

SIGNATURE PAGE

Country: Republic of Kiribati

UNDAF Outcome(s)/Indicator(s):

Environmental Sustainability Energy Mainstreamed into national and regional policies, planning frameworks and programmes.

Expected Outcome(s)/Indicator (s):

Capacity Building for Sustainable Land Management in Kiribati.

Expected Output(s)/Indicator(s):

Sustainable Land Management mainstreamed into national development policies, strategies, programmes and projects.

Implementing partner:

Ministry of Environment, Lands and Agriculture Development.

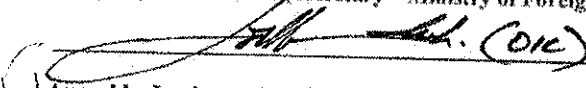
Other Partners:

SPREP, SOPAC, NZAID, GoVenz, FAO, SPC.

Programme Period: 2007-2009
Programme Component: Energy and Environment for Sustainable Development
Project Title: LDC-SIDS Portfolio Project for Sustainable Land Management.
Project ID:
Project Duration: 3 years
Management Arrangement: NEX

Budget US\$ 500,000
General Management Support Fee
Preparation phase US\$ 25,000
Total budget: US\$ 475,000
Allocated resources:
• Government (in kind) US\$ 424,500
• Other: US\$ 223,750

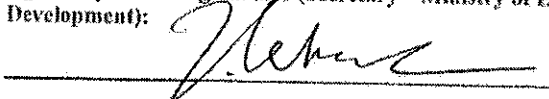
Agreed by Government (Secretary – Ministry of Foreign Affairs and Trade):

 date 23/05/08


Agreed by Implementing Partner (Secretary – Ministry of Finance):

 date: 21/05/08

Agreed by Executing Partner (Secretary – Ministry of Environment, Lands and Agriculture Development):

 date 21/05/08

Agreed by GEF Implementing Agency (UNDP):

 date 01/04/08

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Government of Kiribati

United Nations Development Programme

European Union, Food and Agriculture Organization, Secretariat of the Pacific Regional Environment Programme, Secretariat of the Pacific Community, South Pacific Applied Geosciences Commission, New Zealand International Aid, Government of Venezuela

Capacity Building for Sustainable Land Management in Kiribati **Error!**

Project Summary

The Republic of Kiribati recognizes the urgent need to strengthen national capacity to address the rapidly growing problem of land degradation. The extremely small and vulnerable land areas and terrestrial ecosystems of the inhabited atolls and islands are being degraded at a rapid rate as a result of human activities and climatic factors. Recent national consultations to develop the Kiribati WSSD report, 3rd UNCCD National Report, UNCCD National Action Programme as well as preliminary information gathered from the National Capacity Self-Assessment (NCSA) and consultations to design this SLM project have identified a number of causes and effects of land degradation that need to be addressed as well as the types and levels of capacity that needs to be developed. These include; unplanned and unsustainable use of land, pollution and poor waste management, removal of coastal vegetation, uncontrolled sand mining and salt-water inundation due to sea level rise. This MSP is targeted at developing and strengthening individual, institutional and systemic level capacity necessary to address some of the existing barriers and to strengthening a coordinated and integrated national approach to combating land degradation. It specifically addresses the need for a participatory and integrated multi-stakeholder approach to planning land-use and will also result in the development of a Medium Term Investment Plan with an associated resource mobilization strategy for supporting SLM. Given that much of the land degradation problems are found in the urban and populated areas, the MSP will also focus on land degradation caused by uncontrolled urban expansion, governance and delivery structures which would be needed to implement SLM approaches. The Project has a **total budget of USD 1,148,250**, of which **USD 500,000 (including 25,000 GEF PDFFA funding) is sought from GEF**. It will be implemented over a 3-year period and will be managed by a project management unit overseen by a Project Steering Committee and implemented by the Ministry of Environment, Lands and Agriculture Development (MELAD).



**Expedited Medium Size Project proposal
under the
LDC-SIDS Portfolio Project for Sustainable Land Management
REQUEST FOR GEF FUNDING**

AGENCY'S PROJECT ID:
GEFSEC PROJECT ID:
COUNTRY: Republic of Kiribati
PROJECT TITLE: Capacity Building for Sustainable Land Management in Kiribati
GEF AGENCY: UNDP
OTHER EXECUTING AGENCY(IES): MELAD
DURATION: 3 years
GEF FOCAL AREA: Land Degradation
GEF OPERATIONAL PROGRAM: OP 15
GEF STRATEGIC PRIORITY: SP 1
ESTIMATED STARTING DATE: January 2008

FINANCING PLAN (US\$)	
GEF PROJECT/COMPONENT	
Project	475,000
PDF A	25,000
<i>Sub-Total GEF</i>	500,000
Co-financing	
GEF Agency	
Government	424,500
Bilateral	135,000
NGOs	0
Others	88,750
<i>Sub-Total Co-financing:</i>	648,500
<i>Total Project Financing:</i>	1,148,250
FINANCING FOR ASSOCIATED ACTIVITY IF ANY:	

Comment [AC1]: s

Comment [AC2]:

Comment [AC3]:

Country Eligibility: The Government of Kiribati acceded to the United Nations Convention to Combat Desertification on 8th September 1998 and is eligible for funding under paragraph 9(b) of the GEF Instrument.

CONTRIBUTION TO KEY INDICATORS OF THE BUSINESS PLAN:

The project will develop capacities for sustainable land management in Kiribati, will help combat land degradation that is threatening the globally important terrestrial as well as surrounding marine ecosystems and contribute to national sustainable development goals.

RECORD OF ENDORSEMENT ON BEHALF OF THE GOVERNMENT:

Name: Tererei Abete-Reema	Name: Tebwe Ietaake
Designation: Director	Designation: Secretary
Organization: Environment and Conservation Division	Organization: Ministry of Environment, Lands and Agricultural Development
GEF Operational Focal Point	UNCCD National Focal Point
Date	Date

This proposal has been prepared in accordance with GEF policies and procedures and meets the standards of the GEF Project Review Criteria for a Medium-sized Project under the LDC-SIDS Targeted Portfolio Project for Sustainable Land Management.

Yannick Glemarac Coordinator	UNDP-GEF Executive	Andrea Volentras UNDP/GEF Regional Coordinator Apia, Samoa Tel: (685) 23670 e-mail: andrea.volentras@undp.org
Date: (Month, Day, Year)		

SIGNATURE PAGE

Country: Republic of Kiribati

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Expected Output(s)/Indicator(s): Sustainable Land Management mainstreamed into national development policies, strategies, programmes and projects.

Implementing partner: Ministry of Environment, Lands and Agriculture Development.

Other Partners: SPREP, SOPAC, NZAID, GoVenz, FAO, SPC.

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_____ date: _____

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_____ date _____

Agreed by GEF Implementing Agency (UNDP):
_____ date _____

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LETTER OF ENDORSEMENT BY GEF OPERATIONAL FOCAL POINT



**GOVERNMENT OF KIRIBATI
MINISTRY OF ENVIRONMENT, LANDS AND AGRICULTURAL
DEVELOPMENT (MELAD)**

P.O BOX 234, BIKENIBEU TARAWA

Telephone Number: (686) 28647, 28211, 28507, Fax Number (686) 28334,
e-mail: information@melad.gov.ki

file ref: 3/34

date: 10 September, 2007

Mr. Richard Dictus
Resident Representative
UNDP
Private Mail Bag
Suva, Fiji

Dear Mr Dictus

CAPACITY BUILDING FOR SUSTAINABLE LAND MANAGEMENT IN KIRIBATI

The Government of the Republic of Kiribati and its stakeholders had collaborated to develop the GEF Medium Size Project Proposal on 'Capacity Building for Sustainable Land Management in Kiribati'. We present the proposal for consideration and endorsement by GEF under the SIDS-LDC Targeted Portfolio Project for Sustainable Land Management.

The proposal has been reviewed and technically approved by the CCD Focal Point, and the priority capacity development needs and measure proposed to address these needs through this SLM MSP are in line with priority land degradation issues and capacity development needs identified in the NAP as well as NCSA draft reports.

As the GEF Operational Focal Point I am pleased to endorse the proposal on behalf of the Government and people of the Republic of Kiribati.

Yours Sincerely,


Tererei Abete-Reema (Mrs),
Director, Environment and Conservation Division
For Secretary, MELAD

LETTER OF INTENT BY GOVERNMENT OF KIRIBATI



**GOVERNMENT OF KIRIBATI
MINISTRY OF ENVIRONMENT, LANDS and AGRICULTURAL
DEVELOPMENT**

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Telephone Number: (686) 28647, 28211, 28507 Fax Number (686) 28334,
e-mail: TerereI.ecd@melad.gov.ki / Tebwe@melad.gov.ki

11th September 2007

Mr Richard Dietus
Resident Representative
UNDP
Private Mail Bag
Suva
Fiji

Dear Mr Dietus,

LETTER OF INTENT : CO-FINANCING FOR THE GEF SLM PROJECT

The Government of Kiribati is currently finalizing the submission of its GEF - Medium Sized Project Proposal on Sustainable Land Management (SLM). Arrangements are also being advanced amongst government agencies as well as with bilateral partners and CROP agencies to ensure that the necessary co-financing for the project are secured as required by the GEF.

This letter of intent serves to assure the UNDP and GEF that the necessary co-financing for this project, to be provided by the Government of Kiribati and its development partners, will be finalized and available in time before the Project Inception period. Formal co-financing letters will be submitted to the UNDP Country Office in Fiji during this time.

May I take this opportunity to thank the UNDP Country Office staff in Fiji and the UNDP-GEF Regional Technical Advisor for their on-going support in facilitating the development and completion of this proposal.

With sincere thanks and best wishes,

A handwritten signature in blue ink, appearing to read 'Tebwe Ietsake'.

Tebwe Ietsake
Secretary – Ministry of Environment, Lands and Agriculture Development

c.c. Mr Alvin Chandra – UNDP Country Office, Suva – Fiji.

