial issues between state and national entities could undermine efforts at promoting integrated planning approaches.
	Number of households benefiting from strengthened livelihoods through solutions for improved management of natural resources and provision of ecosystem services	<i>At least 55% of HHs in Babeldaob states and Peleliu (at least 425HHs) directly benefit through sustainable resource management approaches and incomes (At least 50% of the beneficiaries would be women inclusive HHs)</i>	<i>Committee, community participatory assessments, community surveys, etc.</i>	<i>Annually</i>	<i>State planning Teams, Technical Advisory teams</i>	<i>Assessment and survey reports</i>	

<sup>48</sup> Based on the assumption that (i) institutional arrangements in place enabling integrated planning and management; (ii) land/seascapes zoned based on biological principles; (iii) land/seascape planning basis for budgetary allocations; (iv) sector regulations integrate biological considerations; (v) best practice activities implemented and (v) monitoring systems validate outcomes. Includes areas up to coral reef limits covered under Outcomes 2 and 3.

Monitoring	Indicators	Description	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
	Extent to which Institutional frameworks are in place for integration of conservation, sustainable natural resource use, control and management of IAS, biodiversity and ecosystems and improved livelihoods into integrated land/seascape planning and management	<i>Multiple use and sustainable landscape and seascape approaches institutionalized by national legislative, policy, and institutional arrangements and planning and practice effected in 9 states</i>	<i>Independent evaluations, institutional and collaborative agreements, consultative meetings, etc.</i>	<i>Mid-term and end-of-project</i>	<i>PALARIS in collaboration with MNRET and State governments, and JCB</i>	<i>Independent and MTR and terminal evaluation reports</i>	<i>as above</i>
<b>Project Outcome 1:</b> Enhanced national institutional capacities for integrated planning and management of land and seascapes	<b>Indicator 1:</b> Level of institutional capacities for planning, implementation and monitoring integrated land/seascape management plans as measured by UNDP Land/Seascape Capacity Development Scorecard	<i>Average Increase of institutional capacity as measured by a 50 % increase in UNDP Landscape and Seascape Capacity Development Scorecard (national and state levels), National Environmental Management Capacity Scorecard and National Biosecurity Capacity Scorecard</i>	<i>Independent evaluations, consultations with national and state entities</i>	<i>Annually</i>	<i>EPU/MNRET under guidance from JCB/NEPC</i>	<i>Independent and MTR and terminal evaluation reports facilitate Capacity Scorecard updates</i>	<u>Assumption:</u> -The national government will develop appropriate legislative, policy, institutional and technical measures that facilitate integrated landscape and seascape planning and management in a timely manner. -Development strategies and management plans will be officially approved by State governments with allocation of appropriate staff and funding for their implementation -The States will take active part in developing the strategies and implementation using new knowledge and skills provided by the project -Local communities are convinced mainstreaming biodiversity into key development sectors is in their long-term interests <u>Risks:</u> -Priorities of state governments and local communities might shift if development benefits take long to manifest - Plans are developed by not used, particularly by resource users (e.g. private sector) - Planning bodies that build capacity are disbanded and knowledge is lost
	(a) Percentage of new earthmoving projects requiring environmental assessment (EA)	(a). At least 15% of new earthmoving projects require EA	Environmental assessments, compliance review, etc.	Annually	EQPB	EA and EIS reports	<u>Assumptions:</u> -EQPB capacity effectively enhanced to develop, monitor and enforce regulations -National policies are in-place that provide specific direction to management priorities

Monitoring	Indicators	Description	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
	(b) Percentage compliance with environmental safeguards for all permitted earthmoving projects that are exempt from EAs	(b): At least 95% of all permitted earthmoving projects comply with prescribed environmental safeguards					granting EQPB sufficient authority to manage environmental consequences of development through impact reduction, avoidance or mitigation). - Policy/regulations on size/types of development requiring permits revised. - Guidelines and regulations revised to remove ambiguities in application of EAs; and capacity enhanced to monitor compliance with prescribed environmental safeguards. <u>Risks:</u> - The state ownership of resources can complicate as to which body, the state or EQPB, has authority over environmental management issues. - Political pressure limits the number of projects that require EAs.
	Comprehensiveness of national level IAS management framework and ability to prevent IAS of high risk to biodiversity from entering Palau, as measured by IAS Tracking Tool	Improved surveillance and controls for prevention of high risk IAS from entering Palau as measured by 50% increased score in the GEF IAS Tracking Tool (from baseline 9 to 15)	Consultations with regulatory agency staff and importers	Annually	Project Manager in consultation with NISC	Capacity development records, legislation and policy approval records, biosecurity inspection disposition, and procurement records, EDRR responses; and outreach activity records	<u>Assumptions:</u> - Additional revenues can be developed to support inspection and quarantine services. - Adequate laws and regulations are in place to support improved inspection and quarantine services nation-wide. - Local actors understand the role of IAS management in reducing social vulnerability - Buy-in at all levels of society, including timely reporting of novel species encounters. <u>Risks:</u> - Adequate resources to implement comprehensive inspection and quarantine coverage may not be provided - Sufficient trained and committed personnel unavailable to provide adequate coverage



Monitoring	Indicators	Description	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
<b>Project Outcome 2:</b> Integrating multi-sector land and seascape planning and management operational in Babeldaob states <sup>49</sup> to reduce threats to biodiversity and improve ecosystem services to benefit communities and state economies	Number of hectares of high conservation value ecosystems, including forests, mangroves and marine areas zoned/allocated for non-exhaustive use	<i>High conservation value forests, (including mangroves and marine areas) allocated for non-exhaustive use of at least 15,500 ha*, resulting in total avoided 435,492 tCO<sub>2</sub> over 20 year period</i> <i>(*includes 500ha forest protected from wildfires)</i>	<i>Conservation mapping, PAN data, field surveys, etc.</i>	Annually	PALARIS, PAN Office	PAN notification records, C data records	<u>Assumptions:</u> -Development strategies and management plans will be officially approved by State governments with allocation of funding for their implementation. - States will take active part in developing the strategies and implementation using new knowledge and skills from project -Local communities are convinced that critical habitats in their vicinities will benefit livelihoods and ecological security to them and they will participate in conservation and restoration work. -Local community-based institutions would establish an effective institutional mechanism to facilitate conservation outcomes. - Division of Forestry capacity enhanced to provide adequate leadership and support to states. <u>Risks:</u> -Administrative/political changes may undermine the implementation of the management plan strategies.
	Number of hectares of degraded forests and grasslands and coastal and marine areas outside PAN network rehabilitated	<i>At least 1,000 ha of degraded forests, grasslands and marine ecosystems restored through community actions resulting in total sequestration of 562,133 tCO<sub>2</sub> over 20 year period</i>	<i>Consultations with State officials, PAN, community groups, etc.</i>	Annually	State Agencies and PALARIS	Rehabilitation plans, monitored restoration plans, mapping, etc.	-Lack of capacity in government and communities to meet obligations related to project. -Conflicts between national, state local communities regarding management and access to natural resources may undermine integrated planning approaches. - Natural disasters/climate drivers exacerbate degradation.
	Change in status of populations of Micronesian Imperial Pigeon and Palauan Fruit Dove	<i>Maintained or improved populations of Micronesian Imperial Pigeon and Palauan Fruit Dove from current baselines of 3,000 and 1,600 individuals respectively (2014)</i>	<i>Baseline and monitoring surveys of populations</i>	Annually	Palau National Museum	Survey and monitoring reports	<u>Assumptions:</u> -Adequate technical capacity available for undertaking monitoring species populations -Pigeons are declining because of hunting, and improved enforcement will increase population -Fruit doves are declining because of habitat loss or degradation, and use of set-asides and best practices will lead to an increase in numbers. -Current monitoring of populations continues

<sup>49</sup> Covering 40,900 ha of land area and 100,000 of seascape up to limits of coral reef making a total of 140,900 ha

Monitoring	Indicators	Description	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
							<p><u>Risk:</u> -External factors beyond the control of the project (e.g. climate change) might effect bird populations negatively.</p>
	Extent of community-based land, forest, coastal and marine management regimes applied, including resultant changes in community incomes from current levels	Community-based land, forest, coastal and marine management regimes applied in at least 500 ha of additional areas resulting in sequestration of 460,681 tCO <sub>2</sub> over 20-year period and in 25% average increase in community incomes from current levels, of which at least 50% of beneficiaries are women.	Consultations community groups, NGOs, etc.	Annually	State Entities, NGOs and Project Manager	Best practice monitoring plans, community income assessment reports, monitored restoration plans, etc.	<p><u>Assumptions:</u> -Capacities of the CSOs on planning and developing sustainable practices sufficient after training -Local communities have economic interest in development of sustainable and new practices because they can provide more benefits than unsustainable ones.</p> <p><u>Risks:</u> Priorities of relevant state agencies in implementation of plans might be inconsistent with the objectives of conservation and livelihood development creating conflicts in sustainable natural resources use. -Any policy change (such as promotion of uncontrolled developments in tourism and infrastructure) that is not consistent with sustainable development may reduce impacts of project interventions. -Natural calamities may affect the ability of local communities to respond positively to holistic approaches to sustainable management of land and sea. -Partner Organizations (NGOs) are unable to mobilize adequate manpower and technical resources to support sustainable actions.</p>
<b>Project Outcome 3:</b> Integrated multi-sector planning and management operational in 264,686 ha of seascapes and coastal areas <sup>50</sup> in	Change in status of fish stocks in designated reef and sea grass areas based on biomass indices	Maintained or improved fish stocks in designated zones from existing baselines of Protected exposed reefs (outer reefs and channels) of 714kg/ha (with unprotected exposed reefs having 63% of this figure compared with MPAs) and 258kg/ha in	Baseline and monitoring surveys of populations	Annually	PICRC	Fish stock survey and assessment reports	<p><u>Assumptions:</u> -Adequate capacity and technical support available to monitor changes in species populations and ecosystem conditions -NGOs and other agencies will have adequate commitment and resources to implement rat eradication programs -Adequate biosecurity measures will be instituted by state governments to prevent</p>

<sup>50</sup> This includes land area (3,100 ha) and the surrounding marine area to the state nautical limit of 12 miles making a total of 264,686 ha (area up to coral reef limits including land area is 103,100 ha) Planning beyond the reef (and up to the 12 nautical mile limit) will only address deep sea fishing issues.

Monitoring	Indicators	Description	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
the Southern Lagoon to reduce threats to biodiversity and improve ecosystem services to benefit communities and state economies		<i>protected inner reefs (black reefs and patch reefs/reef flats) with unprotected reefs having 57% of this figure compared with MPAs</i>					<i>potential re-establishment of rats in cleared islands</i> <i>-Current fish stock monitoring programs continue.</i> <u>Risks:</u> <i>- Project period may be too short to reflect any substantial or measurable changes to population numbers and ecosystem conditions</i> <i>-External events, beyond the control of the project (climate events or other man-made actions) may have wide ranging impacts of species and ecosystem conditions, including movement of rats on floating debris from typhoons and storms</i>
	Change in status of coral cover at designated sites	<i>Maintained or increased percentage coral cover at designated sites from existing baseline of 27% of reefs having "medium" coral cover (25-50% cover), while 13% of reefs have "low" coral cover (&lt;10% cover)</i>	<i>Baseline and monitoring surveys of populations</i>	<i>Annually</i>	<i>PICRC</i>	<i>Monitoring and survey reports</i>	
	Change in nesting success rates (number of nests, number of eggs, hatchlings and survival rates) for Micronesian megapodes in selected sites previously occupied by rats	<i>Increased nesting success rates of Micronesian megapodes from selected sites previously occupied by rats from baseline values to be established in Year 1</i>	<i>Baseline and monitoring surveys of populations</i>	<i>Annually</i>	<i>Palau National Museum</i>	<i>Monitoring and survey reports</i>	
<b>Project Outcome 4:</b> Knowledge management, monitoring and evaluation support, equitable gender benefits and biodiversity conservation in Palau	Increase in percentage of sampled community members, tour operators and sector agency staff aware of potential conservation threats and adverse impacts of IAS	<i>At least 25% of sampled community members and 75% of tour operators and sector agency staff aware of potential conservation threats and adverse impacts of IAS with equitable knowledge among genders and social groups of which at least 50% are women</i>	<i>Household and tourism sector surveys</i>	<i>Annually</i>	<i>Project manager with support from consultancy services</i>	<i>Attitudinal survey reports</i>	<u>Assumptions:</u> <i>- Gender and Social Inclusion Mainstreaming Plan followed and benefits distributed equitably.</i> <i>-Stakeholders willing to actively participate in the review process.</i> <i>-Project management will be able to identify, document and disseminate the best practices</i> <i>-Mid Term Review and End of Project Evaluation of the project will also contribute to identifying the best practices</i>
	Percentage of fifth-grade students received updated "ridge to reef" curriculum, including IAS	<i>At least 90% of fifth-grade students received updated "ridge to reef" curriculum, including IAS, of which 50% are females</i>	<i>Surveys</i>	<i>Annually</i>	<i>Project manager with support from consultancy services</i>	<i>Student surveys and curriculum</i>	<i>-Best practices from GEF 5 on sustainable resource management readily available to resource users</i> <i>-Coordination arrangements between GEF 5 and GEF 6 effective</i>
	Number of best practices of sustainable land, coastal and marine resource use up-scaled by communities/households	<i>At least 18 best practices of sustainable land, coastal and marine resource use being up-scaled by 9 communities and being used by both genders and multiple social groups.</i>	<i>Documentation and field observations</i>	<i>MTR and Project Completion</i>	<i>Project manager with support from consultancy services</i>	<i>Best practice documents and proceedings of dissemination events and</i>	<u>Risks:</u> <i>-Government priorities may change from due to political pressure from resource users</i> <i>-Actions among the assorted agencies and NGOs remain uncoordinated</i> <i>-Community diversity will not be a hindrance to outreach activities</i>

Monitoring	Indicators	Description	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
						implementation reports	- Vulnerable groups are left out and continue using poor practices
<b>Mid-term GEF Tracking Tool</b>		<i>Completed in timely fashion</i>	Standard GEF Tracking Tool available at <a href="http://www.thegef.org">www.thegef.org</a> Baseline GEF Tracking Tool included in Annex.	After 2 <sup>nd</sup> PIR submitted to GEF	<i>Project Manager and UNDP CO</i>	Completed GEF Tracking Tool	<u>Assumption:</u> National and State government commitments to assessment
<b>Terminal GEF Tracking Tool</b>		<i>Completed in timely fashion</i>	Standard GEF Tracking Tool available at <a href="http://www.thegef.org">www.thegef.org</a> Baseline GEF Tracking Tool included in Annex.	After final PIR submitted to GEF	<i>Project Manager and UNDP CO</i>	Completed GEF Tracking Tool	<u>Assumption:</u> National and State government commitments to assessment
<b>Mid-term Review</b>		<i>Completed in timely fashion</i>	To be outlined in MTR inception report	Submitted to GEF same year as 3 <sup>rd</sup> PIR	<i>Project Manager and UNDP CO</i>	Completed MTR	<u>Assumption:</u> National and State government commitments to assessment
<b>Environmental and social risks, management plans, as relevant.</b>		<i>Completed in timely and diligent manner</i>	Updated SESP and management plans	Annually	<i>Project Manager UNDP CO</i>	Updated SESP	<u>Assumption:</u> National and State governments recognize and committed to manage social and environmental risks

## Evaluation Plan

Evaluation Title	Planned start date Month/year	Planned end date Month/year	Included in the Country Office Evaluation Plan	Budget for consultants <sup>51</sup>	Other budget (i.e. travel, site visits etc.)	Budget for translation
<b>Terminal Evaluation</b>	<i>March 30, 2024 3 months before operation closure</i>	<i>September 30, 2024 To be submitted to GEF within three months of operational closure</i>	<i>Yes Mandatory</i>	<i>USD 30,000</i>	<i>8,000</i>	<i>2,000</i>
<b>Total evaluation budget</b>				USD 40,000		

---

<sup>51</sup> The budget will vary depending on the number of consultants required (for full size projects should be two consultants); the number of project sites to be visited; and other travel related costs. Total number of working days per consultant not including travel is 25-30 working days, taking into account the dispersed geographic distribution of some States and target sites.