ACRONYMS

AMAK	Aia Mwaea Ainen Kiribati
CBD	Convention on Biological Diversity
CBPE	Community Based Population and Environment
CCD	Convention to Combat Desertification
CLPB	Central Land Planning Board
DLUP	Detailed Land Use Plan
DPRRM	Disaster Preparedness and Risk Reduction Management
ECD	Environment and Conservation Division
EDB	Equatorial Doldrums Belt
EIA	Environmental Impact Assessment
ENSO	El Niño Southern Oscillation
FCCC	Framework Convention on Climate Change
FSP	Foundation of the Peoples of the South Pacific
FTC	Fisheries Training Centre
GEF	Global Environment Facility
GoK	Government of Kiribati
GoVenz	Government of Venezuela
GLUP	General Land Use Plan
HEIS	Household Expenditure Income Survey
ITCZ	Inter-Tropical Convergence Zone
KAP	Kiribati Adaptation Programme
KHC	Kiribati Housing Corporation
KTA	Key Thematic Area
LLPB	Local Land Planning Board
LMD	Land Management Division
MDG	Millennium Development Goal
MEA	Multilateral Environment Agreements
MELAD	Ministry of Environment Land and Agricultural Development
MFED	Ministry of Finance and Economic Development
MHMS	Ministry of Health and Medical Services
MISA	Ministry of Internal and Social Affairs
MPWU	Ministry of Public Works and Utilities
MTC	Marine Training Centre
NAP	National Action Plan
NAPA	National Adaptation Plan of Action
NBF	National Biosafety Framework
NBSAP	National Biodiversity Strategic Action Plan
NDS	National Development Strategy
NEMS	National Environmental Management Strategy
SOPAC	South Pacific Applied GeoScience Commission
SPC	Secretariat of the Pacific Community
SPCZ	South Pacific Convergence Zone
STAP	Scientific and Technical Advisory Panel
TTC	Tarawa Teachers College
TTI	Tarawa Technical Institute
USP	University of the South Pacific
WSSD	World Summit on Sustainable Development

SECTION I: ELABORATION OF THE NARRATIVE

PART I: SITUATION ANALYSIS

BACKGROUND AND CONTEXT

Geography and environmental context

1. Kiribati comprises 33 atolls with a total land area of about 800 sq km. The country is divided into three groups of atolls namely; the Gilberts, Line and Phoenix. The country has an Exclusive Economic Zone of 3.5 million sq km relative to the small land area. The small and fragile strips of land play a very crucial role in sustaining the environment, people and economy of Kiribati and are very vulnerable to disturbances from human activities and climate change. In such small island environments any disturbance or degradation of land resources can easily impact on the surrounding marine environment and resources which people also rely heavily on.
2. Land classification in Kiribati generally does not have any 'normal' arable land or permanent pastures. For most islands in Kiribati land usages include permanent crops (51%) primarily coconut trees, housing settlements and other development (46%) and the remaining comprised of shrubs and woodland (3%) (Draft NAP report 2006). Soil type is fairly uniform across the whole country.
3. The soils of Kiribati are predominantly derived from coral limestone, are very young, coarse textured and deficient in most essential nutrients. The average depth of the soil layer is 25 centimeters and the pH is relatively high between 6 and 10. They are highly porous therefore of very good drainage and usually require high levels of organic matter to reduce pH, retain water and capture nutrients. They are normally low in micro-organisms due to their high alkalinity. (Source: Kiribati draft NBSAP report)
4. The major problems of land degradation in Kiribati are found on South Tarawa. These problems are caused by a combination of natural changes in environmental processes and as a result of human activity.
5. By far, the most significantly degraded land is that where urbanisation has proceeded unchecked, where there is little planning, poor waste management processes, and little or no environmental protection. Thus, the most significant degradation is caused by human activity, specifically urbanisation. The location of this land is South Tarawa.
6. The Kiribati State of the Environment Report (SOER) in 1994, concentrated on the multiplying environmental problem of fast-growing south Tarawa, detailing terrestrial and marine pollution problems such as: unmanaged waste disposal, growth of squatter settlements and insufficient sewage systems leading to ground water contamination, uneven distribution of population and the strain this places upon its environment, coastal erosion and loss of terrestrial and coastal vegetation.

7. The SOER also highlighted that atoll soils are probably among the most infertile in the world due in part to shallow alkaline characteristics that are highly vulnerable to erosion and degradation.
8. An overall assessment of public discomfort demonstrated that degradation of the land on south Tarawa, where many of the developmental activities are centered, was of greatest public concern. For example, the land on south Tarawa is the most highly contaminated locations in Kiribati due to spillage of petroleum products from many petroleum storage facilities. Secondary to land degradation were complaints relating to problems with the air and land caused by the public sewage system and animal farms.
9. This problem has been increasingly exacerbated by natural processes, including more frequent and stronger tidal action and wave action, accompanied by strong storm activity.
10. Coastal erosion continues to be a severe environmental problem throughout the Kiribati islands but worse on South Tarawa where population densities and limited land resources have resulted in many infrastructure development, overcrowding and over exploitation of the physical resources of the coastal zone. This has resulted in loss of houses, roads, food trees and highly valued land. In many instances foreshore protection structures have been constructed, but failed to serve their purposes and sometimes exacerbate coastal erosion.

Socio-economic context

11. Traditionally, the socio-economic characteristics were largely subsistence in nature. The I-Kiribati has lived a subsistence lifestyle over the last thousand years and has been associated with sustainable utilization and management of natural resources. To date, subsistence lifestyle is still practiced on outer islands but to a somewhat lesser extent. In South Tarawa where the cash economy is becoming predominant, a subsistence lifestyle is no longer adequate. Individualism, and material wealth accumulation has marked the departure from subsistence livelihood and community detachment as Kiribati moved into a monetized economy.
12. The macro-economy is constrained by Kiribati's small size, limited natural resources, geographic isolation and island defragmentation. Consequently, Kiribati's economic potential in processing and manufacturing enterprises is limited. After the cessation of phosphate mining on the island of Banaba in 1979, which dropped foreign earnings by more than half from 1980, Kiribati had to turn to other avenues to replenish her foreign income. Current major export commodities include copra and seaweed. The limited export consolidates the economic constraints and vulnerability facing Kiribati.
13. Kiribati is highly dependent on imported goods. Import to export ratio to GDP is in the order of approximately 80% to 20% respectively. This trade imbalance is reflected in an increasing annual trade deficit. Unless export oriented activities improve, this trend will continue.

14. Between 2000 and 2004, average real GDP per capita is around \$800 (Figure 4). A more accurate development indicator for Kiribati is expressed as GNP per capita which almost doubles that of the GDP. Remittances from exported-labour and other sources of foreign income such as grants and the RERF accounted for the higher GNP. Still this is low by world standard and places Kiribati among the poor countries in the region. With her limited exporting base, Kiribati economic prospects depend on foreign investment into export-oriented production and processing of marine resources, specialized tourism and phosphate re-mining in Banaba (ADB, 2004).

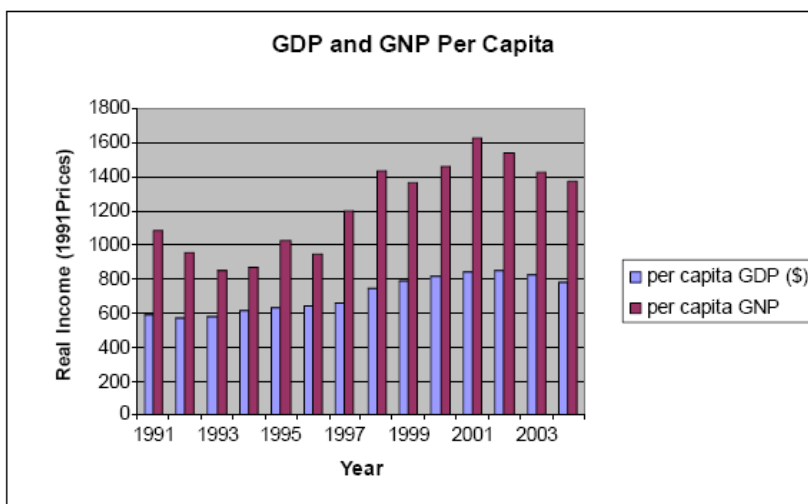


Figure 4: GDP and GNP per capita (source: Statistics Office, MFED)

15. Kiribati at present has no serious income poverty situation associated with hunger, starvation, and destitution due to lack of monetary or subsistence income to meet one's basic needs; shelter-clothing-food. 'Poverty of opportunity' is more appropriate when describing the poverty situation in Kiribati. Defined as lack of recognition, choice, protection of law, education, and the chance to improve them, poverty of opportunity is apparent in Kiribati (ADB2002).
16. An ADB study has determined Kiribati Poverty Line based on 1996 prices and HIES as \$750 for South Tarawa and \$201 for the outer islands. In South Tarawa over 50% households are living below poverty line. They averaged 12 persons per household compared to 8 persons in households living above poverty line. However, due to flaws in the methodology, this finding is confined to figures only. Socio-economic conditions do not seem to confer to this finding. Subsisting on the natural environmental resources has helped Kiribati stay clear of life threatening income poverty (ADB2002).

17. The social, legal and economic status of women in Kiribati is considered to be relatively low according to an ADB study. Women living in rural areas outside of South Tarawa have roles that are mainly confined to domestic duties, while land tenure, and community politics amongst others are reserved largely to men. Women traditionally do not have a direct role in community decision-making but exercise their influence in the family context and through churches and community groups. In South Tarawa the poor status of women is often compounded by broader structure of economic dependency and poverty and they are becoming more and more involved in land-based activities such as growing of vegetables and harvesting of fruits. Over the recent years more men are forced to leave their home to find work in the urban centers, overseas or as seamen and gender roles have changed placing an added burden on the traditional role of women as caretakers, nurturers and providers. As the main gatherers of water, fuel wood and with their increasing involvement in food production, women need to more actively participate in decision making on SLM matters.

Policy, institutional and legal context

18. Legislative features include the Environment Act 1999 and other sectoral legislations. Recommendations put forward for amendments to relevant sectoral Acts and/or Ordinances to improve their provisions in protecting the environment are yet to be realized. This includes the recommendations to include measures for soil conservation and the prevention of erosion caused by agricultural and beach mining activities.
19. A current project (ADB Technical Assistance) on mainstreaming environmental consideration into development planning is a key step towards policy development with efforts to protect the environment from adverse effects of development projects or development policies. This surely will greatly contribute to other efforts in combating land degradation and drought issues.
20. The first comprehensive legislative review was conducted as part of the National Environmental Management Strategy (NEMS) project in 1993 to address sustainable environmental developments and planning issues. The outcome of this review is the adoption of the Environment Act (1999) and supporting Regulation 2001. A more recent legislative review conducted in 2004 was done as part of the development of the National Biosafety Project. A draft Environmental Bill 2005 was further developed to replace the existing Environment Act. Fine-tuning of the Environment Bill continued into 2006, endorsed by Cabinet in October 2006 and was passed during first reading by Parliament in late 2006.
21. Currently, the Environment Act is the core legislation with provisions to address environmental issues mostly through a system of Environmental Impact Assessment (EIA). The Act provides for a system of development and pollution control. Other sectoral legislations contain environmental provisions outlining their powers in the protection of the environment from pollution and degradation.