### Summary of Consultants and Contractual Services Financed by the Project

Consultant Assignment	Main Tasks	Required Qualifications	Deliverables	Person Months	Total Costs (USD)
<b>International Consultants (Individuals and/or Firms)</b>					
<b>1. Biodiversity and Biosecurity Mapping (Outputs 2.1 and 3.1)</b>	<p><b>Island-wide mapping of environmental and socio-economic factors by</b> 1) Defining and zoning the biological landscape; 2) Defining the human resource use or socio-economic land/seascape; 3) Intersecting the biological land/seascape with the human resource use and socio-economic factors; and 4) Identification of the Target Areas for Intervention within the Land/seascape:</p> <ul style="list-style-type: none"> <li>Using existing maps and resources in country, development of 2 separate thematic maps for the Babeldaob and Southern Lagoon landscapes/seascapes (1:50,000) that depict the spatial and temporal distribution of threatened species, biodiversity hotspots, hydrology, land/resource use, land/benthic cover, bio-corridors and critical wildlife habitats for further analysis and preparation of comprehensive landscape level conservation plans</li> <li>Identification of Biological Indicators for Assessing Conservation Values, including rapid assessment of distribution of key species and potential indicator species for monitoring changes and prepare inventory of species in different vegetation types and habitats; develop baseline inventories of the key indicator species and distribution maps and define standardized tools and techniques and monitoring protocols; develop a training package with modules to train staff and local communities in monitoring these indicators; define fixed sampling points; and development of within the landscape that can be monitored over the next years to quantify abundance and change in species. Monitoring protocol to be used for monitoring of the landscape condition, with indicators, baseline and monitoring and reporting arrangements.</li> </ul>	Institutions/Firms with extensive experience in GIS, remote sensing, resource mapping, conservation planning, wildlife management, training capability and preferably having in-house expertise in biological, social, wildlife, and forestry.	<ol style="list-style-type: none"> <li>A map or series of maps showing land/seascape zones or land/seascape areas for Babeldaob Island and Southern Lagoon characterized by degrees of conservation potential, compatible development potential and presence of competing or conflicting interests based on threats and opportunities</li> <li>Recommendations regarding conservation, sustainable land uses and livelihood activities suitable for different areas of the land/seascape based on threats and opportunities. In additional, there would be an outcome relating to recognition of institutional and coordination needs, capacity building and training required to enable convergence in planning, and implementation of activities at the land/seascape level.</li> </ol>	14 MMs (Year 1)	<p>195,000 (Travel separate)</p> <ul style="list-style-type: none"> <li>85,000 (Babeldaob) +</li> <li>80,000 (Southern Lagoon)</li> <li>+ 30,000 Travel</li> </ul>

Consultant Assignment	Main Tasks	Required Qualifications	Deliverables	Person Months	Total Costs (USD)
	<ul style="list-style-type: none"> <li>Mapping of the socio-economic parameters including demography, production, dependencies and livelihoods and development activities through rapid assessment</li> <li>Based on above features, map options and opportunities for Sustainable Resource Use and Livelihood and Conservation of Biodiversity.</li> </ul>				
<b>2. Database development (combines planning and biosecurity database work; Outputs 1.2 and 4.3)</b>	<p><b>Develop 2 linked/aligned databases:</b></p> <p><b>1) Planning:</b> Develop a protocol to improve the PALARIS database, including minimum standards for GIS data, aligned with the landscape/seascape planning process; and Identify and improve coordination of existing landscape/seascape data</p> <ul style="list-style-type: none"> <li>Conduct desk review of the existing geodatabases on biodiversity and other related topics</li> <li>Provide the guidelines and the specific technical protocols to develop an integrated geodatabase, in order to enable the landscape/seascape planning activities</li> <li>Provide a training course on the guidelines, specific technical protocols, including geodatabase updates and maintenance</li> <li>Oversee and support the geodatabase development (conducted by PALARIS officers) and verify the outputs</li> <li>Test and validate the geodatabase</li> <li>Provide a short handbook for the maintenance and update of the geodatabase</li> <li>Identify the needs in terms of equipment, software, hardware and specific services (for instance: web content and interoperability tools) and provide the tender technical documentation to purchase them</li> </ul> <p><b>2) Biosecurity:</b></p> <ul style="list-style-type: none"> <li>Develop a biosecurity database to hold detailed information on interceptions, treatments, fees collected, risk assessments conducted, novel organism reports, follow-up interviews,</li> </ul>	<p>Master's degree or higher in environmental science, computer science, spatial planning or related field; at least five years of relevant progressive work experience in GIS database development; sound knowledge of GIS applied to biodiversity conservation and/or landscape/seascape planning;</p> <p>Previous experience in GIS capacity building;</p> <p>Excellent analytical and report writing skills in English.</p> <p>Previous experience in webGIS platforms development is an advantage.</p>	<ol style="list-style-type: none"> <li>Guidelines and specific protocols for the integrated PALARIS geodatabase</li> <li>New biosecurity database, with guidelines and protocols for alignment and sharing with PALARIS database</li> <li>Training course materials</li> <li>Validation report of the integrated geodatabase</li> <li>Handbook for the maintenance and update of the geodatabase</li> <li>Technical reports tender technical documentation for equipment, software, hardware and specific services</li> </ol>	6 MM (Years 2-4)	<p>73,000 (Travel separate)</p> <ul style="list-style-type: none"> <li>18,000 (Palaris) +</li> <li>38,000 (Biosecurity) +</li> <li>10,000 (Align EDRR) +</li> <li>7,000 (Travel)</li> </ul>

Consultant Assignment	Main Tasks	Required Qualifications	Deliverables	Person Months	Total Costs (USD)
	<p>response field actions, monitoring and surveillance activities, organisms recovered, dispositions of all organisms recovered, current IAS established in the country and within each state, distribution of each established IAS at the state level, etc., with procedure for updating and access.</p> <ul style="list-style-type: none"> <li>Align database and recording sheets for Landscape Planning, NISSAP, and EDRR with national database.</li> <li>Train local counterparts in use of Biosecurity Database in conjunction with data collection sheets.</li> </ul> <p><b>3) Alignment:</b> Ensure alignment between PALARIS database and Biosecurity Database, as well as data sharing mechanism.</p>				
<b>3. EDRR Development (Output 1.3)</b>	<p><b>Develop 2 levels of EDRR systems, one at the national and one at the state level, with alignment:</b></p> <p><b>1) Development of national-state EDRR strategy</b> (aligned with NISSAP) with a functional reporting system and capacity to conduct EDRR activities, consisting at a minimum of these elements:</p> <ul style="list-style-type: none"> <li>Detection and Reporting (including identifying the potential volunteer/identifier base and their trainings needs, lists of potential target species and communication tools, and volunteer identification and data collection tools via website, walk-in, and telephone tools)</li> <li>Identification and Vouchering (to include a mapping module as part of a verification system)</li> <li>Rapid Assessment</li> <li>Planning</li> <li>Rapid Response (and identify members of rapid response network and procedures/protocols)</li> </ul> <p><b>2) Develop, capacitate and utilize a core state level EDRR response mechanism</b> (as demonstration for later scaling up nationally) with oversight at national level and integrate into ILSMP</p>	<p>Bachelor's degree in environmental science and/or specific experience working in Invasive species, preferably in the Pacific.</p> <p>Ability to work well with community and agency partners in a developing country situation.</p> <p>Previous experience in IAS planning, NISSAP, or EDRR; Excellent analytical and report writing skills in English.</p>	<ol style="list-style-type: none"> <li>Written EDRR plan developed in participation with teams on the ground and with financial analyst (for cost-recovery);</li> <li>Worksheets and data collection tools</li> <li>Content for training modules and materials</li> </ol>	4 MM (Year 2)	45,000 (Total; Travel inclusive)



Consultant Assignment	Main Tasks	Required Qualifications	Deliverables	Person Months	Total Costs (USD)
<b>4. Financial Analysis and Development (combines planning/best practice and biosecurity work; Outputs 1.3 and 2.2)</b>	<p><b>Prepare Financial Analyses and Action Plans for 2 aligned areas:</b></p> <p><b>1) Biosecurity:</b> Biosecurity Cost Recovery mechanisms development, to include at minimum:</p> <ul style="list-style-type: none"> <li>• Identification of the purpose and appropriate application,</li> <li>• Authority and entities with authority (including recommendations for changes to regulations, policies, plans, or organizational structures)</li> <li>• Stakeholder assessment and action plan</li> <li>• Identify potential challenges/problems and possible solutions.</li> <li>• Cost-Recovery methodology, to include cost-base, cost-models, applicable activities, and forecasts under potential scenarios</li> <li>• Templates and worksheets</li> <li>• Performance reporting and Assurance procedures</li> <li>• Proposed schedule of fees and charging structure</li> </ul> <p><b>2) Planning and Best Practices:</b></p> <ul style="list-style-type: none"> <li>• Design specific arrangements for benefit-sharing (e.g. financial benefits) and testing of financial incentives and tools, including analysis of Payment for Ecosystem Services and Carbon Credits, tax deductions, credits, etc. as part of establishment of new set-asides.</li> </ul>	<p>Bachelor's degree in a relevant field such as finance, business development studies, economics, environmental economics. Masters degrees will be an added advantage.</p> <p>At least 10 years of overall professional experience in financial analysis, with at least some experience in cost-recovery assessments.</p> <p>Experience in participatory research and documentation and analysis of cost-recovery systems in the Pacific is preferred.</p> <p>Knowledge and experience of IAS/Biosecurity.</p> <p>Demonstrated track record in preparation of documents, project proposals, evaluation reports.</p> <p>Excellent mastery of written English.</p>	<ol style="list-style-type: none"> <li>1. Biosecurity Cost-Recovery Statement and Action Plan</li> <li>2. Feasibility Analysis of potential benefit-sharing</li> </ol>	4 MM (Years 1, 2, and 4)	<p>70,000 (Total, Travel inclusive)</p> <ul style="list-style-type: none"> <li>• 50,000 (Biosecurity) +</li> <li>• 20,000 (Benefit sharing)</li> </ul>

Consultant Assignment	Main Tasks	Required Qualifications	Deliverables	Person Months	Total Costs (USD)
<b>5. NISSAP and Associated (Output 1.3)</b>	<b>Development of Country-level NISSAP and associated materials for its implementation:</b> <ol style="list-style-type: none"> <li>Drafting and approval of the NISSAP</li> <li>Develop and implement specific protocols for risk assessments for proposed species importation (risk assessments should be funded by the importer and conducted by topical experts selected by BOA); including red and green lists</li> <li>Develop protocols for new biosecurity regulations, policies, etc. including specific elements to address marine biosecurity including hull inspection and treatment options; protocols for addressing novel species at ports</li> </ol>	<p>Bachelor's degree in environmental science and/or specific experience working in Invasive species, preferably in the Pacific.</p> <p>Ability to work well with community and agency partners in a developing country situation.</p> <p>Previous experience in IAS planning, NISSAP, or EDRR; Excellent analytical and report writing skills in English.</p>	<p>Written NISSAP document, to include:</p> <ul style="list-style-type: none"> <li>Introduction and Palau context</li> <li>NISSAP linkages to other strategies, plans, frameworks, guidelines, etc.</li> <li>Guiding principles</li> <li>Goals, Themes and Outcomes</li> <li>Pathways analysis (international and internal)</li> <li>Roles and responsibilities</li> <li>Past and current programs/capacity (pre-border, border, and post-border)</li> <li>Legislation, conventions and agreements</li> <li>Action Plan, including: indicators, risks, costs, timing and responsibilities</li> <li>Monitoring and evaluation</li> </ul>	5 MM (Years 1-2)	<p>70,000 (Total, Travel inclusive)</p> <ul style="list-style-type: none"> <li>40,000 (NISSAP) +</li> <li>10,000 (Risk Assessments) +</li> <li>20,000 (Protocols for regulations)</li> </ul>
<b>6. Political Advocacy (Outputs 2.1 and 3.1)</b>	<b>Lobby and Advocate for ILSMPs:</b> <ul style="list-style-type: none"> <li><b>Conduct outreach and political advocacy</b> with high level national and state elected and traditional leaders to create support for Integrated Land Use/Spatial Planning.</li> <li><b>Develop educational and outreach materials</b> that are specific to the Palauan context and which can be reused by local partners.</li> </ul>	<p>Expertise in Integrated Land Use Planning</p> <p>Excellent Communication Skills (oral and written) and good powers of persuasion.</p> <p>Awareness and understanding of the Palauan context and ability to connect with stakeholders.</p> <p>Excellent partnership skills.</p>	<ol style="list-style-type: none"> <li>Report on in-person visits</li> <li>Communication and outreach materials that can be reused</li> </ol>	1 MM (Year 1)	<p>18,000 (Travel separate)</p> <ul style="list-style-type: none"> <li>8,000 (Outreach on Babeldaob)</li> <li>+ 5,000 (Outreach on Southern Lagoon)</li> <li>+ 5,000 (Travel)</li> </ul>
<b>7. SEA (Outputs 1.2, 2.1, and 3.1)</b>	<b>Develop and Apply SEA methodology and build capacity within country to continue SEAs post-project, through:</b> <ul style="list-style-type: none"> <li>Provide the guidelines for the application of SEA to landscape/seascape plans and biodiversity conservation policies in Palau</li> <li>Draft the methodology of the SEA process</li> <li>Provide a training course for national officers and consultants</li> </ul>	<p>Master's degree or higher in environmental science or related field;</p> <p>at least ten years of relevant progressive work experience in conducting SEA process;</p> <p>sound knowledge of biodiversity conservation and landscape/seascape planning;</p>	<p>Written guidelines for the application of SEA to landscape/seascape plans and biodiversity conservation policies in Palau.</p> <ol style="list-style-type: none"> <li>Specific sections of the SEA reports (methodology, key environmental analysis and assessments, monitoring and follow-up).</li> <li>Review of the SEA technical outputs.</li> </ol>	6 MM over entire duration of SEA processes	<p>69,000 (Total; Travel inclusive)</p> <ul style="list-style-type: none"> <li>50,000 (Integrated with EQPB) +</li> <li>14,000 (Babeldaob) +</li> <li>5,000 (Koror)</li> </ul>

Consultant Assignment	Main Tasks	Required Qualifications	Deliverables	Person Months	Total Costs (USD)
	<ul style="list-style-type: none"> <li>Conduct the key environmental analysis and assessments and report them in the SEA environmental reports</li> <li>Coordinate and oversee the activities of the national officers and consultants and review their technical outputs (reports and maps)</li> <li>Provide suggestions and recommendations in order to monitor and follow-up the SEA results and update the guidelines</li> <li>Participate the main meetings with the national, states and local authorities and the key players</li> </ul>	<p>Previous experience in environmental reporting (SEA environmental reports, Environmental Impact Statements, etc.);</p> <p>Previous experience in providing guidelines, handbooks or manuals for the application of the SEA;</p> <p>Excellent analytical and report writing skills in English.</p> <p>Previous experience in small islands is an advantage.</p>			
<b>8. Landscape/ Seascape Planner (Senior Advisor for ISLMPs) (Output 1.2)</b>	<p><b>Set up procedures and advise planning, including:</b></p> <ul style="list-style-type: none"> <li>Provide the guidelines for the landscape/seascape plans in Palau</li> <li>Draft the methodology of the landscape/seascape plans</li> <li>Provide a training course for national officers and consultants</li> <li>Design the first landscape/seascape plan in Palau and coordinate and oversee the activities of the national officers and consultants and review their technical outputs (reports and maps)</li> <li>For the following landscape/seascape plans, coordinate and oversee the activities of the national officers and consultants and review their technical outputs (reports and maps)</li> <li>Provide suggestions and recommendations in order to monitor and follow-up the plans' results and update the guidelines</li> <li>Participate in the main meetings with the national, states and local authorities and the key players</li> </ul> <p>In Year 3, conduct a review of plans that have been produced so far to determine level of</p>	<p>Master's degree or higher in environmental science, spatial planning or related field;</p> <ul style="list-style-type: none"> <li>At least ten years of relevant progressive work experience in conducting landscape/seascape plans, protected areas plans, biodiversity conservation programs;</li> <li>Previous experience in providing guidelines, handbooks or manuals for biodiversity conservation policies, landscape/ seascape planning and/or mainstreaming biodiversity conservation into the identified key sectors (fisheries, aquaculture, agriculture, forestry, tourism);</li> <li>Previous experience in small islands is an advantage.</li> </ul>	<p>Guidelines for the landscape/seascape plans in Palau</p> <p>Specific sections of the first plan outputs (methodology, main orientations, strategy, actions, zoning, follow-up)</p> <p>Review of the plans' technical outputs (maps and reports)</p>	7 MM (Years 1-3)	85,000 (Total; Travel inclusive)

Consultant Assignment	Main Tasks	Required Qualifications	Deliverables	Person Months	Total Costs (USD)
	mainstreaming and level of compliance with national biodiversity and biosecurity policies.	<ul style="list-style-type: none"> <li>Specific knowledge of one or more of the key sectors is an asset.</li> </ul>			
<b>National Consultants (Individuals)</b>					
<b>1. Best Practice Guidelines (combines biosecurity and others) (Outputs 1.3 and 2.3)</b>	<p><b>Review existing national and local documents for best practices in project's key sectors, and identify relevant best practices</b> from international guidance documents, and then compile/develop best practices and guidelines for:</p> <ul style="list-style-type: none"> <li>Review and identification of best practices concerning landscape/seascape planning, SEA applied to landscape/seascape planning and conservation policies and mainstreaming biodiversity conservation into the identified key sectors (fisheries, aquaculture, agriculture, forestry, tourism), especially within small islands and Small Island Developing States; <ul style="list-style-type: none"> <li>Particular emphasis on restoration of degraded lands.</li> </ul> </li> <li>Guidelines and best practices for use of native species for landscaping, aquaculture, agriculture and forestry</li> </ul>	<p>Bachelor's degree or higher in environmental science or related field; at least five years of relevant progressive work experience in biodiversity conservation and sustainable development; Previous experience in providing guidelines, handbooks or manuals on biodiversity conservation, sustainable development and/or landscape/seascape planning; Previous experience in small islands is an advantage. Specific knowledge of one or more of key sectors is an asset</p>	<p>2 Best practice guidelines:</p> <ol style="list-style-type: none"> <li>1 document on landscape/seascape planning and methods for mainstreaming and relevant best practices in the 5 project sectors;</li> <li>Best practice sheets (with photos) for use of native species.</li> </ol>	1.5 MM (Years 1,3)	<p>15,000</p> <ul style="list-style-type: none"> <li>5,000 ((Native species) +</li> <li>10,000 (Best practices for planning and in 5 sectors)</li> </ul>
<b>2. Business Planning Framework (Output 3.2)</b>	<p><b>Develop user-friendly manual, best practice guidelines, and templates to guide business planning</b> for small businesses and local/small-scale sustainable tourism ventures, plus develop instructions for their use, such that businesses mainstream biodiversity and biosecurity into the financial plans of the businesses.</p> <p>Set up and agree on the direct financing mechanisms and selection/evaluation of best practices by states based on the outcomes of ILSMPs; including criteria, reporting, and standards</p>	<p>Bachelor's degree or higher in economics, business, or related field.</p> <p>At least 2 years experience in sustainable tourism.</p> <p>Knowledge of IAS and biodiversity preferred.</p>	<ol style="list-style-type: none"> <li>Manual with guidelines for how to develop a small-scale, biodiversity-integrated business plan;</li> <li>Templates</li> <li>Instructions for use of the manual.</li> </ol>	2 MM (Year 4)	20,000
<b>3. Develop Legal and Planning Frameworks (combines biosecurity and others) (Outputs 1.2, 1.3, and 3.2)</b>	<ul style="list-style-type: none"> <li>Develop a framework and legal procedure to discuss and approve the landscape/seascape plans at the inter-institutional level (national and state levels), under the JCB</li> <li>Develop national framework for inter-state/inter-island biosecurity that details how</li> </ul>	<p>Understanding of Palauan modern and traditional laws</p> <p>Bachelor's degree, Master's Degree in Planning or Law degree preferred</p>	<ol style="list-style-type: none"> <li>Written documents guiding JCB's protocols for approving and implementing landscape/seascape plans</li> <li>Plans, protocols, and applicable regulations (recommended) for</li> </ol>	8 MM (Years 2-4)	<p>47,000</p> <ul style="list-style-type: none"> <li>20,000 (National framework for planning) +</li> <li>12,000 (Framework for</li> </ul>

Consultant Assignment	Main Tasks	Required Qualifications	Deliverables	Person Months	Total Costs (USD)
	<p>national-state mechanisms work and where oversight sits; with standardized roles</p> <ul style="list-style-type: none"> <li>Update rules and guidelines for leases and environmentally friendly practices (non-IAS)</li> <li>Integrate information from state level reviews into state tourism framework (non-IAS)</li> </ul>		<p>inter-state and inter-island biosecurity</p> <p>3. Updated rules for leases and other practices</p> <p>4. Text for updating state tourism frameworks</p>		<p>inter-state and inter-island biosecurity) +</p> <ul style="list-style-type: none"> <li>15,000 (guidelines for leases)+</li> <li>10,000 (integrate into tourism framework)</li> </ul>
<b>4. EDRR (Output 1.3)</b>	<ul style="list-style-type: none"> <li>Develop and implement an online reporting mechanism (or app)</li> <li>Develop national reporting hotline and go live (capacitation for use will be part of the EDRR training listed separately)</li> </ul>	Experience with App development, and with Palau's internet and telephone systems	<p>1. App or Web-based reporting system</p> <p>2. Telephone reporting system</p>	3 MM (Year 3)	20,000  10,000 (app) + 10,000 (hotline)
<b>5. Enforcement Review (Output 1.4)</b>	Conduct a National review of monitoring, surveillance, and enforcement systems and capacities across national and state offices, including needs; including in regards to Biosecurity needs and capacity	<p>Understanding of Palauan modern and traditional laws</p> <p>Bachelor's degree, Master's Degree in Planning or Law degree preferred</p>	Written review and recommendations for updating national monitoring, surveillance, and enforcement systems	2 MM (Year 2)	15,000
<b>6. Green Certification Program (Output 1.2)</b>	<p>Develop and pilot a Green Certification program criteria</p> <p>Launch the program with test segments and provide recommendations for scaling up</p>	<p>Bachelor's degree in environmental management, Master's in Business preferred</p> <p>Ability to partner well with government and the private sector</p>	Report on the recommended Green Certification System	4 MM (Year 1)	20,000
<b>7. Documenting restoration efforts, Restoration Manual (Output 2.3)</b>	<p><b>Documenting and Disseminating</b> successes and failures of restoration efforts (on paper, via the Internet, and by meetings)</p> <p><b>Development of a Land/Forest/Marine Restoration Manual</b> to include:</p> <ul style="list-style-type: none"> <li>Assessment of Community-based restoration efforts,</li> <li>Identification of Best Practices to reduce risks, and</li> <li>Production of a user-friendly manual to guide further restoration</li> </ul>	<p>Experience providing written and/or online manuals/documents to include both written sections and graphics.</p> <p>Bachelor's degree in an environmental field.</p> <p>Experience in land or marine restoration.</p>	<p>Dossier of written and online documentation and dissemination efforts</p> <p>Written and/or online manual with key sections (degraded land and marine areas) and graphics</p>	4 MM (Years 4-6)	22,000  12,000 (Documenting and disseminating)+ 10,000 (Manual)

Consultant Assignment	Main Tasks	Required Qualifications	Deliverables	Person Months	Total Costs (USD)
<b>8. Site-specific Management Plans (Output 2.2)</b>	<p><b>Develop or update Management Plans for High Conservation Value Forest or High Conservation Value Marine protected areas</b> which will include the plans for buffer zones, wildlife corridors and areas of high biodiversity significance outside protected areas HCVF/HCVM through:</p> <ul style="list-style-type: none"> <li>Preparation of site specific participatory natural resource management plans to be implemented by the local communities with support from conservation and development agencies, improvement and protection of ecosystem functions, mitigation of the impacts of resource use, institutionalizing sustainable use of natural resources and livelihood enhancement options by the community, wise and sustainable harvesting and restoration of degraded habitats;</li> <li>Collation and review of key environmental information required maintaining species and habitats, ensuring ecosystem services, managing threats to biodiversity and ecosystem services, environmental risks of climate change, environmental hazards and the state of forest, grazing and land degradation;</li> <li>Extensive consultation with key stakeholders, including local communities on their expected needs and services from these natural areas</li> </ul>	Individuals (or firms) with extensive experience in protected area management and conservation planning, documentation of wildlife and natural resources, environmental management, etc.	Management plans for the protected areas with proposals for buffer zones, wildlife corridors and areas of high biodiversity significance outside protected areas.	4 MM (Years 1-2)	20,000
<b>9. Setting up and leading the Environmental Planning Unit (EPU) (Output 1.1)</b>	<ul style="list-style-type: none"> <li>Serve as the first Environmental Planning Unit Coordinator, and in that capacity, set up protocols and partnerships to enable its functioning.</li> <li>Act as the Secretariat for the JCB</li> <li>Assist with the transition of the EPU to the eventual Bureau of Environment.</li> </ul>	<p>Master's Degree in environmental management or planning or equivalent</p> <p>Extensive experience with Palau's environment and decision making sectors.</p>	<p>Yearly work plan deliverables.</p> <p>Organizational plan for the EPU and the eventual BOE</p>	Full-time local hire (Years 1-5)	109,000
<b>10. Improving the functioning of the NISC Office (Output 1.3)</b>	<ul style="list-style-type: none"> <li>Act as a Coordination Assistant to the NISC Coordinator to improve functioning of the NISC and the NISCO</li> </ul>	Bachelor's degree in Office Management or equivalent	Yearly work plan deliverables as agreed with the NISC Coordinator.	Full-time local hire (Years 1-2)	30,000
<b>11. Rehabilitation and Restoration Plans (Output 2.3)</b>	<ul style="list-style-type: none"> <li>Assist with the development of rehabilitation and restoration plans for sites after they are identified through the ILSMP process</li> </ul>	Bachelor's degree in Environmental management or equivalent	Written plans to cover 1000 ha of land to be restored and/or rehabilitated	2 MM (Years 4-5)	10,000

Consultant Assignment	Main Tasks	Required Qualifications	Deliverables	Person Months	Total Costs (USD)
		Experience with environmental plans			
<b>12. Integrate information from state level reviews into state tourism frameworks in Koror and Peleliu (Output 3.2)</b>	<ul style="list-style-type: none"> <li>Draft recommendations and sections on IAS and Biosecurity for inclusion into Koror State's (and Peleliu if applicable) tourism framework, based on results of State reviews and ISLMP process</li> </ul>	Bachelor's degree in Environmental management or equivalent  Experience with environmental plans	Written sections that fit into Koror State's tourism and regulatory framework that dictate mainstreaming processes for IAS and Biosecurity.	2 MM (Year 3)	10,000
<b>13. Assisting with national survey of knowledge/understand of IAS issues and regular updating of Communications Strategy (Output 4.2)</b>	<ul style="list-style-type: none"> <li>Field assistance with a survey on awareness of IAS in preparation for the National IAS survey</li> <li>Tracking implementation of the Communications Strategy and annual updates</li> </ul>	Bachelor's degree in Environmental Management or Communications or equivalent	Data sheets and written assessments from surveys  Annual updates of the Communications Plan	3 MM (Year 3)	16,000
<b>14. Conducting research and mapping of gender roles within resource use and land planning (Output 4.1)</b>	<ul style="list-style-type: none"> <li>Conduct research on gender roles (and those of vulnerable peoples), as identified in the Gender Mainstreaming Action Plan</li> </ul>	Bachelor's degree in sociology of equivalent  Experience with gender roles in Palau	Research reports as identified in the Mainstreaming Plan	5 MM (Years 2-3)	25,000
<b>Contractual Services (Firms or NGOs)</b>					
<b>1. Architectural and/or Site Development Plans (Output 1.3)</b>	Develop site plans for biosecurity office, storage, quarantine, treatment and inspection areas at location decided by MNRET, BD, and State partners.	Architectural or construction planning firm	Implementable plans that will enable subsequent development of the site	3 MM (Year 1)	20,000
<b>2. Business Planning Support (Output 3.2)</b>	Provide support on and ongoing basis for environmentally-friendly business planning, such that businesses mainstream national and state biodiversity and biosecurity policies, protocols, and regulations	Small Business Center or equivalent  Ability to assist small businesses with Business Planning	At least 6 businesses helped to draft Business Plans	6 MM (Years 4-6)	18,000

Consultant Assignment	Main Tasks	Required Qualifications	Deliverables	Person Months	Total Costs (USD)
<b>3. Database and Monitoring, plus Training (Output 1.2)</b>	<ol style="list-style-type: none"> <li>1. Develop a GIS based environmental monitoring system that fits into the PALARIS database based on the landscape/seascape planning and evaluation approach</li> <li>2. Prepare and implement a capacity building program to broaden the number of GIS users in public administrations</li> <li>3. Identify, collect, catalog, and share sources of information publicly across sectors</li> <li>4. Manage regular schedule for information transfer between agencies and into PALARIS database</li> </ol>	<p>PALARIS or equivalent</p> <p>Organization with GIS capacity and access to Palau's geospatial data</p>	<p>Written protocols for collecting and managing data</p> <p>Capacity building materials and records from training events</p>	10 MM (Years 3-5)	<p>50,000</p> <ul style="list-style-type: none"> <li>• 15,000 (monitoring) +</li> <li>• 18,000 (training)</li> <li>• 12,000 (sharing information across sectors)</li> <li>• \$5000 (Annual information transfer)</li> </ul>
<b>4. Educational Programming (Output 4.2)</b>	<ol style="list-style-type: none"> <li>1. Develop content, school lesson plans on IAS prevention and management; outreach with MOE</li> <li>2. Produce school IAS materials; Printing and distribution</li> <li>3. Develop national-state IAS awareness strategy (including pre and post survey formats; linkages for support from Palau Community College (PCC), etc.)</li> <li>4. Develop materials and on the ground planning for national awareness activities (initial effort will be 3 months but overall this will need to continuous through the duration of the awareness efforts)</li> <li>5. Implement awareness activities on a regular basis</li> <li>6. Conduct post campaign survey and prepare final report</li> </ol>	<p>PCS or equivalent</p> <p>Organization with nationwide reach and ability to conduct awareness campaigns that reach multiple segments of the public</p>	<ol style="list-style-type: none"> <li>1. School lesson plans</li> <li>2. Printed school materials</li> <li>3. IAS Awareness strategy and annual performance reports and updates</li> <li>4. Printed and other awareness materials</li> <li>5. Report on surveys</li> <li>6. Final report</li> </ol>	12 MM (Years 2-6)	<p>160,000</p> <ul style="list-style-type: none"> <li>• 5,000 (content and lessons) +</li> <li>• 30,000 (printing) +</li> <li>• 15,000 (IAS awareness strategy) +</li> <li>• 100,000 (on-the-ground awareness)+</li> <li>• 10,000 Post-campaign survey and report</li> </ul>
<b>5. Facilitate and Write ISLMPs (combines biosecurity and others; multiple topics) (Outputs 2.1 and 3.1)</b>	<ul style="list-style-type: none"> <li>• Participatory Visioning</li> <li>• Cooperative drafting and finalization of the ILSMP through consultations and participatory analyses</li> <li>• Draft and seek approval for state ILSMPs from elected leadership, as well as private sector / landowners / leaseholders</li> <li>• Preparation of site-specific plans for HCVFs and HCVMAs, including for sustainable tourism (e.g. identification of tourism products); including biosecurity activities (Development of</li> </ul>	<p>PCS or equivalent</p> <p>Organization with land use planning expertise and ability to partner well with communities, local leaders, and government agencies</p>	Agreed ISLMPs for states as agreed in a Yearly work plan (up to 9 total)	15 MM (Years 1-5)	<p>181,000</p> <ul style="list-style-type: none"> <li>• 14,000 (Visioning-Babeldaob) +</li> <li>• 6,000 (Visioning-S Lagoon)+</li> <li>• 10,000 (Drafting-Babeldaob) +</li> <li>• 24,000 (Drafting - S Lagoon)</li> <li>• 20,000 (Leadership and</li> </ul>