22. However, there is no specific legislation or policy that directly deals with Land degradation or drought impacts. Drought is considered as the product of climate change and hence usually amalgamated with strategies dealing with climate change impacts.
23. The major identified drawback with the legislative arrangement is the lack of harmonization between relevant legislations and the ineffective or complete absence of enforcement.
24. The Environment and Conservation Division (ECD) of Ministry of Environment Land and Agricultural Development (MELAD) is the lead agency dealing with matters of environmental concern. Other institutions have complementary role and responsibilities contributing to the general management of the environment and in particular controlling activities that lead to environmental degradation.
25. However, these institutions are usually weak in the daily implementation of their responsibilities due to lack of required inputs or resources in terms of skilled personnel, finance and equipments. Compounding this is the limited coordination amongst the governmental institutions.
26. The Kiribati National Development Strategy (NDS) 2004 - 07 is the national strategic planning framework modelled from the government policy statement which focuses on: *"Enhancing growth and ensuring the equitable distribution of development benefits to the people of Kiribati according to the principles of good governance"*.
27. The four-year strategic plan is designed to coincide with the terms of the ruling government. Different ministries and public enterprises uses the NDS to design their detailed Operational Plans with the overall purpose of achieving sustainable development through a combined effort of the various socio-economic sectors (NDS 2004-2007).
28. Mainstreaming environmental considerations into the strategy either directly or indirectly through Ministry Operation Plan (MOP) is seen as the main driver in achieving the goal of sustainable development. Government commitment to this effect has seen the initiation of a technical assistance on mainstreaming environmental considerations into development plans in 2006.
29. In the same way, the UNCCD National Action Plan (NAP) will be an important tool to guide and promote SLM and the integration of land degradation and drought impact issues and ways to address them into the NDS and/or MOP. Efforts to maximize synergy amongst the various convention strategies such as National Biodiversity Strategic Action Plan (NBSAP) and National Adaptation Plan of Action (KAP/NAPA) and other related plans of action must be encouraged to achieve maximum impact.

Land degradation in the Kiribati context

30. The UNCCD and GEF definitions of Land Degradation is;

“Reduction or loss, in arid, semi-arid and dry sub-humid areas, of the biological or economic productivity and complexity of rainfed cropland, irrigated cropland, or range, pasture, forest and woodlands resulting from land uses or from a process or combination of processes, including processes arising from human activities and habitation patterns, such as:
(i) soil erosion caused by wind and/or water;
(ii) deterioration of the physical, chemical and biological or economic properties of soil; and
(iii) long-term loss of natural vegetation;

(UNCCD Convention Text)

“Any form of deterioration of the natural potential of land that affects ecosystem integrity in terms of reducing its sustainable ecological productivity or in terms of its native biological richness and maintenance of resilience”. (GEF 1999)

31. One needs to have a good understanding of the very fragile and vulnerable land and marine environments of small low lying atolls to appreciate the unique set of challenges the people and governments face in efforts to achieve SLM objectives. In such settings a healthy and living soil and stable landform is very important for the protection of the underground water lens, terrestrial biodiversity as well as the surrounding and complex marine biodiversity and resources. Any disturbance and/or modification to the land and its resources can easily have far reaching negative impacts on biodiversity, water availability and quality, and ultimately on people’s livelihoods and culture.
32. In the case of Kiribati recent and past stakeholder consultations for the development of the UNCCD NAP, capacity assessments under the NCSA, public consultations to develop a National Adaptation Plan of Action (NAPA), Kiribati Adaptation Programme (KAP) and the NBSAP have highlighted the causes and root causes of land degradation and have identified remedial and mitigation strategies.
33. Land in Kiribati is in short supply, and is complicated by complex land ownership issues. Population growth and urban drift continues in an uncontrolled manner, and the living conditions and environmental conditions on South Tarawa are the cause of extreme concern. The population density on Betio, South Tarawa, exceeds that of Tokyo and is unacceptably high.
34. There is evidence, though not well researched, documented and corroborated, of land degradation and its impacts on people and the environment. These include, *inter-alia*; the decline in yields of fruit and vegetables, limited supply of traditional sources of building materials and medicine, receding coastlines, accelerated loss of coastal vegetation, rising incidence of diseases, increasing land disputes, increasing levels of pollution in the ground and coastal waters, with increasing siltation of the marine environment.

Causes of Land Degradation

35. Using the UNCCD and GEF definitions of land degradation (see Para 28), its major causes in Kiribati therefore is the over-occupation, un-planned, uncontrolled and unsustainable exploitation, and pollution of scarce land resources. Where the land meets the sea, land degradation caused by human activity is exacerbated by climatic factors such as rising sea levels and increasing intensity of storm surges. The area that is most affected and needs to be addressed in a holistic and integrated approach is located on South Tarawa. Any approach to addressing the impact of human settlement and economic development on the very small land masses in Kiribati need to focus first on South Tarawa where there is need to promote and mainstream the principles of Sustainable Land Management into existing and new settlements.

Root Causes

36. Major problem – (1) Over-urbanisation

The overarching problem of land degradation as a result of over-urbanisation on South Tarawa has a number of root causes including: lack of master planning, unchecked urban drift, limited urban land, rapid population growth, increasing affluence of the population producing accelerated growth in construction development, lack of regulation and enforcement of development activities;

Land instability (foreshore erosion, tidal incursion) is caused by; beach mining, construction of sea-walls, infrastructure development, inappropriate urban development, sea water incursion and extreme high tides and storm activity. Insufficient fresh water in the lens to support current population levels is due to; low rainfall, periodic droughts with severe impacts during El Nino events, over-population and inappropriate urban density, extent of construction development (roads, buildings) and water wastage and leakages. Salinity and pollution of the water supply is the result of; destruction of fresh water lens, incursion of pollutants into ground and water supply, poor integration of waste management systems.

Deforestation is caused by; urban construction and infrastructure development, timber and fuel-wood collection, clearing and fire due to the burning of debris and waste. Loss of biodiversity is also experienced and is due to; unsustainable land clearance, dense urban development, over-exploitation of food resources, limited regulatory measures and weak enforcement mechanisms. Ground pollution is increasing at a rapid rate and is caused by; dense urban development, poor waste management systems, lack of legislation and enforcement and limited public awareness and education

37. The draft NAP identified land degradation on South Tarawa as the major land degradation and environmental issue in Kiribati. The draft also identified that over-urbanisation and poor land-use planning and enforcement as the major cause of this land degradation. Current projects to relieve this major problem are focused on the Growth Centres Project and the Kiritimati Island development in particular. An ADB funded study has been carried out and other concept papers developed to identify approaches to developing growth centers in various parts of the country to minimize the pressure on the South Tarawa area.

38. However, this ADB project will only deal with anticipated population growth in Kiribati but will not relieve the land degradation caused by the over-urbanisation of south Tarawa as this population figure will remain unacceptably high. Alternative and additional sustainable growth centres on south Tarawa are also required.
39. Considering the very small areas of land, any solution to over-urbanization on south Tarawa has to be in a form of integrated sustainable settlement, which can be applied progressively across South Tarawa and will need to include; proper land-use planning and monitoring, use of sustainable agriculture technologies within the urban confines to maintain productivity of the very thin layer of soil and also supplement low average income levels, application of an integrated approach to the management of scarce water resources and the protection of the underground water table from pollution, effective waste management, and energy supply. Such solutions need to be; culturally appropriate, low cost, provides security of tenure and investment, provides equitable access to urban facilities and employment, is environmentally sound and can be delivered and maintained by appropriate systems of governance and legislation.
40. **Main barriers to sustainable land management** in Kiribati include: (a) sustainable land management is not adequately incorporated into urban and overall land-use planning as well as national development policies, strategies, legislation and regulations, i.e. sustainable land management is not mainstreamed (b) Kiribati has relatively low human and institutional capacities for integrated and sustainable land management, (c) there is lack of awareness among stakeholders on the seriousness of land degradation and need for sustainable land management, and (d) the country does not have adequate funds to implement effective sustainable land management programmes. In addition, there is also lack of reliable, comprehensive and up-to-date information on the cause, extent, trends and economic and social implications of land degradation.
41. **The impacts** of land degradation includes; land instability (foreshore erosion, tidal incursion, beach mining), insufficient fresh water in the lens to support current population levels, salinity and pollution of the water supply, deforestation, ground pollution and loss of biodiversity, loss of soil moisture, structure and fertility giving rise to loss of productivity and production of flora as well as food and cash crops. The degraded land also has a serious effect on the surrounding marine environment where increasing loss of soil cover has resulted in erosion and sedimentation which is killing marine life. The higher level impact is that ecosystem services are in decline, biodiversity is seriously threatened and peoples livelihoods deteriorate rapidly over time.
42. This MSP is focused on developing capacity for atoll land-use planning, monitoring and utilization in a way that minimizes the impact of development and human settlement on the extremely fragile and vulnerable ecosystems to ensure sustainable provision of ecosystem services that will continue to support and protect biodiversity, livelihoods and economic growth. The project will strengthen individual and institutional capacity to assess for land degradation, rehabilitate topsoil and vegetative cover, protect catchment areas and mainstream drought preparedness into national disaster management strategies and mainstream SLM into sector policies and national development planning.

PART II: PROJECT STRATEGY

PROJECT DESCRIPTION

Baseline course of action

43. Baseline actions include programs, initiatives and projects that are related to the intended outcomes of this MSP on Capacity Building for Sustainable Land Management and which would take place even in the absence of GEF funding support for this proposal. After the Baseline is presented, it is then analyzed to identify gaps and capacity building needs in relation to what is needed to overcome the root causes of land degradation. Baseline activities are discussed here under similar headings for the main outcomes of this proposed project. These include; mainstreaming of SLM, capacity building for SLM, knowledge management and preparation of the UNCCD National Action Plan (NAP)

Mainstreaming of SLM

44. **National or sector development plans:** The current National Development Strategy (2004-2007) includes 6 Key Policy Areas (KPA) including; Economic growth, Equitable distribution, Public Sector Performance, Equipping people to manage change, Sustainable use of physical resources and Protecting and using financial reserves. Commitment to address the direct and indirect causes and effects of land degradation can be found in the various sections of the NDS and includes strategies ranging from promoting participation of women and youth, reducing population growth rate to developing and enforcing sustainable land use schemes in the social contexts of Tarawa (North and South). The NDS is to be reviewed during 2007 and a new 5-year strategy developed.
45. Government Ministries incorporate these strategies in their **Operational Plans** and NGO's are encouraged to participate in implementation. NAP strategies will be aligned to the NDS and monitoring mechanisms need to be developed to monitor how the objectives of the NAP are also fulfilled through the implementation of the NDS.
46. A recent study funded by ADB: **Mainstreaming the environment into National Sustainable Development Strategies** was recently implemented in mid 2006. This study has identified constraints to mainstreaming environment into national planning and budget development processes and has recommended measures to overcome these barriers. The recommendations should support initiatives to mainstream SLM into national planning processes in Kiribati.

Capacity building for SLM

47. **SAPHE project:** The Government of the Republic of Kiribati made arrangements with ADB for a loan totaling USD10,200,000. Out of this loan USD1,300,000 was allocated for environmental improvement and conservation. This multi-million loan project began in 2000 and was completed at end of 2005. The project focused on, *inter alia*, policy and institutional

reform in the management of environment resources including solid waste component. These include the construction of the first two solid waste (semi-engineered) landfills and an improvement of the existing waste dump, all situated on the capital island, South Tarawa. An incineration at the main hospital was installed and additional equipments were provided to facilitate the collection and final placement and compaction of refuse at the landfills. Further there were also extension and improvement work on the existing sewerage system.