Consultant Assignment	Main Tasks	Required Qualifications	Deliverables	Person Months	Total Costs (USD)
	<p>protocols for conservation of species and removal of IAS)</p> <ul style="list-style-type: none"> <li>• Cooperative drafting and finalization of the ILSMP through consultations and participatory analyses; Adjustment of existing zones in Koror, alignment with RISL Management Plan, governance systems</li> <li>• Support facilitator(s) to assist states</li> <li>• Incorporate information from state level reviews into state planning documents and develop state specific EDRR plans that are integrated into ILSMPs; include national mapping (CRB, freshwater fish from 1.2) into State plans</li> <li>• Incorporate information from state level reviews into state planning documents and develop state specific EDRR plans that are integrated into ILSMPs; include national mapping (CRB, freshwater fish from 1.2) into State plans</li> </ul>				<p>landowner agreement-Babeldaob) +</p> <ul style="list-style-type: none"> <li>• 12,000 (Leadership and landowner - S Lagoon)</li> <li>• 45,000 (Facilitator-Babeldaob)</li> <li>• 25,000 (Facilitator-S Lagoon) +</li> <li>• 21,000 (Incorporate state EDRRs-Babeldaob)</li> <li>• 4,000 (Incorporate EDRRs-S Lagoon)</li> </ul>

## Carbon Calculation Overview

The emission of greenhouse gases (GHG) under baseline and project scenarios was calculated using the FAO EX-Ante Carbon Tool (EX-ACT version 7.1.8d) for three ecosystems targeted by the project (upland forests, savannah and mangroves), based on the following broad set of activities (management regimes):

- protection of high conservation value upland forest for non-exhaustive use (14,000 ha);
- protection of mangroves for non-exhaustive use (1,000 ha);
- reforestation of degraded savannah grasslands along forest edges to reduce risks from wildfires and IAS (1,000 ha);
- sustainable management of degraded community lands for crops and trees (500 ha); and
- protection of forests from wildfires (500 ha).

The project will reduce emissions and sequester a total of 1.458 million tCO<sub>2</sub> eq over a 20-year period, which is consistent with the estimate of 775,511 tCO<sub>2</sub>eq over a 10-year interval generated for the PIF using EX-ACT. A breakdown of the CO<sub>2</sub> emissions reduction/sequestration is provided in the table below for target areas, together with a screen shot of the EX\_ACT results. These data provide the basis of certain targets in the Project Results Framework (Section VI).

No.	Land cover	Management	Area (ha)	Emissions reduction (tCO <sub>2</sub> eq)		Comments
				Annual	20 years	
i.	HVC Forest	Conserve status quo	14,000	-9,703	-194,062	15,000 ha upland forest in PIF revised to include 1,000 ha mangrove (20% of Palau's total mangrove) to support ridge-to-reef connectivity, mostly in Babeldaob.
ii.	Mangrove	Conserve status quo	1,000	-1,232	-24,641	
iii.	Savannah - degraded	Restore to forest	1,000	-28,107	-562,133	Degraded grass/scrub land along forest edges, reducing risks of wildfires and IAS.
iv.	Community lands	Restore to crops/trees	500	-23,034	-460,681	Focuses on wise use of degraded land, working with communities (400-500 HH).
v.	Forest	Protect from wildfires	500	-10,839	-216,789	Fire damages some 500 ha forest annually.
	<b>Total</b>		<b>17.000</b>	<b>-72,915</b>	<b>-1,458,306</b>	

Key inputs to EX-ACT include the following:

DESCRIPTION TAB	Input	Comment	Source
Mean annual temperature (°C)	27	Koror	Climate data sourced from: www.fao.org/ag/agp/agpc/doc/counprof/southpacific/palau.htm Vegetation classified as wet tropical forest, based on climate.
Mean annual precipitation (mm)	3,630	30-year average	
Soils	Volcanic	Mostly ancient and of volcanic origins	
Project period	6 years		
Accounting	20 years	Hence, 14 years capitalisation.	

**Deforestation rates** of 0.3%<sup>52</sup> and 0.8<sup>53</sup>, respectively, were applied to the HCVF upland (highest point is 242 m) and mangrove forests to generate the CO<sub>2</sub> emissions figures from the reduction in forest loss over the project period (250 ha for upland forest and 47 ha for mangrove). These rates are considerably much lower than the annual deforestation rate of 13% used in the PIF.

**LAND USE CHANGE and MANAGEMENT DEGRADATION tab settings are shown in the screen shots below.**

**The EX-Ante Carbon-balance Tool (EX-ACT)**

Start Description **Land Use Change** Crop production Grassland Livestock Management Degradation Coastal Wetlands Inputs Investments Fisheries Aquaculture Detailed Results

### 2.1. Deforestation

AEZ map Zone 1 = Tropical rain forest Zone 2 = Tropical moist deciduous forest Zone 3 = Tropical dry forest Zone 4 = Tropical shrubland

Type of vegetation that will be deforested	HWP# (SDM/ha)	Fire Use? (y/n)	Final use after deforestation	Forested area (ha)		Deforested area (ha)		Total Emissions (tCO <sub>2</sub> -eq)		Balance		
				Start	Without	Without	With	Without	With			
Forest Zone 1	0	NO	Set aside	14000	13750	14000	D	250	0	194,068	0	-194,068
Mangrove	0	NO	Set aside	1000	953	1000	D	47	0	24,636	0	-24,636
Select the vegetation	0	NO	Select Use after deforestation	0	0	0	D	0	0	0	0	0
Select the vegetation	0	NO	Select Use after deforestation	0	0	0	D	0	0	0	0	0
Select the vegetation	0	NO	Select Use after deforestation	0	0	0	D	0	0	0	0	0
Select the vegetation	0	NO	Select Use after deforestation	0	0	0	D	0	0	0	0	0
Select the vegetation	0	NO	Select Use after deforestation	0	0	0	D	0	0	0	0	0
#Harvested Wood Products				0	0	0	D	0	0	0	0	0
<b>Total Deforestation</b>										218,704	0	-218,704

**Tier 2**

### 2.2. Afforestation and Reforestation

AEZ map Zone 1 = Tropical rain forest Zone 2 = Tropical moist deciduous forest Zone 3 = Tropical dry forest Zone 4 = Tropical shrubland

Type of vegetation that will be planted	Fire Use? (y/n)	Previous land use	Area that will be afforested/reforested		Total Emissions (tCO <sub>2</sub> -eq)		Balance			
			Without	With	Without	With				
Forest Zone 1	NO	Degraded Land	0	D 1000	0	-562,133	-562,133			
Select the vegetation	NO	Select previous use	0	D 0	0	0	0			
Select the vegetation	NO	Select previous use	0	D 0	0	0	0			
Select the vegetation	NO	Select previous use	0	D 0	0	0	0			
Select the vegetation	NO	Select previous use	0	D 0	0	0	0			
Select the vegetation	NO	Select previous use	0	D 0	0	0	0			
Select the vegetation	NO	Select previous use	0	D 0	0	0	0			
Select the vegetation	NO	Select previous use	0	D 0	0	0	0			
<b>Total Afforestation</b>								0	-562,133	-562,133

**Tier 2**

### 2.3. Other Land Use Changes

Fill with your description Initial land use Final land use Message Fire Use? (y/n) Area transformed (ha) Total Emissions (tCO<sub>2</sub>-eq) Balance

Fill with your description	Initial land use	Final land use	Message	Fire Use? (y/n)	Area transformed (ha)		Total Emissions (tCO <sub>2</sub> -eq)		Balance			
					Without	With	Without	With				
Sustainable community-based management regimes	Degraded Land	Perennial/Tree Crop		NO	0	D 500	0	-152,231	-152,231			
Select Initial Land Use		Select Final Land Use	Fill Initial LU	NO	0	D 0	0	0	0			
Select Initial Land Use		Select Final Land Use	Fill Initial LU	NO	0	D 0	0	0	0			
Select Initial Land Use		Select Final Land Use	Fill Initial LU	NO	0	D 0	0	0	0			
Select Initial Land Use		Select Final Land Use	Fill Initial LU	NO	0	D 0	0	0	0			
Select Initial Land Use		Select Final Land Use	Fill Initial LU	NO	0	D 0	0	0	0			
Select Initial Land Use		Select Final Land Use	Fill Initial LU	NO	0	D 0	0	0	0			
Select Initial Land Use		Select Final Land Use	Fill Initial LU	NO	0	D 0	0	0	0			
Select Initial Land Use		Select Final Land Use	Fill Initial LU	NO	0	D 0	0	0	0			
Select Initial Land Use		Select Final Land Use	Fill Initial LU	NO	0	D 0	0	0	0			
<b>Total Other LUC</b>										0	-152,231	-152,231

**Tier 2**

**The EX-Ante Carbon-balance Tool (EX-ACT)**

Start Description Land Use Change Crop production Grassland Livestock **Management Degradation** Coastal Wetlands Inputs Investments Fisheries Aquaculture Detailed Results

### 5.1. Forest degradation and management

AEZ map Zone 1 = Tropical rain forest Zone 2 = Tropical moist deciduous forest Zone 3 = Tropical dry forest Zone 4 = Tropical shrubland

Type of vegetation that will be degraded	Degradation level of the vegetation			Fire occurrence and severity			Area (ha)			Total Emissions (tCO <sub>2</sub> -eq)		Balance			
	Initial State	At the end	With project	Without	Periodicity (year)	Impact (% burnt)	Without	Periodicity (year)	Impact (% burnt)	Start	Without				
													Without	With	Without
Forest Zone 1	Moderate	Large	Moderate	YES	1	100%	NO	1	100%	500	500	D 500	216,788	0	-216,788

<sup>52</sup> Colin, P. 2009. Marine Environments of Palau (Based on deforestation figures from 2001-2005. No newer figures exist.)

<sup>53</sup> Kitalong, A.H. 2008. Forests of Palau: A long-term perspective (Figure based on a 0.04km<sup>2</sup>/yr<sup>-1</sup> loss from existing 48km<sup>2</sup> mangrove cover in the whole of Palau)

## Additional Information on Indicators and Monitoring

Those indicators in the Results Framework that have been quantified come from standardized, regular monitoring programs or otherwise follow scientific protocols, and will be repeated within the timeframe of the project.

### Mandatory Indicator 1.3.1

Just over 115,000 hectares of near shore marine and terrestrial areas in Babeldaob and the Southern Lagoon are protected and managed under the Palau Protected Areas Network and/or as a World Heritage Site. Membership in the PAN requires formal protection as well as minimum management standards, and is a crucial step towards achieving effective conservation. Square area is determined via GIS mapping through the national GIS database at PALARIS.

### Mandatory Indicator 1.3.2

A full census was completed in Palau in 2015, which included the number of households in each state. There were 763 households in the 7 Babeldaob States to be engaged directly in the project plus Peleliu; plus there were an additional 3,070 households in Koror.

In May 2017 as part of PPG activities the local consultant conducted surveys of each of the project states. One of the questions queried the number of individuals who had participated in biodiversity conservation, IAS management, of environmental capacity building activities in the previous year. Based on the number of youth and adults provided in answer to the question, the number of households engaged was estimated.

### Indicator 5

Four different versions of standardized scorecards were used in May 2017 with a diverse array of stakeholders:

1. The land/seascape planning scorecard was done at the national level during the National Gender Assessment and Capacity Scorecard workshop. 18 participants agreed by consensus on baseline and target scores.
2. The land/seascape planning scorecard was done individually by each state during one-on-one meetings in May 2017. In some states only 1 person provided scores; in others, as many as 8 individuals agreed on scores by consensus. Scores were then averaged for all states.
3. The National Environmental Management scorecard was assessed by the same group of 18 individuals at the National workshop in May 2017. This was a rapid assessment where participants looked at the scores developed in 2014 for the CB2 grant and agreed on new (or the same) scores.
4. A Biosecurity Scorecard was developed by using the National Environmental Management Scorecard and replacing “environmental management” with “IAS/Biosecurity management.” 5 members of the NISC agreed on scores by consensus as a meeting in May 2017.

### Indicator 6

As required by law, EQPB tracks the number of permits issued, the number of EAs required, and the number of violations and Stop Work orders, among other data collected.

### Indicator 9

As reported in the 2017 State of the Environment Report, 12,500 hectares of forest were classified as “degraded” during a 2014 Forest Inventory and Analysis, conducted as a partnership between the Palau Division of Forestry and the US Forest Service (USFS). Data are publicly available via the USFS webpage. The forest survey is repeated approximately every 10 years (e.g. 2003 and 2014). PALARIS is also digitizing comprehensive land cover data collected in 2016 and 2017, including forest cover and status.

### Indicator 10

Birds are monitored annually as part of the National Program for Monitoring Forest and Coastal Birds, conducted by the Belau National Museum (a semi-government institution). The Program is mandated to produce an annual report with the results of monitoring. The Monitoring program operates via indicator species; the Micronesian Pigeon and Palau Fruit Dove are indicators of forest health. Peer-reviewed journal articles have arisen from the program<sup>54, 55</sup>, which follows standard, scientifically valid methods. Population estimates

<sup>54</sup> Olsen, Alan and Milang Eberdong. 2016. Bird Species Richness at a World Heritage Site in Palau. *Micronesica* (in press).

<sup>55</sup> Olsen, Alan, Milang Eberdong, Heather Ketebang, Princess Blailes, and Po-Hao Chen. 2016. Survey of Megapode Nesting Mounds in Palau, Micronesia. In press.

of the Pigeon and Fruit Dove were taken from annual reports by the Belau National Museum (prepared by Dr. Alan Olsen) to the Protected Areas Network and Belau Watershed Alliance in 2014 and 2015.

### Indicators 12 and 13

Marine sites are monitored every two years by the Palau International Coral Reef Center (PICRC), a semi-government autonomous institution that is mandated (and funded) to monitor the nation's coral reefs. Data are analyzed every 2 years, or more frequently. Surveys are conducted at 23 permanent monitoring sites located around Palau within 3 coral reef habitats: outer reef, patch reef, and inner reef. Coral reef monitoring protocols are described in several published studies,<sup>56,57 58</sup>At each site and depth (3 m and 10 m), five 50-m transects were haphazardly placed following the depth contour of the reef, leaving a few meters in between transects. Along each transect, data on benthic coverage (including live coral cover), fish abundance and size, and juvenile coral density and size are recorded. Biomass is then calculated from fish on a list of 40 resource species. Standing biomass in well protected MPAs was defined as the expected "pristine" biomass in each individual location, which varies by location on the reef (outer/exposed reefs; inner and patch reefs/sheltered). For Live Coral Cover, "High" was defined as having over 50% live coral cover based on historical data going back to pre-1998. "Medium" was defined as having between 25 and 50% live coral cover. "Low/Severely Degraded" was defined as having less than 10% live coral cover. The proportion of reefs nationwide was calculated using PICRC's long-term coral reef monitoring data and extrapolated to areas that were not surveyed but had similar habitat type and exposure.

---

<sup>56</sup> Barkley HC, Cohen AL, Golbuu Y, Starczak VR, DeCarlo TM, Shamberger KEF. 2015. Changes in coral reef communities across a natural gradient in seawater pH. *Sci Adv* 1:e1500328–e1500328.

<sup>57</sup> Golbuu, Y., S. Victor, L. Penland, D. Idip Jr, C. Emaurois, K. Okaji, H. Yukihiro, A. Iwase, R. van Woesik. 2007. Palau's coral reefs show differential habitat recovery following the 1998-bleaching event. *Coral Reefs* 26: 319. doi:10.1007/s00338-007-0200-7.

<sup>58</sup> Golbuu, Yimnang; Gouezo, Marine; Kurihara, Haruko; Rehm, Lincoln; Wolanski, Eric. 2016. Long-term isolation and local adaptation in Palau's Nikko Bay help corals thrive in acidic waters. *Coral Reefs*, Volume 35, Issue 3, pp.909-918.

### Assumptions and Risks of the Project's Theory of Change

Number	Assumptions	Risks
1	<ul style="list-style-type: none"> <li>-National inter-sectoral and multi-stakeholder institutional coordination framework will have appropriate membership and government support to enable its effective functioning</li> <li>-The institutional framework will contribute to facilitate coordination and integration of sector planning and programs, backed by the government willingness to adopt legislative, policy and institutional reforms</li> </ul>	<ul style="list-style-type: none"> <li>-Government funding support for appropriate funding of land/seascape planning approaches and NISSAP may be insufficient due to potential changes of national priorities or financial constraints</li> <li>-Stakeholders (agencies and sectors) may be unwilling to cooperate and exchange information due to other corporate priorities (e.g. tourism promotion or infrastructure development), challenging the potential to work collaboratively to support integrated planning approaches and the implementation of NISSAP and establishing comprehensive pre-border and border security for IAS prevention and spread</li> </ul>
2	<ul style="list-style-type: none"> <li>-There is Babeldaob State governments recognition and willingness to provide staff and additional resources to plan and implement integrated land/seascape management and implement comprehensive strategy for IAS prevention and surveillance and develop EDRR capacity</li> <li>-State governments will provide adequate legislation, funding and oversight to enable implementation of best practices in agriculture, aquaculture, fisheries, forestry and tourism, including IAS control and management</li> </ul>	<ul style="list-style-type: none"> <li>-Priority of State governments and local communities might shift if project benefits take long to manifest</li> <li>-State ownership of land and sea resources can complicate implementation of environmental assessment and management oversight</li> <li>-The invasiveness of many terrestrial and marine species is unknown, making it difficult to determine exactly where efforts should be focused on in relation to IAS eradication</li> </ul>
3	<ul style="list-style-type: none"> <li>-Protection of marine ecosystems and their biodiversity will have the Government of Palau and State Government of Koror increase its efforts and commitment to ensure that tourism, aquaculture and fisheries activities are sustainable and low impact</li> <li>- Private sector entities are convinced that the health of critical coastal and marine ecosystems is critical to ensure that the benefits from the tourism sector are not compromised</li> </ul>	<ul style="list-style-type: none"> <li>-Conflicts between national, state and community regarding management and access to natural resources and priority shifts may undermine integrated planning approaches</li> <li>-Natural disasters and climate drivers exacerbate degradation of marine and coastal systems and their attendant biodiversity</li> <li>-Lack of understanding of the need for long-term commitment to ensure success in eradication of IAS and biosecurity might undermine any eradication successes</li> </ul>
4	<ul style="list-style-type: none"> <li>-Gender and social inclusion plan followed and benefits distributed equitably</li> <li>-Recognition that IAS impacts everyone at all levels will ensure that prevention and management efforts receive public and governments support, ensuring their continuance and maximizing their effectiveness</li> <li>-Stakeholders responsible for hosting database systems, providing data and information are willing to collaborate and share information and resources openly</li> </ul>	<ul style="list-style-type: none"> <li>-Actions among the assorted agencies and CBOs remain uncoordinated and their priorities may be different than the government's priorities</li> <li>-Lack of commitment of resources, information and personnel may compromise on the effectiveness of the awareness effort</li> <li>-Vulnerable groups are left out and continue using poor practices</li> </ul>
5	<ul style="list-style-type: none"> <li>-National and international macroeconomic conditions remain stable</li> <li>-Politicians, local communities, resort owners, importers and shipping agents recognize benefits of IAS prevention and control</li> <li>-Willingness of institutions to share responsibilities and work collaboratively</li> </ul>	<ul style="list-style-type: none"> <li>-Lack of continuing political support for project actions on integrated land/seascape planning, interventions on biosecurity and continuing financial support for implementation of regulation and policies can set back achievement of long-term successes in biodiversity and natural ecosystems protection</li> <li>-Poor or lack of continuing commitment of budget and staffing resources, infrastructure and equipment for IAS surveillance and monitoring</li> </ul>

**UNDP Project Quality Assurance Report**

*-See separate file-*

**UNDP Risk Log**  
*-See separate file-*



**HACT Micro-Assessment of Project Implementing Partner**

*-See separate file-*

**Standard Letter of Agreement between UNDP and the Government for the Provision of Support Services**

*-See separate file-*

### List of People Consulted during Project Development

1. Aimeliik State Governor
2. Alan Olsen
3. Ann Kitalong, BNM, The Environment, Inc.
4. Ann Singeo, Ebiil Society
5. Baudista Sato, Ebiil Society
6. Biosecurity Staff 2, NISC
7. Bola Bajekobaje, PCS
8. Bouveau Anastacio, BPT
9. Brenda Santos, DFWP
10. Carol Emaurois, PICRC
11. Charlene Mersai, NEPC
12. Chubby Mai, Ngchesar State
13. Colin Joseph, Koror State Department of Conservation and Law Enforcement
14. Dave Idip, PALARIS
15. Dr. Yimnang Golbuu, Palau International Coral Reef Center
16. Eyos Rudimch, Speaker, Koror State Legislature
17. Faith Swords, Ministry of Education
18. Fred Sengebau, BOA, NISC
19. Geraldine Rengiil, PICRC
20. Governor, Peleliu State
21. Gwen Sisior, GEF5, MNRET
22. Heather Ketebengang, Palau Conservation Society
23. Ilolang Mary Frances Remengesau, Governor Ngeremlengui State Government
24. Informal Member, President's Economic Advisory Group (EAG)
25. Isaac Bai, Governor, Ngaraard State Government
26. Isaac Bai, Ngaraard State Governor
27. Ismael Renguul, Ngiwal State
28. Jennifer Ngiraiwet, Ngardmau State PAN Coordinator
29. Jerome Temengil, Ngaraard State PAN
30. Jersey Iyar, Ngatpang State Governor
31. Jevon Sato, Ebiil Society
32. Joel Miles, NISC
33. John Tarkong Jr., Customs Office, MOF
34. Jose Ise, Koror State Government
35. Joy Shmull, PICRC
36. Joyce Beouch, Ebiil Society
37. Joyce Beouch, Island Conservation
38. Juana Temarsel, Ebiil Society
39. Kalie Rengulbai, EQPB
40. Kiblas Soaladaob, SGP
41. Kimie Ngirchechol
42. King Sam, GEF OFP, and MNRET
43. Klouldil Singeo, Gender Division
44. Kyoko April, Ngarchelong State Legislator
45. Leon E. Remengesau
46. Leonard Basilius, PCAA
47. Lolita Gibbons Decherong
48. Madelsar Ngiraingas, BTA
49. Malsol Nobuo, Fire and Rescue, Bureau of Public Safety
50. Melwert Kikuo, Peleliu State
51. Michael Aulerio
52. Mingrang Kloulchad, CFO, PICRC
53. Ngaraard State Office Staff
54. Ngardmau State PAN Assistant
55. Ngardmau State Planning Commission Chair
56. Ngardmau State Planning Commission Member
57. Ngardmau State Planning Commission Staff
58. Obi Foober Skebong, PAN
59. Patty Kloulechad, Ebiil Society
60. Pauline, Palau PAN and NISC
61. Pia Morei, BNM
62. Pua Michael, NISC
63. Ray Marino, Bureau of Tourism
64. Ray Skilang, Biosecurity, NISC
65. Sharon Sakuma, Local UNDP Office
66. Sherri, Aimeliik State Office Staff
67. Sual Blesam, Environmental Quality Protection Agency
68. Stephanie Nakamura, PCC
69. Steven Victor, The Nature Conservancy
70. Tarita Holm, Ngardmau State Planning Commission Member
71. Thomas Tutii, Division of Marine Law
72. Todd Ngiramengior, Office of the President
73. Toluk Sakazia, Ngardmau State OSCA
74. Tublai Ililau, WestCare
75. Umai Basilius, Palau Conservation Society
76. Umiich Sengebau, Minister, MNRET
77. Yalap Yalap, PCS, NISC

## UNDP Capacity Development Scorecards

## 1. National Landscape/ Seascape Planning Framework Scorecard

Baseline determined in May 2017 through two rounds: 1 during a meeting with the GEF6 Core Team (4 representatives from 4 organizations), plus the external consultant and in-country UNDP representative and 2 during a National Capacity Scoring and Gender Analysis Workshop held on May 10, 2017. 17 Stakeholders representing 12 National and State organizations participated. Scores were agreed by consensus.

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score	Mid-project Target Score	EOP Target Score	Comments	Next Steps	Contribution to which Outcome
Capacity to conceptualize and formulate policies, legislations, strategies and programs								
1.1. Is there a legal mandate and regulatory framework for Landscape/ Seascape Planning & Management across boundaries?	No	0	0	1	2	EQPB has a permitting system authorized by law, as part of that permits must have authorization from at least the Ministry of Cultural Affairs. There is a constitutional mandate for nationwide planning, resulting in a nationwide Master Plan. But there is no specific mandate for nationwide Landscape Planning.  The Palau National Marine Sanctuary PNMS covering all marine waters and the PAN have regulatory mechanisms for cross-sector coordination within biodiversity conservation. However each process works individually and there is no process to plan across boundaries.  EQPB policy encourages inter-agency review of EA/EIS, but this is not a legal requirement.	As part of the project, establish the necessary subcommittees under the NEPC and hire the Coordinator for MNRET’s future Environmental Planning Unit. Conduct mapping, through which multiple agencies and States will participate. Hire consultant to determine legislative needs and draft legislation.	1
	Legal requirements exist only for attention to environmental concerns in sector planning	1						
	Law to establish inter-agency coordination for Landscape/ Seascape Planning approved	2						
	Regulations to implement inter-agency coordination for Landscape/ Seascape Planning approved and operational	3						
1.2. Does a POLICY exist for integrating land with coastal / marine management, including recognition of the biophysical and social/cultural connections between these environments?	No	0	2			There are a number of different policies in preparation or have been prepared but are not being implemented, including the Sustainable Land Management Policy, NBSAP, PNMS, and PAN.  The Policies themselves are not connected or aligned in a formal sense.	Review implementation needs of national policies and determine how policies will be mainstreamed in to Landscape/ Seascape Plans.  Assign responsibility for national policies to appropriate subcommittees in the NEPC once committees have been established.	1
	Policy only requiring attention to environmental concerns in sector planning	1						
	Policy requiring inter-agency coordination to achieve biodiversity and ecosystem services mainstreaming in Landscape/ Seascape Planning in prep	2						
	Policy requiring inter-agency coordination to achieve biodiversity and ecosystem services mainstreaming in Landscape/ Seascape Planning approved	3						
1.3. Does a PROCESS exist for mainstreaming biodiversity and ecosystem services into Landscape/ Seascape Planning & Management?	No recognition of land-sea connections in existing policies	0	0	1	2	There are ad hoc and NGO-driven processes to mainstream policies, but no mandate to do so and no process in place. For instance, SGP grants must consider relevant national policies and plans.  Policies generally recognize the need to mainstream biodiversity and ecosystem services across boundaries but don’t provide for a process.  The PAN has a process for mainstreaming through the establishment of criteria for management plans.	Establish mechanisms for members of NEPC and Planning Teams to mainstream national and state policies and scientific findings into resultant work plans and Landscape/ Seascape Plans. Develop a project schedule that takes into account national reporting events such as the National Environmental Symposium, State of the Environment Report every other year, State of the Republic Address annual, PAN Reporting quarterly and project reporting so that inputs can be identified and accessed.	1, 2, and 3
	Policies reflect the need for integrated management of land and seascapes without connections	1						
	Land-sea connections are reflected in some policies but are not comprehensive	2						
	Land-sea connections are comprehensively reflected in holistic policy	3						
1.4. What is the status of existing Landscape/ Seascape Plans	There are no such plans	0	1	2	2	There are national Seascape Plans through the PNMS. The PAN is also developing a national-level Strategy based on national biodiversity priorities. There are no similar landscape plans. There is no coordination between the land policies SLM and seascape plans, except in a few demonstration watershed sites in protected areas.	As part of the project, establish the necessary subcommittees under the NEPC and hire the Coordinator for MNRET’s future Environmental Planning Unit. Conduct mapping, and then work with states to establish Landscape/ Seascape Planning Teams to use maps.	All
	They are in the beginning Stages, or are outdated	1						
	They are in the process of being drafted	2						
	Landscape/ Seascape Plans are completed and adopted.	3						
1.5. What is the status of existing Landscape/ Seascape Plan IMPLEMENTATION and management?	There is no implementation	0	1	2	2	PNMS and PAN are being implemented.	Once Landscape/ Seascape Plans are completed, the project will support testing of Best Practices and demonstration-site implementation of aspects of plans.	2 and 3
	They are in the beginning stages of implementation	1						
	Implementation is progressing, but with significant barriers	2						
	The plans are being fully implemented	3						
Capacity to implement policies, legislation, strategies and programs								
	No	0	0	2	3			1, 2, and 3