48. The **Solid waste management** component has improved over time through the proactive approach of the Ministry of Environment (MELAD) by overhauling the refuse collection and disposal system and to bring it in line with international accepted standards. This was further improved by the recycling Project (Kaoki Mange) funded by UNDP. Recycling of waste (aluminium cans, PET bottles, car batteries, cardboardes, etc) will mean removing more refuse out of the country and hence prolong the life span of the new landfills.
49. The MELAD has also integrated its *International Waters Programme* activities in sustaining the use of biodegradable (imported) green bags use for inorganic waste only for disposal at the landfills, through the Green Bag User Pay system.
50. MELAD is also implementing the project *“Development of Sustainable Agriculture in the Pacific (DSAP)”* funded by the European Union and implemented by the Secretariat of the Pacific Community (SPC) This is a 4-year regional project which began in 2004. The main objectives of the project are to support the development of national capacities in agriculture extension, promotion of sustainable atoll agriculture systems, maintenance of soil productivity, improved food security and livelihoods of primary producers.
51. The Republic of China (Taiwan) continues to provide support to MELAD and farmers through the implementation of a programme promoting **organic farming** practices. The programme promotes and trains urban dwellers and rural communities, the principles and practice of organic farming and how it can be applied in an atoll environment. This project complements the DSAP and has resulted in the development of a network of household organic producers on Tarawa atoll.
52. MELAD has been developing some capacity over the recent years to carry out **EIA on proposed development projects** and have officers tasked with carrying out inspections and recommending measures that would minimize the negative impact of development activities on the fragile atoll environment. Staff have done introductory training in use of GIS, LIS and use of satellite imagery and interpretation of maps. More specialized training is needed on doing EIA for new large scale urban settlements programmes.
53. The Land Management Division has in the last two years reviewed the process for applying for permission to develop land on South Tarawa. Basically, land on South Tarawa is a mix of Government leasehold and customary owned. All major centers Betio, Bairiki and Bikenibeu are Government leasehold lands. The new process strengthen the roles of the Land Planning authorities to carry out and implement land planning decisions and screen development proposals to comply with GLUP and DLUP. Although the new process is now being implemented there is still the need to strengthen the capacity of the local councils of BTC and TUC to undertake the lead role and implement sound land use planning.

54. The LMD, which now acts as a support services to these authorities requires capacity development and training of its staff in the Planning Unit, which currently has only one staff with a university qualification in Land Planning. There is also the need for capacity building and reviewing of the key roles of the CLPB established under the Land Planning ordinance to consider the current trends for land requirement and development on South Tarawa. In Kiritimati there has been support through the ADB technical assistance to strengthen LMD branch office in undertaking its key role in land management and developing and implementing sound land use policy.
55. The Environment Department has been also actively involved with the coastal monitoring with the Mineral Unit of the Ministry of Fisheries to conduct coastal monitoring to measure beach erosion. Under the same program, SOPAC jointly offered series of training in the use of GIS, LIS and use of satellite imagery and interpretation of maps. The Environment Department has applied this application to produce both tabular and spatial database to monitor infrastructure developments, waste collection and disposal systems such as EIA GIS, pollution control GIS and even rubbish GIS. However more training and dedicated equipment and software would be needed to revive and improve some of these systems and for effective data management.

Knowledge Management for SLM

56. Information on land and land-use is currently dispersed across various agencies and it is not easy to access information on a timely basis. The Environment Department is participating in the **Pacific Environment Information Network (PEIN)** with funding support from the European Union. The PEIN enables the department to access and disseminate environment information to its various national stakeholders and share information with other countries in the region and throughout the world. There is a need to consolidate information on land and land-use and have them easily accessible by various government agencies and NGOs assisting people with land resources management as well as the public. This is being considered as an action under the NAP however there is very limited capacity to do this.
57. Assessment and documentation on the state of land degradation in Kiribati have mainly been done by consultants when developing environmental reports and project proposals. While officers are available to do baseline studies they lack the knowledge, experience and appropriate tools.

Development and implementation of the UNCCD NAP

58. Kiribati is about to complete a **National Action Program (NAP)** for the UNCCD. This has been developed through a process of participatory consultations involving workshops and individual interviews of a wide range of stakeholders during a 10 months period from March to December 2006.
59. The NAP is intended to serve two purposes at once. Firstly, it serves to meet the obligation of Kiribati under the UNCCD as well as contributing toward MDG on poverty reduction.

Secondly, it will serve as a national plan of action in combating land degradation and mitigating the effects of drought and assist in the national goal of achieving sustainable development. The NAP identifies Key Thematic Areas (KTA) and proposes measures necessary to combat land degradation and mitigate the effects of drought.

60. Following stakeholder consultations, consensus was reached that urgent attention was required to address the advancement of land degradation in the overpopulated urban areas of South Tarawa. In essence, this action plan is both reactive and proactive in the sense that remedial actions are discussed for land degradation problems on urban Tarawa and lessons learned will be used to prevent similar land degradation problems in rural areas in the future. Consultations will need to be undertaken to develop a resource mobilization strategy or Medium Term Investment plan to support the implementation of the NAP.
61. The overall goal of the NAP is to contribute in:
 - ⇒ Achieving the core objective of the UNCCD of eradicating land-induced poverty and hence meeting the Millennium Development Goal on poverty reduction;
 - ⇒ Achieving sustainable development in Kiribati through strengthened institutional and community capacity to combat land degradation; and
62. The NAP will contribute to the above goals by achieving these objectives:
 - ⇒ Land degradation on urban Tarawa is significantly improved;
 - ⇒ Further land degradation on the outer islands is prevented;
 - ⇒ Drought prone areas are better prepared to effectively mitigate drought effect;
 - ⇒ Awareness on land degradation and the importance of Sustainable Land Management is raised;

Capacity and mainstreaming needs for SLM

63. While a range of baseline actions have been progressed by the government and other stakeholders in Kiribati, there remains an urgent need to develop and strengthen capacity to ensure a holistic, integrated and participatory approach to SLM. The national consultations for the development of the draft NAP and draft 3rd National Report to the UNCCD have produced a range of priority capacity development needs at various levels. These are captured in the paragraphs below and are targeted in this SLM project.
64. The status of land degradation in Kiribati is clear and evident, but has not been empirically captured. Lack of baseline documentation and absence of statistical data has denied an assessment of land degradation in terms of magnitude and extent to fully quantify the current status of land degradation. Capacity needs to be developed at all levels and across a range of agencies to; establish a knowledge management system for SLM, improve gathering and analysis of data and dissemination of findings, use and interpret data to establish baseline situations and develop indicators of land use change and land degradation.

65. Land degradation has not received enough public awareness and education. Past awareness and education programmes were focused on contributing factors such as waste and pollution management issues with less emphasis on their resultant effects such as land degradation. This again is due to the lack of irrefutable data and information on land degradation problems. Capacity needs to be developed to use information and data and develop, disseminate and evaluate clear messages through public awareness and education programmes.
66. The formulation of a comprehensive national land-use plan or policy is a major challenge in Kiribati. Land tenure system, fragmentation and isolation of islands makes it difficult for government to develop such a coherent land-use plan. Capacity of relevant government agencies need to be strengthened to enable them to undertake participatory consultation and planning approaches using available land information and community feed back. This project will help Kiribati embark on this challenging process by starting with land-use planning for a certain area of the Tarawa lagoon. Lessons learned and best practices will be up scaled and applied to the rest of the country.
67. Land planning by the Central Land Planning Board (CLPB) is restricted to state owned lands and designated areas which are usually private lands leased by government. Landowners of lands not leased by government are free as to the use of their own land. Such a restriction places difficulty in the preparation of a comprehensive land use policy. Demarcation of lands for specific purposes such as agriculture, reserves, human settlements and industrial or privately owned lands. The development of a coherent land use policy, coordinated implementation of sectoral plans may result in complementary environmental, social and economic goals being achieved for the same piece of land.
68. CLBP is the responsible authority for preparation of the General Land Use Plan (GLUP) of government owned lands and designated areas. The Local Land Planning Board (LLPB) then prepares a DLUP that sets out the detailed strategy for development in government-controlled lands. Designated controlled lands are usually zoned into commercial, residential and or agricultural sites. However, in practice, plans are on paper only as land use does not usually follow.
69. The increasing population in urban Tarawa has seen many illegal squatters in designated areas. These squatters can be landowners themselves occupying areas zoned for other purposes other than residential. These squatters are major contributors to land degradation as they illegally clear lands for building space, cut trees for firewood and with the lack of proper sanitary, defecate in bushes or on beaches. These threaten the water lenses, biodiversity and can create health problems. More resources are needed to enable review of regulations and encourage voluntary compliance.
70. Planning ordinances set out plans and offences for designated areas. However, poor enforcements and monitoring of these land use polices is a chronic problem. Lack of enforcement of the ordinances is attributable to absence of police powers of enforcement officers and the restrictions placed by the geographical isolation of the islands relative to the central responsible agency. Enforcement problem is currently experienced in most if not all existing policies/legislations.

71. Aggressive public awareness and education at different government and local community levels is needed to form the basis for improved decision- making and public support on initiatives to combat land degradation problems.
72. Training is needed for MELAD staff as well as those of Ministries of Finance and Planning and Health to develop and integrate Kiribati's LIS and SLM guidelines into planning. Training in the application of environmental/natural resource economics for the analysis of existing land use systems and in the identifications of economically and financially viable land management alternatives are needed in government planning departments and on a smaller scale as a planning tool for resource users.
73. The current work on promoting organic agriculture and other sustainable agriculture and agro-forestry approaches needs to be stepped up in light of the rapidly declining soil fertility and the need for increased vegetable production to supplement and improve family diet. Activities to increase segregation of household solid waste and the production of composting needs to be up-scaled and maintained.
74. This GEF MSP is urgently needed to address the capacity gaps and difficulties experienced by the national government and people of Kiribati and outlined in the preceding paragraphs. The rapid changes in land-use approaches and the accelerated influx of people from outer islands to Tarawa place a big strain on government resources. It is clear the government and key national partners are having great difficulties in trying to strengthen institutional, systemic and individual capacities to improve sustainable land management planning and implementation. Without the GEF MSP on SLM, the Republic of Kiribati will not be in a position to successfully implement many of the strategies and actions identified in its draft NAP as well as the Key Policy Areas and proposed actions identified in the various sections of the 2004-2007 NDS including inter-alia; using of modern land-use planning tools, improving the management of and public access to information pertaining to land and land-use, conducting participatory consultation and planning activities, promoting the participation of women and youth, reducing population growth rate, planning, developing and enforcing sustainable land use schemes in the social contexts of Tarawa (North and South) and Kiritimati. With the rising demand for basic services and the need to deliver these effectively to its fast growing and geographically scattered population, the government is finding it extremely difficult to be in a position to address the very complex nature of land degradation its people are now experiencing and address its national obligations under the UNCCD, NAP.