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score	Mid-project Target Score	EOP Target Score	Comments	Next Steps	Contribution to which Outcome
<b>2.1. Is there a permanent coordinating body mandated to implement Landscape/ Seascape Planning &amp; Management across boundaries?</b>	Coordinating body appointed but only temporary or not functional	1				The NEPC was only reconstituted in 2016. Currently the NEPC is not mandated to implement projects; it is mandated to coordinate between the government agencies that have implementation mandates. The NEPC does not have adequate representation across States and stakeholders, as it is national government only.	As part of the project, establish the necessary subcommittees under the NEPC, the State Planning Teams, and hire the Coordinator for MNRET's future Environmental Planning Unit. Identify national and state policies that need to be mainstreamed across boundaries and build capacity through trainings and consultancies to do planning and implement plans. Update the NEPC Executive Order and ensure a Planning Body is included in draft legislation.	
	Permanent coordinating body operational but with functional limitations	2						
	Coordinating body operational, has annual work plan targets and reports annually on progress to regional government	3						
<b>2.2. Does the coordinating body have an annual operating budget?</b>	No	0	0	1	1	The NEPC budget includes Secretariat, but has no funding for implementation. This is direct from the National Government not reliant on grants for annual operations. The funding for NEPC is insufficient to meet even work plan targets, although there are no formal work plan targets because there is no annual work plan linked to Landscape/ Seascape Planning.	Identify funding needs and sources.	
	Yes, but this is only sufficient to meet selected work plan targets	1						
	Yes, sufficient to meet most work plan targets	2						
	Yes, sufficient for full implementation of annual work plan	3						
<b>2.3. Does the coordinating body have adequate representation from multiple scientific, traditional, and social sectors?</b>	No	0	2	3	3	The NEPC has no State representation and is National government. There is no body with State, Private, and NGO representation.	Establish the appropriate subcommittees under the NEPC using the ad hoc authority, and confirm the participation of multiple stakeholders identified in the Project Document, including business and private sector and State representatives.	1, 2, and 3
	Representation is from one sector only	1						
	There is representation from more than one sectors, but it does not include adequate representation of all stakeholders	2						
	Full systematic representation from multiple sectors	3						
<b>2.4. Is the coordinating body actively engaged in Landscape/ Seascape Planning?</b>	No	0	0	1	2	There is no body engaged in Landscape/ Seascape Planning.	Establish all planning units called for in the project, engage the services of technical experts and consultants, and begin planning through the mapping exercise.	1, 2, and 3
	The body engages in planning on an ad hoc basis	1						
	The body engages in planning on a semi-consistent basis, but this is inadequate to complete plans	2						
	The body is actively and consistently involved in Landscape/ Seascape Planning with evaluation	3						
<b>2.5. Is there a common vision or guiding principle for Landscape/ Seascape Planning?</b>	No	0	1	2	3	There are several national level visions, such as Pristine Palau and the vision in the Sustainable Land Management Policy, National Climate Change Policy, and PNMS. There is no coherent vision across sectors.	After the mapping exercise, task each Planning Team with developing a coherent vision that considers cross-sectors and cross-boundaries. The vision should also consider gender mainstreaming and inclusivity goals.	All
	A vision is in development, or is outdated	1						
	A Vision or Design principles have been proposed, but are supported or understood by only a few stakeholders	2						
	A stakeholder-driven vision and design principles forms the underlying basis of Landscape/ Seascape Plans	3						
<b>2.6. Are Landscape/ Seascape Planning &amp; Management requirements incorporated into the different Agency's and Organization's plans and Strategy's?</b>	No	0	1	2	2	Incorporation of National Policies are integrated across work plans in an ad hoc basis. PAN requirements are integrated into management plans for sites.	Identify national level and state level priorities and policies that need to be mainstreamed into work plans.  Begin annual joint work planning by the NEPC and its subcommittees to determine and model and appropriate process.	1, 2, and 3
	Unsystematic, ad hoc inclusion of Landscape/ Seascape Planning issues and requirements	1						
	Relatively systematic attention to land/seascape planning issues and requirements	2						
	Full systematic attention to land/seascape planning issues and requirements including formalized coordination arrangements.	3						
<b>2.7. Are Landscape/ Seascape Planning &amp; Management requirements including biodiversity and ecosystem services mainstreamed</b>	No	0	1	1	2	National development plans such as the 2020 Master Plan and the Mid-Term Development Plan consider biodiversity and ecosystem services but do not mandate their inclusion. On-the-ground development is driven by private businesses and by states opportunistically. The only legal mandates for mainstreaming come from EQPB's permitting requirements.	Create land/seascape planning teams at state level and ensure representatives are empowered and that resultant plans will have the force of law. Work with states to pass legislation and leasing requirements. Reach out to business sector partners to sit on NEPC	All
	Unsystematic and ad hoc, only including legally mandated environmental safeguards	1						
	Relatively systematic attention to Landscape/ Seascape requirements but not fully taking biodiversity and ecosystem services into account	2						

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score	Mid-project Target Score	EOP Target Score	Comments	Next Steps	Contribution to which Outcome
into development plans?	Full systematic mainstreaming of Landscape/ Seascap Planning issues including formalized screening for biodiversity and ecosystem services in planning procedures	3					subcommittees and State Planning Teams. Include requirements in outreach materials.	
2.8. Are Landscape/ Seascap Planning & Management requirements incorporated into EA/EIS procedures for development projects?	No	0	1	2	2	EQPB’s EA requirements do not have strong protections and very few development projects trigger the EIS requirement, which does have more stringent requirements. EQPB’s regulations are outdated. Projects are encouraged to avoid harming the environment but in many cases there is no way to enforce these requirements.	Outside of this project, EQPB is conducting a review and update of its regulations. The project will need to partner with EQPB to keep Planning Teams fully abreast of changes and to mainstream the new regulations into plans.	1
	EA/EIS procedures are applied but with little attention to avoidance or mitigation of development impacts	1						
	EA/EIS procedures take into account available biodiversity and ecosystem services knowledge and include avoidance and mitigation measures	2						
	Proactive measures are taken to avoid impacts on biodiversity and ecosystem services through Landscape/ Seascap Planning and detailed EA/EIS procedures for projects in environmentally sensitive areas	3						
2.9. Are Landscape/ Seascap Plans coordinated with other site-specific plans such as PAN Management Plans?	No	0	0	1	2	Currently there is awareness of the need to align and coordinate within the marine sectors, but as there are no Landscape/ Seascap Plans beyond a few draft Master Plans in 3 states there is no way for PAN or Site Plans to be aligned.	Improve coordination mechanisms at MNRET to align the PAN Program with Landscape/ Seascap Planning, such as by hiring coordinator for future Environmental Planning Unit and by building criteria into state level plans to consider PAN and other site level plans.	1, 2, and 3
	There is some awareness of the need to coordinate individual with larger scale plans	1						
	Coordination of site and larger scale plans has begun	2						
	Site-level and Landscape/ Seascap Level Plans are fully coordinated	3						
Capacity to mobilize information and knowledge								
3.1. What information on biodiversity, ecosystem services, and socio-economic vulnerability exists to support Landscape/ Seascap Planning?	Information is virtually lacking	0	1	2	2	Spatial information on the marine sector is quite good, but there are significant gaps on land and in the mangroves. High resolution maps exist for parts of Babeldaob, but not country-wide.  The SLM Policy identified some information needs, but there is no clarity on what information exactly is needed to conduct Landscape/ Seascap Plans.	First, identify the information needs for Landscape/ Seascap Planning.  Conduct the mapping exercise through the project, including filling of information gaps.	1, 2, and 3
	Some information exists but is of poor quality and/or limited coverage of geographic and thematic subjects	1						
	Adequate information exists and is mostly of good quality, but gaps remain in quality, coverage and/or updating	2						
	Good quality information exists covering required geographical and thematic subjects and is updated to support planning purposes	3						
3.2. Is information on biodiversity, ecosystem services, and socio- economic vulnerability available in a useful form to support Landscape/ Seascap planning?	No information is available in a useable form	0	1	1	2	Data is plentiful and much of it is in useful form for mapping and planning. There are gaps in socio-economic spatial information. Existing information is located at many locations throughout Palau.	Outside of this project, the GEF-funded CB2 project is identifying locations of information and creating PALARIS as a coordinating mechanism. Information at PALARIS is in usable GIS form, but few have the capacity to access it. At the state level few have this type of technical capacity.  The project will build the capacity for Planning Teams to use the existing information.	
	Limited information is available in a useable form	1						
	Adequate information is available in a useable form, but some challenges remain	2						
	A wide range of adequate information exists in a useable form	3						
3.3. Is information on the biophysical connections between land and sea environments available in a useful form to support Landscape/ Seascap Planning such as connectivity, river flows, sedimentation,	No information is available in a useable form	0	1	2	2	There is good information for the marine sector, particularly in terms of coastal dynamics and connectivity between marine habitats. Most information is housed at PICRC that is accessible but limited in its personnel capacity to analyze individual requests.  There is limited information on terrestrial and freshwater connectivity.	The mapping exercise should identify relevant cross-sector connections, and help identify information needs.  This project does not have a large investment in research, thus Landscape/ Seascap Plans will need to follow the National Climate Change Policy’s “No Regrets” principle.	1, 2, and 3
	Limited information is available in a useable form or is not readily accessible	1						
	Adequate information is available in a useable form, but is not accessible or some other challenges remain	2						
	A wide range of adequate information exists in a	3						



Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score	Mid-project Target Score	EOP Target Score	Comments	Next Steps	Contribution to which Outcome
nutrient enrichment, pollution, coastal dynamics, climate drivers, and sea level rise?	useable form and is readily accessible							
3.4. Do planning authorities have the capacity to make use of available information on biodiversity, ecosystem services, and socio- economic vulnerability in planning processes?	There is no mechanism for taking account of such information	0	0	1	2	There is limited capacity for state-based leasing authorities and existing planning commissions e.g. in Koror and Ngardmau to make use of information without technical expertise. For instance Koror has its own leasing program, but it does not always consider biodiversity and it is unclear if they have a process for considering ecological information.  In some cases there is strong political or economic pressure to ignore available information e.g. Airai gives out leases even where Master Plan indicates it is not ecologically beneficial to do so.	The Project incorporates trainings, consultations, multiple stakeholders, and outreach to build technical capacity.	1, 2, and 3
	The information is only used in an ad hoc, non-systematic manner	1						
	A systemic approach exists for making use of such information but is not effectively utilized	2						
	A systemic approach is utilized to good effect	3						
Capacity to engage and build consensus among all stakeholders								
4.1. Have sectoral agencies established the partnerships needed to achieve mainstreaming of biodiversity and ecosystem services in Landscape/ Seascape Planning practices?	Sectoral agencies operate in isolation	0	1	2	3	Some ad hoc partnerships are in place, but there are no legal mandates. These existing partnerships have many gaps; for instance few link land with the sea and are separated by sector.	Significantly expand the stakeholder participation in Landscape/ Seascape Planning through creation of the NEPC’s subcommittees and State Landscape/ Seascape Planning Teams and by inclusion of the business sector, states, and NGOs. At the NEPC, identify partnership needs to mainstream policies into agency work plans.	1
	Some partnerships are in place but there are significant gaps, and existing partnerships achieve little	1						
	Many partnerships are in place with a wide range of stakeholders, but gaps remain and partnerships have limited effectiveness	2						
	Effective partnerships established with a wide range of stakeholders to enable effective mainstreaming of biodiversity and ecosystem services in Landscape/ Seascape Planning practices	3						
4.2. Do existing Landscape/ Seascape Plans have the political commitment required for effective implementation?	There is no political will at all, or worse, the prevailing political will runs counter to the interests of mainstreaming biodiversity into sectoral plans	0	1	1	2	There is growing political will, with rather strong political desire for a National and State Master Plans. However often political will is not strong enough to withstand economic forces.	As requested by elected officials during the Project Document preparation, conduct expert- and foreigner-led outreach on the importance of Landscape/ Seascape Planning and create a clear understanding of the process and benefits of implementing such plans.	1, 2, and 3
	Some political will exists, but is not strong enough to make a difference	1						
	Reasonable political will exists, but is not always strong enough to fully support mainstreaming of biodiversity into sectoral plans	2						
	There are very high levels of political will to support mainstreaming of biodiversity into sectoral plans	3						
Capacity to monitor, evaluate, report and learn								
5.1. 1. Do institutions engaged in Landscape/ Seascape Planning have effective internal mechanisms for monitoring, evaluation, reporting, and learning on biodiversity and ecosystem services mainstreaming?	No internal mechanisms exist for monitoring, evaluation, reporting or learning	0	1	2	2	Much reporting and evaluation is done at the Project level or within individual agencies. At the national level there has been progress in national level reporting with the reconstitution of the NEPC and the implementation of a National Environment Symposium and State of the Environment Report combined with State of the Republic reports. Agency Performance Reports tend to report only budgets and not on objectives.  PICRC conducts some monitoring of the marine environment and there is disconnected monitoring of terrestrial habitats and species through BNM, EQPB, and Forestry. However there are no systems to evaluate, as the data is often not used and there is no evaluation rubric to compare to.  PAN and PNMS have some institutional monitoring and evaluation against environmental criteria.	Develop a template for Landscape/ Seascape Plans that includes clear monitoring and evaluation.	1 and 4
	There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak	1						
	Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be	2						
	Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	3						
	Total	63	16	32	43			

## 2. State Landscape/ Seascape Planning Framework Scorecards

Baseline scores for each State determined in May 2017 through interviews with key informants or groups from each State. When possible, scores were agreed by consensus.

Capacity Result / Indicator	Staged Indicators	Rating	Aimeliik State**	Melekeok State	Airai State	Ngchesar State	Ngaraard State	Ngeremlengui State	Ngarchelong State	Ngardmau State	Koror State	Peleliu State
<i>How many people and who participated in scoring exercise?</i>			2: Governor and Staff	1: Technical Advisor at PCS	1: Technical Advisor at PCS	1: Technical Advisor at PCS	3: Governor, PAN Coordinator, & Office Staff	1: Governor	8: 1 Legislator, Ebiil Society, and WestCare	3: State Planning Commission	2: Department of Conservation and Law Enforcement current and former	1: Consultant based on meeting with Governor in February 2017
<b>Capacity to conceptualize and formulate policies, legislations, strategies and programs</b>												
<b>1.1. Is there a legal mandate and regulatory framework for Landscape/ Seascape Planning &amp; Management across boundaries?</b>	No	0	0	1	1	0	0	0	0	2 Law exists, but regulations not in place	1 Legal mandate for Department of Conservation and Law Enforcement to work with other agencies within Koror State and with partner agencies in government	0
	Legal requirements exist only for attention to environmental concerns in sector planning	1										
	Law to establish inter-agency coordination for Landscape/ Seascape Planning approved	2										
	Regulations to implement inter-agency coordination for Landscape/ Seascape Planning approved and operational	3										
<b>1.2. Does a POLICY exist for integrating land with coastal / marine management, including recognition of the biophysical and social/cultural connections between these environments?</b>	No	0	0	0	1	0	0	0	1 There are channels for Ebiil Channel and PAN Sites, as well as plans for Northern Reefs	3 State policies exist mandating land use planning. It has been fully endorsed. The OSCA PAN Site Network also integrates across land and sea.	1	0
	Policy only requiring attention to environmental concerns in sector planning	1										
	Policy requiring inter-agency coordination to achieve biodiversity and ecosystem services mainstreaming in Landscape/ Seascape Planning in prep	2										
	Policy requiring inter-agency coordination to achieve biodiversity and ecosystem services mainstreaming in Landscape/ Seascape Planning approved	3										
<b>1.3. Does a PROCESS exist for mainstreaming biodiversity and ecosystem services into Landscape/ Seascape Planning &amp; Management?</b>	No recognition of land-sea connections in existing policies	0	0	0	1	0	0	0	0 Although there is draft watershed legislation	2 It is not comprehensive	2 These are very different processes for zoning plans, World Heritage site planning, PAN management planning. There is some ad hoc alignment	0
	Policies reflect the need for integrated management of land and seascapes without connections	1										
	Land-sea connections are reflected in some policies but are not comprehensive	2										
	Land-sea connections are comprehensively reflected in holistic policy	3										
<b>1.4. What is the status of existing Landscape/ Seascape Plans</b>	There are no such plans	0	0	1 Recently completed Master Plan, starting with Land Use Planning	3 Airai has a Watershed Management Plan that consider land and sea and which has been adopted	0	0	1	1 For Marine only, with the Northern Marine Managed Area	2 Master Plan has been drafted and Land Use Planning is underway. Master Plan has not been adopted.	1	0 PAN Site is marine only
	They are in the beginning Stages, or are outdated	1										
	They are in the process of being drafted	2										
	Landscape/ Seascape Plans are completed and adopted.	3										
<b>1.5. What is the status of existing Landscape/ Seascape Plan IMPLEMENTATION and management?</b>	There is no implementation	0	0	1	1	0	0	1	1 For marine only	2 There are political and economic barriers to adopting the Master Plan and then	2 Plans are being well implemented in the Rock Islands. Zoning is followed but	0
	They are in the beginning stages of implementation	1										
	Implementation is progressing, but with significant barriers	2										



	The plans are being fully implemented	3								implementing it. Work outside the OSCA is slow.	with many exemptions	
<b>Capacity to implement policies, legislation, strategies and programs</b>												
<b>2.1. Is there a permanent coordinating body mandated to implement Landscape/ Seascape Planning &amp; Management across boundaries?</b>	No	0	0	2	1	0	1 Public Lands Authority, but only consider the land with a narrow focus on leasing	1 Public Lands Authority, but not thinking big picture	1 Public lands, Northern Reefs planning team not active anymore	2 Planning Commission	1 Numerous bodies are functional but none with Landscape/ Seascape purview. Includes Department of Public Works, Conservation and Law Enforcement, Building and Zoning Commission, Planning Commission, KSPLA. All work a bit on planning in ad hoc fashion, but without tight links	1 PLA only, but most leasing direct from Governor's office
	Coordinating body appointed but only temporary or not functional	1										
	Permanent coordinating body operational but with functional limitations	2										
	Coordinating body operational, has annual work plan targets and reports annually on progress to regional government	3										
<b>2.2. Does the coordinating body have an annual operating budget?</b>	No	0	0	1	1	0	1	1 Revenue from leases	1	2	2	1
	Yes, but this is only sufficient to meet selected work plan targets	1										
	Yes, sufficient to meet most work plan targets	2										
	Yes, sufficient for full implementation of annual work plan	3										
<b>2.3. Does the coordinating body have adequate representation from multiple scientific, traditional, and social sectors?</b>	No	0	0	1	1	0	1	2	2	3 Women and the poor represented	2	0
	Representation is from one sector only	1										
	There is representation from more than one sectors, but it does not include adequate representation of all stakeholders	2										
	Full systematic representation from multiple sectors	3										
<b>2.4. Is the coordinating body actively engaged in Landscape/ Seascape Planning?</b>	No	0	0	1	1	0	0	0	1 Marine, some NGO activities connect land with sea	3 Although evaluation is limited, but body is actively and consistently engaged in planning.	2	0
	The body engages in planning on an ad hoc basis	1										
	The body engages in planning on a semi-consistent basis, but this is inadequate to complete plans	2										
	The body is actively and consistently involved in Landscape/ Seascape Planning with evaluation	3										
<b>2.5. Is there a common vision or guiding principle for Landscape/ Seascape Planning?</b>	No	0	1 The State has been pursuing a high end investment strategy, including attracting wealthy retirees with a potential housing subdivision and a golf course. This is not formal.	1	1	0	0	0	0	3	1 There is no statewide vision. Individual plans have a vision. Commons goals are to protect resources and be able to use at a sustainable level.	0 Internal conflict within the state on a long-term vision
	A vision is in development, or is outdated	1										
	A Vision or Design principles have been proposed, but are supported or understood by only a few stakeholders	2										
	A stakeholder-driven vision and design principles forms the underlying basis of Landscape/ Seascape Plans	3										
	No	0	0	0	1	0	0	0	0	1	1	0

2.6. Are Landscape/ Seascap e Planning & Management requirements incorporated into the different Agency's and Organization's plans and Strategy's?	Unsystematic, ad hoc inclusion of Landscape/ Seascap e Planning issues and requirements	1									No agency-based Strategic Planning as part of implementing Master Plan yet; OSCA Management Plan considered in planning for tourist sites	The Rock Island Management Plan is incorporated into multiple agency's work plans not just Conservation and Law Enforcement.				
	Relatively systematic attention to Landscape/ Seascap e Planning issues and requirements	2														
	Full systematic attention to Landscape/ Seascap e Planning issues and requirements including formalized coordination arrangements	3														
2.7. Are Landscape/ Seascap e Planning & Management requirements including biodiversity and ecosystem services mainstreamed into development plans?	No	0	1	0	1	0	0	0	0	1	OSCA Management Plan requirements considered in tourism businesses operating on site. No statewide economic development plan.	0	1			
	Unsystematic and ad hoc, only including legally mandated environmental safeguards	1														
	Relatively systematic attention to Landscape/ Seascap e requirements but not fully taking biodiversity and ecosystem services into account	2														
	Full systematic mainstreaming of Landscape/ Seascap e Planning issues including formalized screening for biodiversity and ecosystem services in planning procedures	3														
2.8. Are Landscape/ Seascap e Planning & Management requirements incorporated into EA/EIS procedures for development projects?			No additional State requirements													
2.9. Are Landscape/ Seascap e Plans coordinated with other site-specific plans such as PAN Management Plans?	No	0	1	0	1	0	2	PAN Sites were coordinate d with Emergency Response Plan for state	1	2	3	The OSCA Site Plans and other plans in the state such as free trade zone were integrated into Master Plan and now into Land Use Plan	1	0		
	There is some awareness of the need to coordinate individual with larger scale plans	1														
	Coordination of site and larger scale plans has begun	2														
	Site-level and Landscape/ Seascap e Level Plans are fully coordinated	3														
Capacity to mobilize information and knowledge																
3.1. What information on biodiversity, ecosystem services, and socio-economic vulnerability exists to support Landscape/ Seascap e Planning?	Information is virtually lacking	0	1	Especially for conservatio n areas	1	2	1	1	Especially for PAN Sites and watersheds	2	Especially for the terrestrial forests and parks in the state. State has been site of forestry surveys, including on invasive species. Also, marine environment s, especially within the Ngermeduu Bay Biosphere Reserve have been well studied.	1	2	Information has so far been adequate for planning	1	2
	Some information exists but is of poor quality and/or limited coverage of geographic and thematic subjects	1														
	Adequate information exists and is mostly of good quality, but gaps remain in quality, coverage and/or updating	2														
	Good quality information exists covering required geographical and thematic subjects and is updated to support planning purposes	3														
3.2. Is information on biodiversity,	No information is available in a useable form	0	1	1	1	1	1	Although held with	2	1	2	1	There is a lot of old data	2		

ecosystem services, and socio- economic vulnerability available in a useful form to support Landscape/ Seascape planning?	Limited information is available in a useable form	1						National Governme nt				sitting in various researcher offices that has not been analyzed or made accessible.	has been made available
	Adequate information is available in a useable form, but some challenges remain	2											
	A wide range of adequate information exists in a useable form	3											
3.3. Is information on the biophysical connections between land and sea environments available in a useful form to support Landscape/ Seascape Planning such as connectivity, river flows, sedimentation, nutrient enrichment, pollution, coastal dynamics, climate drivers, and sea level rise?	No information is available in a useable form	0	0	1 Only state with high resolution topograph y and sea level rise data	1	1	1 State only has access to portion of informatio n	2	1 Especially noting importance of traditional knowledge on connectivit y in the Northern Reefs and around the land into the water	1	1	1	
	Limited information is available in a useable form or is not readily accessible	1											
	Adequate information is available in a useable form, but is not accessible or some other challenges remain	2											
	A wide range of adequate information exists in a useable form and is readily accessible	3											
3.4. Do planning authorities have the capacity to make use of available information on biodiversity, ecosystem services, and socio- economic vulnerability in planning processes?	There is no mechanism for taking account of such information	0	1	1	1	0	2 PAN Planning team has many of the nation's experts	1	1	1	1 There is a lot of information for Koror State, especially the marine environment, but planning bodies don't know how to access it, use it, or see the importance of such information.	0	
	The information is only used in an ad hoc, non-systematic manner	1											
	A systemic approach exists for making use of such information but is not effectively utilized	2											
	A systemic approach is utilized to good effect	3											
Capacity to engage and build consensus among all stakeholders													
4.1. Have sectoral agencies established the partnerships needed to achieve mainstreaming of biodiversity and ecosystem services in Landscape/ Seascape Planning practices?	Sectoral agencies operate in isolation	0	1	1	1	1	1 Given PAN relationshi ps	1	1	1	1	0	
	Some partnerships are in place but there are significant gaps, and existing partnerships achieve little	1											
	Many partnerships are in place with a wide range of stakeholders, but gaps remain and partnerships have limited effectiveness	2											
	Effective partnerships established with a wide range of stakeholders to enable effective mainstreaming of biodiversity and ecosystem services in Landscape/ Seascape Planning practices	3											
4.2. Do existing Landscape/ Seascape Plans have the political commitment required for effective implementation?	There is no political will at all, or worse, the prevailing political will runs counter to the interests of mainstreaming biodiversity into sectoral plans	0	1	1	0	0	1	1	2	2	2	1 Some clear desire to develop a Master Plan	
	Some political will exists, but is not strong enough to make a difference	1											
	Reasonable political will exists, but is not always strong enough	2											

	to fully support mainstreaming of biodiversity into sectoral plans											
	There are very high levels of political will to support mainstreaming of biodiversity into sectoral plans	3										
Capacity to monitor, evaluate, report and learn												
5.1. 1. Do institutions engaged in Landscape/ Seascape Planning have effective internal mechanisms for monitoring, evaluation, reporting, and learning on biodiversity and ecosystem services mainstreaming?	No internal mechanisms exist for monitoring, evaluation, reporting or learning	0	1	0	0	0	1	1 These include PAN Progress reports, State Performance Reports, and reporting to the State Congress every quarter	0	0 Nothing state-wide, although OSCA has reporting and evaluation at the site level.	1	0
	There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak	1										
	Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be	2										
	Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	3										
	<b>TOTAL</b>	<b>60</b>	<b>9</b>	<b>15</b>	<b>21</b>	<b>4</b>	<b>13</b>	<b>17</b>	<b>17</b>	<b>39</b>	<b>25</b>	<b>9</b>

**\*\* Ngiwal State and Ngatpang State could not be surveyed in time for the Project Document. Based on available information, their scores were deemed to be similar to that of Aimeliik and Peleliu (9 for each).**

Aimeliik State	9
Melekeok State	15
Airai State	21
Ngchesar State	4
Ngaraard State	13
Ngeremlengui State	17
Ngarchelong State	17
Ngardmau State	39
Ngiwal	13
Koror State	25
Peleliu State	9
Ngiwal	9
Ngatpang	9
Average Score at Baseline	15/60

**Mid-Term Scores: Calculated based on getting every project state to a minimum of 1 in each category: 23/60**

**EOP Score: Raising every project state by a score of 1 in each category: 35/60**

### 3. National Biosecurity Framework Scorecard

Baseline determined in May 2017 through two rounds: 1 as a Key Informant Interview with the recently retired former National Invasive Species Coordinator, and 2 as a Focus Group Meeting with four members of the National Invasive Species Committee. Scores were agreed by consensus.

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score	Mid project Target Score	EOP Target Score	Comments	Next Steps	Contribution to which Outcome
CR 1: Capacities for engagement								
1.1. Degree of legitimacy/ mandate of lead Biosecurity and IAS organizations	Organizational responsibilities for environmental management are not clearly defined	0	2	2	3	The Biosecurity Act clearly defines the roles and powers of government agencies tasked with Biosecurity. Updated regulations coming out of the Biosecurity Act define actions. However, awareness is not high among all stakeholders, especially not community or business. Awareness is higher among environmental stakeholders.	Develop NISSAP and regulations, and improve staffing and training. Conduct cross training. Improve general awareness, including about agencies.	1
	Organizational responsibilities for environmental management are identified	1						
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2						
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3						
1.2 Existence of operational co-management mechanisms for Biosecurity and IAS activities	No co-management mechanisms are in place	0	1	2	2	Relationships between agencies are established but not formal. There is a strong relationship between the Bureau of Agriculture home to the Biosecurity Office and the Import and Customs agencies, each housed in different ministries. However, there are no formal MOUs in place.	Develop NISSAP and expand capacity of the National Invasive Species Coordinator, including training.	1, 2, and 3
	Some co-management mechanisms are in place and operational	1						
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2						
	Comprehensive co-management mechanisms are formally established and are operational/functional	3						
1.3. Existence of cooperation with stakeholder groups for Biosecurity	Identification of stakeholders and their participation/involvement in decision-making is poor	0	1	2	2	Biosecurity agencies are limited in ability to conduct awareness and build partnerships, especially with new businesses. They communicate with stakeholders on an ad hoc basis that varies in mechanism.	Incorporate framework into national and state planning documents across multiple agencies, starting with MNRET, NISCO, NISC, and BD. Update plans with input from same stakeholders. Conduct cross training.	1, 2, and 3
	Stakeholders are identified but their participation in decision-making is limited	1						
	Stakeholders are identified and regular consultations mechanisms are established	2						
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3						
CR 2: Capacities to generate, access and use information and knowledge								
2.1. Degree of Biosecurity awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions MEAs	0	1	2	3	Currently there is little awareness of Biosecurity and limited knowledge of certain Invasive Alien Species and/or their management. The vast majority of community-based stakeholders do not know how to recognize, prevent, or control IAS. Many don't see the links between actions on the ground and biosecurity nor do they understand the value of Biosecurity.	Develop awareness strategy and conduct initial survey to determine current level of knowledge. Implement national awareness campaign. Develop school curriculum.	4
	Stakeholders are aware about global environmental issues but not about the possible solutions MEAs	1						
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2						
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3						
2.2. Access and sharing of biosecurity-related information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0	1	2	2	Both information and information sharing mechanisms are limited. There is no information management infrastructure in place other than informal sharing mechanisms.	Analyze biosecurity data needs and role of biosecurity database within existing environmental databases	2, 3, and 4
	The environmental information needs are identified but the information management infrastructure is inadequate	1						
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2						
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3						
2.3. Existence of Biosecurity awareness and education programs	No environmental education programs are in place	0	1	2	3	Education programs currently are delivered in bursts of outreach, aligned with national environmental outreach activities to the public such as Earth Day, Invasives Week, and use of signs. However, these tend to be diluted and ineffective. When communities reach out they receive targeted IAS information based on their needs. There is an outreach element to the NISC, but no Biosecurity education programs have been fully developed.	Develop and deliver national-state EDRR strategy, national-state IAS awareness strategy, and school curriculum.	1 and 4
	Environmental education programs are partially developed and partially delivered	1						
	Environmental education programs are fully developed but partially delivered	2						
	Comprehensive environmental education programs exist and are being delivered	3						
2.4. Extent of the linkage between research/science and Biosecurity policy development	No linkage exist between environmental policy development and science/research strategies and programs	0	0	1	2	There are no links between the Biosecurity Office and research, as there is little IAS and biosecurity research that is ongoing in country. Private organizations that study IAS are not well linked with the government agencies and there is no joint strategizing on research needs and plans.	With states, develop state level review of IAS needs and integrate into planning documents.	1
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programs	1						
	Relevant research strategies and programs for environmental policy development exist but the research information is not responding fully to the policy research needs	2						
	Relevant research results are available for environmental policy development	3						



Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score	Mid-project Target Score	EOP Target Score	Comments	Next Steps	Contribution to which Outcome
2.5. Extent of inclusion/use of traditional knowledge in Biosecurity decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0	1	1	1	Biosecurity is currently on focusing on external border protection and less on internal mechanisms. There is little Traditional Knowledge on IAS as they are generally newer introductions.	Ensure that local level experts are included in state reviews.	2 and 3
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1						
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2						
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3						
CR 3: Capacities to strategy, policy and legislation development								
3.1. Extent of the Biosecurity planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0	0	1	3	The Biosecurity Office has already retained a consultant to begin working on strategies and plans but has not made much progress.	Develop NISSAP and EDRR Strategy.	1
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1						
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2						
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3						
3.2. Existence of an adequate Biosecurity policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0	1	2	3	Legislation has passed and has been fully vetted, but regulations have not yet been developed. Terrestrial regulations are a significant gap, with the last regulations related to biosecurity and IAS updated in 1998.	Develop regulations for the Biosecurity Act.	1, 2, and 3
	Some relevant environmental policies and laws exist but few are implemented and enforced	1						
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2						
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3						
3.3. Adequacy of the IAS and Biosecurity information available for decision-making	The availability of environmental information for decision-making is lacking	0	1	2	3	Currently the Biosecurity Office relies on bilateral partners such as Australia and New Zealand to provide information that can be used for decision making. The Biosecurity Office has not yet established mechanisms to determine its own information needs and to feed that information into policy. There is no system for updating information.	Develop the standard framework for planning documents that includes all key elements from biodiversity, biosecurity, and IAS management, including reporting mechanisms. Conduct CRB surveys and mapping and survey key gap areas.	1
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1						
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2						
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3						
CR 4: Capacities for management and implementation								
4.1. Existence and mobilization of resources by relevant organizations	The environmental organizations don't have adequate resources for their programs and projects and the requirements have not been assessed	0	2	2	3	The new Biosecurity legislation has established a revolving account that meets basic needs plus some unexpected needs. There is always some funding available. However, there has not yet been a full assessment of need thus there is no understanding of how much funding is needed in total. Planned cost-recovery mechanisms e.g. fees and fines are in development.	After regulations and NISSAP and EDRR developed, expand cost-recovery mechanisms	1
	The resource requirements are known but are not being addressed	1						
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2						
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3						
4.2. Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0	1	2	2	Lead biosecurity agencies rely on external agencies for training and funding, especially SPC.	Acquire X-rays and improve training programs.	1, 2, and 3
	The required skills and technologies needs are identified as well as their sources	1						
	The required skills and technologies are obtained but their access depend on foreign sources	2						
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3						
CR 5: Capacities to monitor and evaluate								
5.1. Adequacy of the Biosecurity monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or program	0	1	2	2	Biosecurity and IAS monitoring is ad hoc. The Biosecurity Office is doing some of its own monitoring, while some is integrated into other biodiversity-related monitoring programs such as national coral reef and bird monitoring. Where IAS and	Develop the standard framework for planning documents that includes all key elements from biodiversity, biosecurity, and IAS management, including reporting mechanisms.	All
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1						
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/program implementation team	2						

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score	Mid-project Target Score	EOP Target Score	Comments	Next Steps	Contribution to which Outcome
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3				biosecurity are likely to have the most impact such as in agriculture and aquaculture there is ad hoc monitoring and then usually only at the start of a venture e.g. at the time of imports of supplies.	Incorporate monitoring into state level plans.	
5.2. Adequacy of the biosecurity evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0	1	1	2	There is little internal evaluation, partially because the Biosecurity Office has not established an internal strategy and thus has no evaluation criteria. Evaluation is ad hoc and generally driven by external needs or donors.	Ensure that all plans developed and implemented have a feedback and evaluation loop.	All
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1						
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/program implementation team	2						
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3						
	TOTAL	45	15	26	36			

#### 4. National Environmental Management Scorecard

The Baseline was determined in 2014 as part of the Project Document for the GEF-funded CB2 Project. The Scorecard was updated during a National Capacity Scoring and Gender Analysis Workshop held on May 10, 2017. A total of 17 Stakeholders representing 12 National and State organizations participated. Scores were agreed by consensus.