Project rationale and objective

75. This project addresses a range of priority needs and issues identified in Kiribati's report to the WSSD, its obligations under the draft NAP, draft NBSAP, NAPA and which are also reflected in the country's National Development Strategy (2004-2007). It will enhance the country's ability to address its obligations under the UNCCD, BPoA and the MDGs. The range of capacity needs to be addressed in this project has also been identified in the NCSA consultations.

76. The project will contribute to the sustainable management of Kiribati's land and marine environment, strengthen resilience of land resources and maintain and improve ecosystem health, stability and functions. These in turn will contribute to improved livelihoods and the achievement of national sustainable development goals. Given the relatively small area of land surrounded by a vast marine ecosystem, the achievement of sustainable land management practices through this project in Kiribati will not only contribute to the direct improvement and maintenance of terrestrial ecosystem services that support terrestrial biodiversity, but also indirectly contribute to protecting the globally significant marine biodiversity that Kiribati is richly blessed with.
77. The project's goal is "The Achievement of MDGs and Sustainable Development goals established by the people and government of Kiribati through the achievement of national environmental, socio-economic and SLM objectives".
78. The project's objective is: "Strengthened capacities and an enabling environment for sustainable land management, improved levels of participation by stakeholders, better utilization of scientific and socio-economic data, approaches and strengthened capacity at the systemic, institutional and individual levels to address priority land degradation issues".
79. This project is part of the UNDP/GEF LDC and SIDS Targeted Portfolio Approach for Capacity Development and Mainstreaming of Sustainable Land Management. The project particularly addresses the following outcomes under O-15 of the umbrella project.
- Individual and institutional capacities for SLM will be enhanced – a large part of this project is directed towards these types of capacity building.
 - Systemic capacity building and mainstreaming of SLM principles – this project also addresses policy development and mainstreaming of SLM.
80. The very urgent need to address the impact of population, urbanization and changing climate on land and marine resources in Kiribati requires urgent and strong collaboration between the national government and development partners. Further delays in addressing land degradation will give rise to irreparable damage to the very thin soil and the delicate water table. GEF funding support for this SLM project will significantly assist the government and the people of Kiribati to meet the cost of taking these measures, given the very limited financial resources at the disposal of the government.

Sustainability strategy

81. Most of the activities and outputs under this project fall under the mandates or the Departments of Environment, Agriculture and Lands within MELAD. Many of the activities to be implemented in the project will continue as part of the Departments' work plans following project closure and will be overseen by staff of the Departments who will also be the local counterparts working alongside international and local consultants.

Expected project outcomes, and outputs

82. The project will have 4 outcomes and 16 outputs as follows:

83. **Outcome 1: SLM mainstreamed into national policies, strategies and urban planning.**

Total cost: US\$147,500; GEF request: US\$66,000; Co-financing: US\$81,500.

Output 1.1 Policy, regulations revised and harmonized to support use of SLM principles in urban planning.

Output 1.2 SLM is mainstreamed into national development policies and strategies.

Output 1.3 SLM principles mainstreamed into policy options and actions for sustainable management of aggregates aimed at minimizing or halting beach mining activities

Output 1.4 Gender promoted and mainstreamed into SLM policies, strategies and interventions through the SLM MSP Activities.

84. **Outcome 2: Strengthened capacity for SLM at the systemic, institutional and individual level.**

Total cost: US\$525,000; GEF request: US\$231,000; Co-financing: US\$294,000

Output 2.1 Traditional and modern sustainable agriculture and SLM technologies for atoll environments promoted and demonstrated through establishment of pilot organic farming practices and use of innovative approaches to promoting the technology amongst urban communities.

Output 2.2 Enhanced capacity to plan and design new urban settlements using SLM principles by piloting a model integrated and coordinated planning approach using a range of planning tools in a participatory, integrated and holistic manner.

Output 2.3 Strengthened capacity for use of appropriate land-use and coastal resources survey technologies such as GIS, Remote Sensing and EIA for planning, monitoring and decision-making purposes.

85. **Outcome 3: Capacity for knowledge management and research in SLM enhanced**

Total cost: US\$144,000; GEF request: US\$83,000; Co-financing: US\$61,000.

Output 3.1 Enhanced capacity in Land Information Management and use of appropriate technologies for recording land-use and land-use change.

Output 3.2 Baseline data and information on land degradation and links to poverty are collected and analysed.

Output 3.3 Human Resource capacity enhanced for conducting scientific and socio-economic research related to SLM

86. **Outcome 4: National Action Plan (NAP) completed, endorsed and used to guide SLM in Kiribati**

Total cost: US\$71,750; GEF request: US\$4,000; Co-financing: US\$67,750.

Output 4.1 NAP developed and priorities are incorporated into national development plans, national budgets and supported

Output 4.2 SLM Investment Plan and Resource Mobilization Strategy are developed, aligns with and supports the implementation of the NAP and National Development Strategy

Global and local benefits

87. This project aims to deliver the following direct global benefits;
- Strengthening and protecting unique atoll terrestrial and surrounding marine ecosystems and services that are globally unique
 - Development and sharing of information on SLM and documentation of traditional knowledge for purposes of improving the global knowledge base and promoting best practice.
 - Contribution to conservation of globally important biological diversity.
 - Contribution to the achievement of internationally agreed MDGs.
88. The main national benefits of the project include;
- Strengthened capacity of national institutions and stakeholders to design, implement and monitor land use practices in an integrated, holistic and participatory manner.
 - Enhanced capacity to generate and manage information on land resources and land use and use them to achieve SLM goals.
 - Rate of land degradation in urban areas minimized and ecosystem services and functions maintained.
89. To have an understanding of the vulnerability of Kiribati to land degradation, it is important to visualize atolls of Kiribati as dynamic coastal areas with limited land area. Most islands average no more than a kilometre in width and few tens of kilometres in length. Some areas of the islands are even narrower that wave over wash during high tides is a common experience.
90. The MSP-SLM project has the capacity to reduce this vulnerability to the Kiribati islands and its people through the integration of sustainable land management into plans, policies, strategies, programs, funding mechanisms and multi-sectoral stakeholder groups.

Linkages to Implementing Agencies Activities and Programs

91. The UNDP Country Programme for Kiribati (2003-2007) focuses on strengthening governance, poverty reduction, support for capacity building in environmental management and the pursuit towards achievement of MDGs. Outputs and Activities proposed in this MSP will contribute to improved governance in land resources management and strategies to reduce poverty and will establish baselines and systems for monitoring progress towards the achievement of MDG7-Environmental Sustainability.

92. The NAP for the UNCCD is being developed with assistance from the **UNDP Governance in the Pacific (GOVPAC)** and executed by SPREP. Through this form of assistance the Environment Department is able to; plan and implement national consultations, participate in Pacific regional meetings and training sessions relating to the development of the NAP. Support for the implementation of this project and the development of the NAP is also provided by SPREP. The NAP provides the national framework and strategy to address land degradation and the implementation of this MSP will contribute significantly to the achievement of these objectives.
93. The **National Capacity Self Assessment (NCSA)** is a GEF enabling activity implemented by UNDP and is aimed at assisting the government and stakeholders in Kiribati to plan and implement a self-assessment exercise on their ability to address convention obligations under the UNCBD, UNCCD and UNFCCC. This project is currently underway and also provides an opportunity for the government and stakeholders to identify environmental and capacity issues that are cross-cutting in nature and develop an Action Plan for capacity development. Many of the needs already identified in the initial NCSA consultation exercises and through review of previous needs assessments are also reflected in the draft NAP and are to be addressed through this SLM.
94. Kiribati has also embarked on a GEF-UNDP Enabling Activity to develop its **2nd National Communications to the UNFCC**. A stocktaking exercise has been implemented and a proposal is being submitted for GEF funding to undertake the exercise. This enabling activity will provide opportunities for linking climate change with land degradation and terrestrial conservation and the identification of interlinkages and synergies. In a small atoll environment like Kiribati mitigation and adaptation options will be very closely linked to SLM principles and objectives.
95. As a Least Developed Country (LDC) Kiribati was able to obtain assistance from GEF through UNDP for the development of its **National Action Plan for Adaptation to Climate Change (NAPA)**. The NAPA complements a number of proposed activities in this MSP particularly those involved with assessing baseline situations and linking them to vulnerability assessments as well as adaptation options.
96. **Kiribati Solid Waste Management (KSWMP)** also known as the *Kaoki Mange* Project is intended to pilot a solid waste management model suitable for a small island environment. The project aims to support the development and enactment of appropriate legislations/regulations for imposition of deposits on beverage containers and management of container deposit money. The solid waste management initiative is a joint undertaking of the government, commercial sector and the NGOs in Kiribati. Because most of the solid waste is generated in urban areas, the achievements and lessons learnt from this project will contribute towards minimizing the effects of waste and pollution on atoll soils, biodiversity and water quality and reduce land degradation. A number of key stakeholders in this project are also to be involved in the SLM MSP.
97. The **Strengthening Decentralized Governance in Kiribati** project focuses on reforming planning and budgeting processes at the local government level. This initiative will

contribute to increased and effective community level participation in planning and management of development activities based on systematic processes and tools such as island development profiles that come out of feasibility studies and other technical assistance. Two local government entities will be involved with the SLM MSP and will be able to benefit by applying governance principles in SLM decision-making.

Synergies and Linkages to other relevant GEF projects.

98. On approval and implementation, this SLM MSP will have strong linkages with other GEF funded projects in Kiribati and will contribute to enhanced synergies. The current **National Capacity Needs Self Assessment (NCSA)** has enabled national stakeholders to identify pressing environmental issues in the area of land resources management, status in addressing them and the underlying capacity issues that are hindering the country to effectively address the issues and also meet its obligations under the UNCCD. Both the NCSA project and the SLM PDF consultations process have already brought together a wide range of stakeholders to look at the links between these initiatives and the synergies that can be achieved. Stakeholders have also been able to link these two initiatives with the development of the UNCCD NAP, recognize the complementarities and the need to align one with the other to achieve maximum benefits. The recognition of this is integrated and synergistic approach by stakeholders has enabled them to also identify linkages and synergies with other donor initiatives.
99. The NCSA will also be assessing for Cross-cutting issues and will provide the opportunity for stakeholders to link land degradation issues and sustainable land management objectives with UNCBD and UNFCCC issues and strategies.
100. This SLM MSP also links strongly with the Kiribati **National Biodiversity Strategy and Action Plan (NBSAP)** and the recent Add-on, both funded by GEF. The protection and sustainable use of the unique terrestrial biodiversity in Kiribati is essential if the overall objectives of environmental management and sustainable livelihoods are to be achieved. Proposed MSP activities pertaining to use of tools for land-use planning, promotion of sustainable agriculture and agro-forestry approaches, base-line assessments and strengthening of capacities at all levels to address land degradation will also contribute to improved conservation measures for terrestrial biodiversity, improve water retention and increasing resilience in the face of climate change.
101. The **National Adaptation Programme of Action (NAPA)** formulated under obligation of the UNFCCC for Kiribati has been the outcome of a collective efforts of the NAPA-Task team and it provides opportunities for synergies with other MEAs such as CBD and UNCCD for collaborative and integrated actions in adaptation responses. It contains a nationally driven set of criteria for prioritization of adaptation actions in the national programme. By adopting an integrated approach, all the relevant stakeholders would be able to work under concerted effort to ensure that those whose livelihoods are most vulnerable to adverse impacts of climate change impart the urgency and immediacy of adaptation needs.

102. GEF has been and continues to assist Kiribati adapt to Climate Change. The concept of National Adaptation Program of Action (NAPA) was the outcome of the UNFCCC process. The Conference of the Parties to the UNFCCC adopted a decision pertaining to preparation of NAPA for Least Developed Countries. The ultimate objective of NAPA is to enable Least Developed Countries who are parties to the UNFCCC to identify immediate and urgent adaptation needs to climate change. NAPA was implemented by UNDP.
103. Kiribati Adaptation Project was initiated after V&A assessment studies in Kiribati and pioneered and implemented by World Bank. The whole objective of KAP¹ is to assist Kiribati to address its economic and physical vulnerabilities to the impacts of climate change, climate variability and extreme weather events.
104. To avoid duplication of activities on similar area (adaptation), these projects were singularized under one institution while working towards their own specific project objectives at their separate mother Ministries. The NAPA working committee under the MELAD² was formalized as the technical advisory committee, whilst KAP working committee under MFED³ was performing as National Steering Committee. These committees are now known as Climate Change Study Team (NAPA committee) and National Adaptation Steering Committee (KAP committee).
105. The approach to merge these committees has enabled these two projects to formulate their programs back to back that will ensure coherent and effective adaptation measures for Kiribati. After all, funding for these two projects was provided from one single financial entity and council i.e. GEF. Therefore consistency, coherency and national benefits of these projects need to be maintained as best as possible. SLM MSP activities and their intended outputs will incrementally contribute to the achievement of NAPA and KAP objectives while a number of projects proposed under the NAPA and KAP will also contribute to the objectives of SLM.
106. The UNDP/GEF Enabling Activities for the Stockholm Convention on Persistent Organic Pollutants (POPs) provides added opportunities for synergies to be fostered. The NAP identifies pollution as one of the causes of land degradation and the Government of Kiribati recognizes the catastrophic effects POPs can have on small atoll environments. A National Implementation Plan (NIP) has been developed under the POPs project as a strategy to addressing this threat. The promotion of organic agriculture through the SLM MSP will also contribute to a reduced reliance on inorganic fertilizer and chemicals that may pollute the precious underground water lens.

Stakeholder Involvement Plan

107. The main stakeholders to be involved in this project include governmental departments, private sector groups, the civil society sector and resource users. **Annex 5** on page 73 presents a matrix on the Stakeholder Involvement Plan.
108. The Ministry of Environment, Lands and Agriculture Development will take on the lead role in implementing the project and will be host to the project office. The Ministry executive and administration staff will provide the support necessary for effective implementation and accountability. The Minister and executive staff will also provide a key role in facilitating

partnerships and collaboration between MELAD, other government Ministries, private sector and civil society.

109. The Director of Environment and Conservation Department within MELAD is the operational focal point for the UNCCD and the Department plays a key role in coordinating national initiatives that are linked to the objectives of the UNCCD. The Department is also leading the implementation of other closely related initiatives including the NAP, NCSA and NBSAP. Officers of the Department will benefit from training in impact assessments and monitoring, carrying out baseline studies and development of baseline data. Much of the training will be practical in nature and will also result in the production of reports and recommendations for improved SLM. On implementation of the project activities every opportunity will be made to mainstream environment and sustainable development principles into SLM as well as mainstreaming SLM into other socio-economic programs and initiatives.
110. The Agriculture Department staff will play a lead role in promoting organic agriculture, designing and establishing agro-forestry initiatives and promoting SLM amongst the public. A key message will be the protection of the soil and water table from inappropriate and destructive agriculture activities. Agriculture staff's knowledge and skills in organic agriculture will be enhanced through on-the-job training attachments and application of improved technologies. Closer collaboration and partnerships will be forged with organic growers, the Taiwanese Technical Mission to Kiribati, SPC, FAO, SPREP and other organizations promoting sustainable agriculture, agro-biodiversity and organic farming.
111. The Department of Lands has a critical role in overseeing the proper planning and enforcement of land-use in urban areas and promoting community-based land-use planning on customary land. Land Officers will benefit training on consultation and facilitation skills for community-based planning of sustainable settlements
112. The project will give special attention to the participation of urban communities, organic farmers and villages living within and near catchment areas in SLM. In this regard, the project, under Output 2.1, will promote sustainable agriculture, demonstrate an appropriate agro-forestry model for use in catchment areas, provide training in appropriate organic farming technologies using organic waste segregated at the household level. The objective is to provide "hands on" training and facilitate a "bottoms-up" approach to training farmers and urban communities.
113. Various civil society groups, private bodies and NGOs will be integrated into the project as beneficiaries and also as resource persons. They will be actively involved in the drafting of regulations, traditional knowledge sharing, workshops and meetings. They will have part ownership of all the new regulations relating to SLM. Other stakeholders who will form part of the project include urban communities and rural communities living close to water catchment areas who are the root cause as well as victims of land degradation and whose participation and contribution is vital to the success of SLM.

114. The SLM project will promote and support the mainstreaming of gender considerations in SLM policies, strategies and interventions. In so doing it is envisaged that more women will be involved in decision-making as well as beneficiaries and active participants across the various project activities.

FINANCIAL PLAN

Streamlined Incremental Costs Assessment

115. **Incremental GEF funding:** The Kiribati SLM Project will focus specifically on developing capacity of a wide range of stakeholders to understand better and address a number of priority land degradation issues identified in the draft NAP, consultation process for the design of the SLM MSP, draft 3rd National Report to the UNCCD and the NCSA consultations. These issues include; the impact of population growth and urbanization on land resources, coastal erosion and unsustainable agriculture practices. The project also has a strong link to Kiribati's efforts to adapt to the effects of climate change given the very vulnerable situation the country is in. The project shall secure GEF incremental funding to complement other financing sourced from the GoK, NZAid, GoVenz, SOPAC, SPREP and SPC. Interventions will focus on developing capacity at all levels, mainstreaming SLM into national strategies and plans, strengthen knowledge management for an integrated approach to SLM, planning for the mobilization of resources and mainstreaming of the NAP into national and sector strategies. Approximately 80% of the GEF funding will be directed towards capacity development and knowledge management for SLM while the balance of about 20% will be used to support mainstreaming of SLM, knowledge management and development of a medium term investment plan.
116. **Costing of Baseline Activities:** Baseline activities that are also presented as co-financing from the Government of Kiribati have been costed over the period 2008 to 2010 according to the following arrangements:
117. **Mainstreaming of SLM:** The GoK budget for MELAD which is largely responsible for the mainstreaming of SLM practices would be \$ 61,500
118. **Capacity development for SLM:** The GoK budget for ongoing agriculture research and extension activities, primary health services, plant protection, environmental monitoring, conservation of biodiversity, solid waste management and water resources management, which are directly linked to this project is estimated at \$144,000.
119. **Capacity for Knowledge Management and Research:** Land-use and land administration and adjudication activities, monitoring of land and water resources, planning land-use, planning national disaster response measures are government

functions that this project will build on and improve. Budgetary allocation for these areas of work is estimated at \$ 56,000.

120. **Development of National Action Plan:** The Government of Kiribati would be able to support the development of the National Action Plan and Resource Mobilization Strategy at an estimated cost of \$19,000.

CO-FINANCING

Mainstreaming of SLM:

121. GoK – MELAD and Planning Office: The GoK will play a key important role in the implementation of this component and ensuring that efforts at mainstreaming are maintained after the project life. Co-financing support will be mainly through use of staff time and operational resources and is estimated at \$ 61,500
122. Pacific Regional Organizations (SPREP, SPC, SOPAC) These organizations provide on-going technical and policy advice to Pacific Island Countries and will be supporting the GoK in efforts to mainstream SLM into national and sector policies and strategies. SOPAC has and continues to provide technical and policy advice to the GoK in the area of sustainable management of aggregates, SPC will assist with mainstreaming of SLM into Agriculture Policies while SPREP will also provide advice on mainstreaming SLM into the NSDS. The estimated co-financing from these organizations, mainly in the form of officers time and travel costs include: SPREP \$2,000, SPC \$6,000 and SOPAC \$12,000.

Capacity Development for SLM

123. EU DSAP project ; The on-going activities based on initial funding by the EU through SPC are to be integrated into this project and will complement current capacity building component. The estimate cost is; \$ 9,000
124. SPREP: Through its annual training to Kiribati, it will help Implement one training attachment in EIA. This is part of SPREP's on-going initiative for Pacific countries. The estimated cost is: \$6000
125. NZ Aid project; Funding support for an officer from the Environment Department to undergo post-graduate training in environmental management and policy development will strongly contribute to sustained efforts by the Environment Department and the Government of Kiribati to continue implementing the activities under this SLM MSP. The NZAid funded activities is estimated at \$ 50,000
126. GoVenz bilateral funding to GoK; The Government of Venezuela has provided funding to the GoK through the UNCCD Secretariat for support towards SLM and related initiatives. The GoK is using this kind assistance to strengthen its rain water

catchment capacity, reduce the heavy reliance by households on under-ground water sources and enable adequate supply of water to support organic production of vegetables at the household level. The estimated co-financing is \$ 85,000

127. GoK – MELAD: Officers and resources from various Departments of MELAD as well as other Government Ministries and Departments will be heavily involved in the implementation of this component both as beneficiaries as well as in a supporting role. Officers time and departmental resources will be used to support and ensure the successful implementation of activities under the various outputs. The estimated in-kind co-financing support is \$ 144,000

Knowledge Management and research

128. GoK: Staff of a number of departments in collaboration with NGO personnel and community representatives will be committing time to conduct research, development of information management and dissemination systems. Estimated in-kind co-financing for this is \$ 56,000.
129. SOPAC: Regional EU ACP SOPAC project for the development of a Geospatial Contents Management System (GeoCMS) server and capacity building relating to land and resource use/planning.
130. SPREP will be supporting the GoK with designing and implementing a Training Needs Assessment and also in the identification of training opportunities for staff. Estimated co-financing for this component is \$ 5,000.