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score 2014	2017 Score	GEF6 Target Score	Comments	Next Steps	Contribution to which Outcome
CR 1: Capacities for engagement								
1.1. Degree of legitimacy/ mandate of lead environmental organizations	Organizational responsibilities for environmental management are not clearly defined	0	2	2	2	MNRET seen as legitimate, but with capacity gaps. Fish and Wildlife has a mandate but often not seen as legitimate or effective. Oftentimes NGOs are confused for regulatory agencies. Newer legislation such as PAN and Biosecurity has identified clear roles and responsibilities of key agencies and recent reorganizations of government agencies has further clarified roles and reduced redundancies, although not filled gaps. A key gap is an authority on Land Use/Terrestrial Use and Landscape Planning. Community-based and State-based stakeholders are not aware of all relevant organizations and their roles.	Increase awareness of Biosecurity authorities through regulations, awareness, and training. Establish a NEPC subcommittee with the authority to oversee landscape and seascape planning. Establish the foundations of an eventual Environmental Planning Unit within MNRET to oversee Landscape Planning and implementation. Clarify the role of EQPB.	1 and 4
	Organizational responsibilities for environmental management are identified	1						
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2						
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3						
1.2 Existence of operational co-management mechanisms	No co-management mechanisms are in place	0	1	1	2	PAN Management Committee involves relationships with agencies, and these are formal.	Identify co-management needs for Biosecurity and Landscape Planning and Implementation.	1, 2, and 3
	Some co-management mechanisms are in place and operational	1				NEPC is formal, but not co-management.	Identify and test co-management schemes for best practices on the ground in states within the 5 key sectors.	
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2						
	Comprehensive co-management mechanisms are formally established and are operational/functional	3						
1.3. Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0	1	1	2	Understanding of which stakeholder groups exist is high, and for many stakeholders their needs are known, however, the best mechanisms to ensure participation are not known. Efforts to bring in stakeholders are often limited due to both capacity and political/economic reasons.	Establish Landscape/ Seascape Planning teams at multiple levels National, National-State, and State and ensure that stakeholder representation and participation is considered e.g. through gender mainstreaming and purposeful inclusivity	1 and 4
	Stakeholders are identified but their participation in decision-making is limited	1						
	Stakeholders are identified and regular consultations mechanisms are established	2						
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3						
CR 2: Capacities to generate, access and use information and knowledge								
2.1. Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions MEAs	0	2	2	2	Awareness of global environmental issues is high, although with key gaps. Biosecurity and IAS is a key gaps. State governments are aware of the need to conduct Landscape/ Seascape Planning but do not know how to participate. Community-based participation is limited within the 5 key sectors of the project.	Implement Communications Plan, including measures to mainstream gender and inclusivity. Develop awareness and outreach plan for Biosecurity and IAS and conduct targeted outreach on Landscape Planning and Best Practices.	4
	Stakeholders are aware about global environmental issues but not about the possible solutions MEAs	1						
	Stakeholders are aware about global environmental issues and the possible	2						

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score 2014	2017 Score	GEF6 Target Score	Comments	Next Steps	Contribution to which Outcome
	solutions but do not know how to participate							
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3						
2.2. Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0				Significant progress has been made in country in identified sources and locations of environmental information and establishing mechanisms for sharing it, especially at the National Government and national Nonprofit levels. There are still gaps in information within the sectors of the project and little public access.	Fill information gaps needed to conduct Landscape/ Seascap Planning and share via existing PALARIS database mechanism, as well as feed into MNRET for future Environmental Planning Unit. Share Best Practices developed under GEF STAR; consider linkages with GEF SGP to implement communications directly to communities.	All
	The environmental information needs are identified but the information management infrastructure is inadequate	1						
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2	1	2	3			
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3						
2.3. Existence of environmental awareness and education programs	No environmental education programs are in place	0				Nationwide there are good environmental education programs for certain sectors, especially marine and watersheds. Certain sectors are behind, such as energy, and those that pertain to this project biosecurity and Landscape/ Seascap Planning as well as Best Practices in the 5 key sectors. Palauan language outreach is lacking. Although the public school curriculum has recently been updated with environmental information, there are still some gaps and most agency outreach to schools is still ad hoc and does not contribute to formal educational programs.	Implement the Biosecurity awareness plan, including development and integration of biosecurity and IAS education programs in the primary schools.  Following Landscape/ Seascap Plans, ensure that Planning Teams have incorporated Communications Strategies into their resulting Plans including with gender mainstreaming and inclusivity	4
	Environmental education programs are partially developed and partially delivered	1						
	Environmental education programs are fully developed but partially delivered	2						
	Comprehensive environmental education programs exist and are being delivered	3	1	2	2			
2.4. Extent of the linkage between research/science and environmental policy development	No linkage exist between environmental policy development and science/research strategies and programs	0				Research-based findings are good in the marine sector, but policy does not adequately respond to findings. This is due to lack of mechanisms for sharing and integrations, lack of understanding of the important or relevance of the research, and political/economic considerations. Research in the terrestrial sector, as well as in social sectors, is more limited and similarly policy does not always respond to findings. In some cases links are very strong, such as links between agricultural research and policy.	Identify existing research needs for Landscape/ Seascap Planning and within the Biosecurity Sector. Fill immediate gaps with island and lagoon-wide mapping.	All
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programs	1	2	2	3			
	Relevant research strategies and programs for environmental policy development exist but the research information is not responding fully to the policy research needs	2						
	Relevant research results are available for environmental policy development	3						
2.5. Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0				Research programs generally acknowledge the role and importance of Traditional Knowledge, but this is not translated into policy or action. There are no formal mechanisms for incorporating Traditional Knowledge.	Through stakeholder participation and gender mainstreaming/inclusivity procedures, provide mechanisms for sharing and integration of Traditional Knowledge into Landscape/ Seascap Plans. Ensure that Planning teams have such mechanisms.	2 and 3
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1	2	2	3			
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2						
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3						
CR 3: Capacities to strategy, policy and legislation development								
3.1. Extent of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0				There are environmental plans and strategies in place but not all are up-to-date. Additionally, these plans are mostly thematic plans and strategies such as the NBSAP biodiversity and the NAP land degradation and there is no overarching environmental policy up-to-date. Protection of the environment is becoming more of a priority in the development agenda of Palau, but mechanisms to mainstream biodiversity and environmental protection are limited generally only by EQPB.	Implement Landscape/ Seascap Planning mechanisms, including stakeholder teams, cross-sector coordination through MNRET and NEPC, and by inclusion of private, nonprofit, State, and National government.	1, 2, and 3
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1	2	2	3			
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2						
	The environmental planning and strategy development process is well	3						



Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score 2014	2017 Score	GEF6 Target Score	Comments	Next Steps	Contribution to which Outcome
	coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented							
3.2. Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0	2	2	3	Environmental policies and regulations exist only at the National level, although there is some inclusion of PAN-based regulations at the State level. Budgetary restraints and lack of personnel are limiting factors.	Create the Landscape/ Seascape Planning subcommittee within the NEPC and direct agendas to examine mainstreaming of relevant policies. Implement National-State Collaboration through joint planning teams and work planning. Targeted communications will build capacity and political will and thus improve policy and regulations.	1, 2, and 3
	Some relevant environmental policies and laws exist but few are implemented and enforced	1						
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2						
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3						
3.3. Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0	1	1	2	The process to use the information is not systematic, and often results from a direct partnership between organizations. There has been progress in identifying sources of information and gaps in monitoring and research, but there are not enough plans in place to fill those gaps. The GEF CB2 project is working to improve provision of information to decision makers.	Develop Standard Operating Procedures for use by Landscape/ Seascape Planning teams that incorporate sourcing and supply of information and that have protocols for making decisions using such information.	1
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1						
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2						
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3						
CR 4: Capacities for management and implementation								
4.1. Existence and mobilization of resources by relevant organizations	The environmental organizations don't have adequate resources for their programs and projects and the requirements have not been assessed	0	1	2	2	New plan templates include financial projections so resource requirements are being better identified. When implemented, an Environmental Impact Fee or similar established under the Palau National Marine Sanctuary will contribute to environmental financing.	This project does not address financing needs outside of mainstreaming biodiversity into financing and business plans.	None
	The resource requirements are known but are not being addressed	1						
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2						
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3						
4.2. Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0	1	1	2	There is some understanding of technical capacity and needs although it varies by sector. The marine sector fisheries and tourism and the tourism sector commercial aspects are well understood. A baseline understanding of capacity needs on land and in the terrestrial realm is less developed, and capacity building programs have largely focused on marine resources. Capacity in Landscape/ Seascape Planning and within Biosecurity is limited.	The project will bring in technical consultants to develop training programs to build capacity within Biosecurity and Landscape/ Seascape Planning. This will include protocols for incorporating new information and updating training programs. Implementation and tracking of Best Practices at the State level within model/demonstration projects will also result in a protocol for updating training programs.	All
	The required skills and technologies needs are identified as well as their sources	1						
	The required skills and technologies are obtained but their access depend on foreign sources	2						
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3						
CR 5: Capacities to monitor and evaluate								
5.1. Adequacy of the environmental monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or program	0	2	2		Most projects have consistent monitoring but this is based on project objectives and the information is not shared well across projects, agencies, or with the public. Thus, data collected is not consistent across projects. Larger NGOs and CSOs have more developed monitoring programs that government agencies. Limitations in technical capacity and funding often mean that data is collected but not used or even accessible.	Implement the Project M&E Plan, as well as build in monitoring into Landscape Planning. Build capacity to implement Biosecurity-related monitoring.	All
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1						
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/program implementation team	2						
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3						
5.2. Adequacy of the	None or ineffective evaluations are being conducted without an adequate	0	1	1	2	Even when monitoring is conducted oftentimes the data is not used to	Implement the Project M&E Plan, as well as build in	All

Capacity Result / Indicator	Staged Indicators	Rating	Baseline Score 2014	2017 Score	GEF6 Target Score	Comments	Next Steps	Contribution to which Outcome
environmental evaluation process	evaluation plan; including the necessary resources					<p>conduct self-evaluations. Many evaluations have been conducted by external entities. Most externally funded projects have evaluation components but this does not evaluate overall Ministry-level programs.</p> <p>In recent years this has improved with the PAN, which has built in evaluation at the national program level and at the state program level. Palau recently put out a State of the Environment report that forms the basis for ongoing evaluation of environmental programs.</p>	evaluation into Landscape Planning. Build capacity to implement Biosecurity-related monitoring and evaluation.	
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1						
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/program implementation team	2						
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3						
<b>TOTAL</b>		<b>45</b>	<b>22</b>	<b>25</b>	<b>33</b>			

**GEF Tracking Tools**

*-See three separate files: GF, LD and SFM), which comprise:-*

- GEF 6: Objective 2, Program 4: Prevention, Control and Management of Invasive Alien Species
- GEF 6: Objective 4, Program 9: Managing the Human-Biodiversity Interface
- LD2 – Ecosystem services in forest landscapes - PROGRAM 3
- LD3 – SLM in wider landscapes (integrated management) - PROGRAM 4
- SFM-1: Maintained Forest Resources
- SFM-3: Restored Forest Ecosystems

## Co-financing Letters

-See separate attachment with co-financing letters-

Details of co-financing contributions are summarized in the table below:

Ref	Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Amount (\$)	Subtotals
1	Recipient Government	MNRET – Bureau of Agriculture, including Biosecurity Division	Grant	3,066,000	18,616,306
2	Recipient Government	MNRET – Bureau of Marine Resources	Grant	2,000,000	
3	Recipient Government	MNRET – Bureau of Tourism	Grant	1,000,000	
4	Recipient Government	MOJ – Division of Fire and Rescue, Bureau of Public Safety	Grant	360,000	
5	Recipient Government	MOJ – Division of Fish and Wildlife Protection - Bureau of MTS & FWP	Grant	1,000,000	
6	Recipient Government	MOJ – Division of Marine Law Enforcement, Bureau of MTS & WLP	Grant	1,290,000	
7	Recipient Government	MOF – PALARIS, Bureau of Budget and Planning	In-Kind	750,000	
8	Recipient Government	Environment Quality Protection Board	In-Kind	360,000	
9	Recipient Government	Palau Community College, Cooperative Research & Extension	In-Kind	3,000,000	
10	Recipient Government	Palau National Museum	In-Kind	175,000	
11	Recipient Government	Aimeliik State Government	In-Kind	50,000	
12	Recipient Government	Koror State Government	Grant	3,000,000	
13	Recipient Government	Ngaraard State Government	Grant	300,000	
14	Recipient Government	Ngarchelong State Government	Grant	256,826	
15	Recipient Government	Ngatpang State Government	Grant	315,000	
16	Recipient Government	Ngchesar State Government	Grant	50,000	
17	Recipient Government	Ngeremlengui State Government	In-Kind	213,480	
18	Recipient Government	Ngiwal State Government	In-Kind	30,000	
19	Recipient Government	Peleliu State Government	Grant	1,400,000	
20	CSO	Ebiil Society	Grant	150,000	4,555,000
21	CSO	Institute of Pacific Islands Forestry	Grant	480,000	
22	CSO	Island Conservation	Grant	*275,000	
23	CSO	Palau Community Action Agency	In-Kind	150,000	
24	CSO	Palau Conservation Society	Grant	500,000	
25	CSO	Palau International Coral Reef Center	Grant	1,500,000	
26	CSO	The Nature Conservancy	Grant	1,000,000	
	<b>Total Co-financing</b>			<b>22,671,306</b>	<b>22,671,306</b>

\*Island Conservation will commit additional co-financing (up to \$ 500,000) for any extension of GEF 6 project activities to the islands of Kayangel, Angaur, Fanna, and Sonsorol in connection with the following: macaque feasibility assessment on Angaur (\$100,000); and rodent eradication on Kayangel (\$150,000), and Fanna and Sonsorol (\$250,000).