NAP completed and endorsed

131. GoK – MELAD is playing a key role in coordinating consultations for the development of the NAP. MELAD staff will also continue to commit time and operational budgets to supporting the development of resource mobilization strategies to support implementation of the NAP. Estimated co-financing is \$ 19,000.
132. SPREP is the executing agency for a component in the UNDP Governance in the Pacific Program and is supporting GoK with the development of the NAP. SPREP staff will also be providing advice and support for the development of mobilization strategies. Estimated co-financing (GovPac project and SPREP staff time) is estimated at \$ 46,750
133. SPC staff will also be assisting GoK through technical advice and provision of information on mobilizing resources to support implementation of the NAP. Estimated co-financing is 2,000.

Table II/a: Detailed Description of Estimated Co-financing Sources.

Cofinancing Sources				
Name of Co-financier (source)	Classification	Type	Amount (US\$)	Status
GoK/MELAD	Government	In-kind	\$424,500	Letter of intent
NZAid	Bilateral	In-kind	\$50,000	Letter of intent
Government of Venezuela	Bilateral	Cash	\$85,000	Letter of intent
SPREP	Regional Organization	Cash/In Kind	\$59,750	Letter of intent
SPC	Regional Organization	In Kind	\$17,000	Letter of Intent
SOPAC	Regional Organization	In Kind	\$12,000	Letter of Intent
Subtotal Co-finance			\$648,250	

134. **Project Budget** Table 133 on the next page presents the budget summary by outcome and by source of financing. A full detailed activity budget is presented in **Annex 3**. Note that the project management costs listed separately in Annex 3 has been spread proportionately across the four Outcomes.
135. The total amount of funds requested from GEF is to cover the GEF funding allocation to all the Components and including the preparatory assistance of the project. Note that the ratio of project administrative costs to total project costs is 25% and is in line with the recommended guidelines for the LDC-SIDS Umbrella Project of 25%.

Co-Financing Letters of Commitment

136. The following letters of co-financing will be provided prior to inception. A covering Letter of Intent is provided with this proposal.
- (a) New Zealand Aid (NZAid) **Source:** Training Scholarship, **Status:** To be submitted as Letter of Co-financing prior to inception. Letter of intent provided. **Value:** USD 50,000
 - (b) Government of Venezuela (GoVenz) funding for improvement of water catchment facilities, **Status:** To be submitted as letter of co-financing from beneficiary i.e. the Government of Kiribati, prior to inception. Letter of intent provided. **Value:** 85,000
 - (c) Government of Kiribati, MELAD **Source:** In-kind contribution and Technical Assistance 2007-2010, **Status:** To be submitted prior to inception. Letter of intent provided. **Value:** 424,500
 - (d) Secretariat of the Pacific Regional Environment Programme (SPREP) **Source:** Cash and In-kind contribution and Technical Assistance 2008-2010, **Status:** To be submitted prior to inception. **Value:** 59,750

- (e) Secretariat of the Pacific Community (SPC) **Source:** In-kind contribution and Technical Assistance 2008-2010, **Status:** To be submitted prior to inception. **Value:** 17,000
- (f) South Pacific Applied GeoScience Commission (SOPAC) **Source:** In-kind contribution and Technical Assistance 2008-2010, **Status:** To be submitted prior to inception. **Value:** 12,000

Table 1: Project Budget Summary by Output

<i>Outcome</i>	<i>GEF</i>	<i>Co-finance</i>		<i>Total</i>
		<i>Govt. Co-finance</i>	<i>Other co-finance</i>	
<i>1. SLM mainstreamed into national policies, strategies, legislation and urban planning.</i>				
<i>Output 1.1 Policy, regulations revised and harmonized to support use of SLM principles in urban planning.</i>	34,000	20,500	0	54,500
<i>Output 1.2 SLM mainstreamed into national development policies and strategies.</i>	23,000	27,500	SPREP 2,000 SPC 4,000	56,500
<i>Output 1.3 SLM principles mainstreamed into policy options and actions for sustainable management of aggregates aimed at minimizing or halting beach mining activities.</i>	0	5,500	SOPAC 12,000	17,500
<i>Output 1.4 Gender promoted and mainstreamed into SLM policies, strategies and interventions through the SLM MSP Activities.</i>	9,000	8,000	SPC 2,000	19,000
<i>Total Outcome 1</i>	66,000	61,500	20,000	147,500
<i>2. Capacity development for SLM at the systemic, institutional and individual level.</i>				
<i>Output 2.1 Traditional and modern sustainable agriculture and SLM</i>	89,000	41,500	Gov of	215,500

<i>technologies for atoll environments promoted and demonstrated through establishment of pilot organic farming practices and use of innovative approaches to promoting the technology amongst urban communities.</i>			Venezuela 85,000	
<i>Output 2:2 Enhanced capacity to plan and design new urban settlements using SLM principles by piloting a model integrated and coordinated planning approach and using a range of planning tools in a participatory, integrated and holistic manner.</i>	67,000	38,000	0	105,000
<i>Output 2:3. Strengthened capacity for use of appropriate land-use and coastal resources survey technologies such as GIS remote sensing and EIA for monitoring and decision-making purposes.</i>	75,000	64,500	SPREP 6,000 SPC 9,000 NZAid 50,000	204,500
Total Outcome 2	231,000	144,000	150,000	525,000
Outcome	GEF	Co-finance		Total
		Govt. Co-finance	Other co-finance	
3. Capacity for Knowledge Management and Research in SLM enhanced.				
<i>Output 3.1 Enhanced capacity in Land Information Management and use of appropriate technologies for recording land use and land-use change.</i>	38,000	10,000	0	48,000
<i>Output 3.2 Baseline data and information on land degradation and links to poverty collected and analyzed.</i>	21,000	17,000	0	38,000
<i>Output 3.3 Human resource capacity enhanced for conducting scientific and socio-economic research related to SLM</i>	24,000	29,000	SPREP 5,000	58,000
Total Outcome 3	83,000	56,000	5,000	144,000

4. National Action Plan (NAP) completed, endorsed and used to guide SLM in Kiribati.				
<i>Output 4.1 NAP developed and priorities are incorporated into national development plans, national budgets and supported.</i>	0	6,000	SPREP 34,000	40,000
<i>Output 4.2 SLM Medium Term Investment Plan and resource mobilization strategy developed, aligns with and supports the implementation of the NAP and NDS.</i>	4,000	13,000	SPREP 12,750 SPC 2,000	31,750
Total Outcome 4	4,000	19,000	48,750	71,750
5. Effective and efficient management and monitoring of SLM MSP				
<i>5.1 Monitoring and Evaluation</i>	41,000	6,000	0	47,000
Total Outcome 5	41,000	6,000	0	47,000
<i>5.2 Project Management</i>	50,000	138,000	0	188,000
Total Management	50,000	138,000	0	188,000
TOTAL MSP	475,000	424,500	223,750	1,123,250
PDFA	25,000			
OVERALL TOTAL	500,000	424,500	223,750	1,148,250

Table 2: Project Management (Summary by Budget Line)

Component	Estimated consultant weeks	GEF(\$)	Other sources (\$)	Project total (\$)
Local consultants/project staff	150	50,000	138,000	188,000
International Consultants	-	0	0	0
Office facilities, equipment, vehicles, communications & Printing & Production		0	0	0
Travel		0	0	0
Miscellaneous		0	0	0
Total		50,000	138,000	188,000

Table 3: Consultants Working for Technical Assistance Components

Component	Estimated consultant weeks	GEF(\$)	Other sources (\$)	Project total (\$)
Local consultants/project staff	202	84,000	125,000	209,000
International consultants	65	118,000	76,020	194,020
Total	267	202,000	201,020	403,020

Budget Notes

Regional and Locally recruited consultants will provide support for technical assistance. Travel will be strictly in-country, but required in order to provide training to outer island communities both in the demonstration sites as well as in other key sites to be determined in the course of implementation. The consultants will also provide technical assistance in the following areas: review of relevant policies (land ordinance, agriculture) and regulatory frameworks in order to identify and define gaps, undertaking national and community consultations (example ; training in integrated land information systems/GIS/ remote sensing/EIA, and development of training modules; and Participatory technical development (e.g. Gender Analysis Tool in SLM)

Short term service contracts will be utilized for coordination of island demonstrations, trainings and organizing education events for SLM awareness events, key educational and cultural events. It also includes costs for engaging staff for monitoring relationship between land use and poverty, for participatory planning of Temaiku settlement (community consultations) and data collection, storage and analysis for training activities over project duration (output 2.3, Activity 2.3.8).

Two-three regional/international consultants will be hired to provide basic support in the training, legislative reviews under outcomes 2 and 3, and undertake evaluations as detailed in the monitoring and evaluation and work plan.

PART III : PROJECT MANAGEMENT ARRANGEMENT

Project Implementation Process

Implementation framework and modality

137. Project inception activities will commence in February 2008 and the project will be implemented over a period of three years. The UNDP Country Office in Suva, Fiji will be the implementing partner for the project and implementation will be guided by UNDP National Execution (NEX) procedures.

Overall project responsibility

138. The Minister for Environment, Lands and Agriculture Development shall have overall responsibility over the project and will report to Cabinet for the achievement of outcomes and outputs of the project.

National Executing Agency

139. MELAD shall be the lead executing agency for the project and will collaborate very closely with the Departments of Lands and Agriculture. The UNCCD Thematic Working Group shall be the Project Steering Committee and shall comprise representatives of the main stakeholders. The Committee shall provide guidance on implementation and monitor progress in the implementation of activities and achievement of outputs through receipt of and discussions on monitoring reports provided by the Project Manager and Coordinator. The UNCCD Thematic Working Group has also been involved with the development of the NAP and NCSA and is well placed to facilitate in and guide the project along to maximize synergies between the SLM MSP and these initiatives.
140. The steering committee in turn shall be responsible to the Director of Environment as the GEF Operational Focal Point and the Secretary of MELAD as GEF Political Focal Point who are also responsible to Cabinet through the Minister. (See Annex 6 for Project Management Arrangements).

National Implementing Agency

141. The Department of Environment within MELAD shall be the main implementing agency and host the Project Office. As host to the Project Office the DoE shall provide the necessary office space and furniture as well as logistical and administrative assistance for the project team. These make up part of the Governments co-financing for the project. Being the implementing agency and host to other projects such as IWP, NAP, NBSAP, 2nd National Communication, the DoE shall be able to rationalize use of project assets and services to enhance effectiveness and efficiency of implementation.

Project Manager

142. The Director of Environment shall be the designated Project Manager. The Project Manager shall liaise closely with the Directors of Lands and Director of Agriculture, shall be responsible to the Minister of MELAD and consult regularly with the Project Steering Committee to ensure effective and efficient management and implementation of the project.

Project Coordinator

143. A Project Coordinator will be recruited following public advertisement of the position and identification of a suitable candidate. The Project Coordinator is responsible to the Project Manager in delivering on the duties and responsibilities presented in the attached Terms of Reference. (See Annex 7)

Project Assistant

144. A Project Assistant will also be recruited following a similar recruitment process used for the Project Coordinator. This officer shall be supervised by the Project Coordinator and shall provide the necessary support role as stipulated in the attached Terms of Reference (See Annex 7)

Project Team

145. This shall be made up of the Project Manager, Project Coordinator, Project Assistant, national experts/consultants, members of relevant government agencies, including agriculture extension and research officers, and the Steering Committee as required. The team will be responsible for planning and implementing the project activities according to budget, schedules and specifications.

Technical Assistance

146. It is envisaged that regional organizations such as SPREP, SPC, SOPAC and FAO will be approached to obtain technical assistance to support the project. These agencies are part of the Council of Regional Organizations (CROP) Land Resources Working Group and have been providing valuable assistance to the Government of Kiribati in related areas in the past. Every effort will be made to ensure the SLM Project Manager and National Coordinator are kept abreast and partake where possible in sharing of information and cooperation in other similar regional initiatives. National and International consultants will also be engaged to support specific activities.

Administration of GEF funds - UNDP Country Office: Suva, Fiji.

147. The UNDP CO in Fiji shall administer the GEF SLM project funds as well as monitor and review progress of project implementation according to its role as the GEF IA.

The CO shall provide guidance and advice with respect to UNDP and GEF procedures and requirements. Project funds shall be advanced on a quarterly basis based on the submission and endorsement of a quarterly work plan and budget and the subsequent acquittal and reporting of project funds from time to time. The need for variations to the project Work Plan and Budget will need to be justified and endorsed by the Project Manager and the CO.

Use of GEF and UNDP Logo

148. “In order to accord proper acknowledgement to GEF for providing funding, a GEF logo should appear alongside the UNDP logo on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgement to GEF”.

Project Inception

149. **Project Inception Workshop.** This workshop will be conducted within the first two months of inception following drawdown of GEF Funds to the designated project account and appointment of the National Coordinator and Project Assistant. Participants to the Inception Workshop shall include the project team, relevant government counterparts, co-financing partners, main stakeholder representatives, the UNDP-CO and representation from the UNDP-GEF Regional Coordinating Unit and Regional Organizations as appropriate. The purpose of the of the Inception Workshop is to enable the project team to understand and take ownership of the project’s goals and objectives and for stakeholder representatives to be made aware of and participate in initial planning of implementation. The Workshop shall also prepare the project’s first Annual Work Plan based on the project’s Log Frame Matrix. This will include reviewing the log frame (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise finalize the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project.
150. Additionally, the purpose and objective of the Inception Workshop will be to: (i) introduce project staff with the UNDP-GEF *expanded team* which will support the project during its implementation, namely the CO and responsible Regional Coordinating Unit staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff vis à vis the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Project Report (APR), Tripartite Review Meetings, as well as the Mid-Term Review. Equally, the IW will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget rephasings.
151. The IW will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project’s decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff and decision-making structures will be discussed again, as needed in order to clarify for all, each party’s responsibilities during the project’s implementation phase.

PART IV: MONITORING AND EVALUATION

152. **Monitoring and Evaluation Plan.** Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the PM who will have lead responsibility for reporting requirements to UNDP. The Logical Framework Matrix in Annex B provides performance and impact indicators for project implementation along with their corresponding means of verification. These will form the basis on which the project's Monitoring and Evaluation System will be built.
153. In-line with the Monitoring and Evaluation Tool Kit provided by the Global Support Unit, the project management unit will endeavor to complete and supply UNDP CO with a *National MSP Annual Project Review (APR) Form* and submit to UNDP CO by 1st July annually for review and subsequent transmission to the GSU by the 15th July. The APR Form will outline project identifiers, monitoring impact and performance, including monitoring project processes, adaptive management and lessons learnt. The APR form is attached.
154. The project identifiers cover the basic background data of the project. Questions in this section have to be completed by the Project Manager.
155. The Monitoring Impact and Performance section will report on whether the impacts and performance of the project so far have resulted in an increased or strengthened capacity for sustainable land management. The project impact will report on the progress of achieving the national MSP project objective while the project performance measures the progress towards achieving the four (4) outcomes that are common to the MSP project. Furthermore, this section will elaborate on how the project activities are meeting GEF requirements and principles.
156. Overall, there are twenty-eight (28) compulsory questions in the APR form that must be completed by the Project Manager. There are ninety three (93) *optional* indicators to which national MSP teams shall select the most appropriate indicators for their project. In some cases, the optional indicators may require modifying/adapting to the in-country situation. Otherwise, the Project Manager in consultation with the National Steering Committee may be inspired by the optional indicator, but may choose to design a superior, related indicator. Data related to optional indicators shall be submitted to the UNDP CO. There is a very long list of optional indicators that the project manager should select to setup a small inventory appropriate for Kiribati.
157. Lastly, the Monitoring Project Processes, Adaptive Management and Lessons Learnt section will provide data and process related to how key decisions are made including reporting on challenges and factors limiting the success of the project. This will provide the basis for identifying lessons learnt.
158. The Project Manager in conjunction with UNDP will monitor activities to ensure that they are carried out appropriately and in a timely manner as per the workplan. The workplan is integrated into the activity budget presented in Annex 3. MELAD and the project coordinator will ensure that the project execution complies with UNDP's monitoring, evaluation, auditing and reporting requirements and include:

159. **I Inception Report:**

A project inception report will be prepared within two months after project start up, immediately following the Inception Workshop. It will include a detailed First Year/ Annual work Plan divided in quarterly time frames detailing the activities and progress indicators that will guide implementation during the first year of the project. The work plan would include the dates of specific field visits, support missions from UNDP Country Office in Samoa, consultants as well as time frames for meetings of the project's decision making structures. The Report will also include the detailed, project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and include any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months time frame.

The inception report will include a more detailed narrative on the implementation/delivery mechanisms, institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. The final report will be circulated to project counterparts for comment or queries within a specified time frame.

160. **II Tripartite Review (TPR):**

The project will be subject to Tripartite Review (TPR) at least once every year and is a policy level meeting of the parties directly involved in the implementation of the project. The first such meeting will be held within the first twelve months of the start of full implementation.

The APR will be used as one of the basic documents for discussions in the TPR. The Project Manager will present the APR highlighting policy issues and recommendations for the decision of the TPR participants. The Project Manager also informs the participants of any agreement reached by stakeholders during the APR preparation on how to resolve operational issues. TPR consists of the following parties:

- Government: the national coordinating authority and other concerned agencies
- UNDP
- Executing Agency

Additional main stakeholders, including other UN agencies and donor as deemed appropriate.

161. **III Quarterly Progress Reports**

The Project Coordinator is responsible for the preparation and submission of quarterly progress reports to UNDP Country Office in Samoa. The quarterly progress reports shall be concise describing results/outputs achieved as per quarter work plan, issues confronting the project including actions or measures undertaken to rectify these issues, report on the progress of work with respect to work accomplishment and expended budget.

162. **IV Quarterly Financial Reports**

The Project Coordinator is responsible for the preparation and submission of the quarterly financial reports to UNDP Country Office in Samoa. The quarterly financial reports shall be concise and accurately reports on expenditures incurred by the project during the quarter. It should follow the UNDP Financial Report template and duly signed by the Project Manager

before submitting to UNDP. The Quarterly Financial Report is submitted together with the Quarterly Progress Report.

163. **V Project Terminal Review:**

During the last three months of the project the project team will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project as reported in all National MSP Annual Project Review Forms, lessons learnt, objectives met, or not achieved structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the Project's activities.

164. **VI Project Publications** (*project specific- optional*).

Project Publications will form a key method of crystallizing and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

i. Independent Evaluations: An independent Mid-Term Evaluation (MTE) could be undertaken at the end of the second year of implementation or when deemed necessary by the National Steering Committee and UNDP CO. The Mid-Term Evaluation may be necessary if the project duration exceeds four years; if the project encounters difficulties or when it is necessary to significantly redesign the project. Specifically, the MTE will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. In the event that a decision can not be made, the UNDP Resident Representative will make the final decision on the selection of an independent evaluator *inter alia*.

ii. Final Evaluation: The independent final evaluation will take place three months prior to the TTR meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities. Again, the Terms

of Reference for this evaluation will be prepared by the UNDP Country Office in Samoa based on guidance from the Regional Coordinating Unit and UNDP/GEF.

165. **VII Audit:**

The project will be audited on a yearly basis as per NEX procedures and GEF External auditors, organized by UNDP Country Office in Samoa in accordance with UNDP requirements, will undertake the annual audits.

166. DAFF/Office for External Affairs shall certify the yearly Combined Delivery Reports issued by UNDP based on financial statements prepared by Treasury/DAFF administration.

167. **Legal Context:** This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Niue and the United Nations Development Programme.

168. UNDP acts in this project as the Implementing Agency for the Global Environment Facility (GEF) and all rights and privileges pertaining to UNDP as per the terms of the SBAA shall be extended *mutatis mutandis* to GEF

169. The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative, provided she has verified the agreement thereto by GEF Unit and is assured that the other signatories to the project document have no objections to the proposed changes:

- (i) Revisions in, or additions of, any annexes of the project document;
- (ii) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation;
- (iii) Mandatory annual revisions which re-phase the delivery of agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility; and

170. Inclusion of additional annexes and attachments only as set out here in this project document.

171. Since this project falls under the NEX modality, it shall be implemented in accordance with the NEX Guidelines, which includes audit requirements.

172. The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative, provided he/she is assured that the other signatories of the project document have no objections to the proposed changes:

- i. Revisions of, or addition to, any of the annexes to the project document
- ii. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by the cost increases due to inflation.
- iii. Mandatory annual revisions which re-phase the delivery of agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility, and;
- iv. Inclusion of additional annexes and attachments relevant to the Project Document.

**MONITORING AND EVALUATION WORKPLAN AND CORRESPONDING BUDGET
(INDICATIVE)**

Type of M&E activity	Lead responsible party in bold	Budget US\$	Time frame
Inception Workshop	Project Manager/Coordinator	\$8,500	Within first two months of project start up
Inception Report	Project Implementation Team	\$0*	Within 6 weeks post Inception Workshop
Project Quarterly Report	Project Manager/Coordinator	\$500	Quarterly basis following inception of workshop
APR/PIR	The Government, UNDP Country Office, Executing Agency, Project Team , UNDP/GEF Task Manager ¹	\$0*	Every year, at latest by June of that year
Tripartite meeting and report (TPR)	The Government, UNDP Country Office , Executing Agency, Project Team, UNDP/GEF Task Manager	\$5,000 (travel and meeting costs)	Every year, upon receipt of APR
National MSP Annual Project Review Form	The Government, UNDP Country Office, Executing Agency, Project Team , GSU	\$0*	Every year, at latest by 1 st July of that year
National MSP Annual Project Review Form – attached survey	Project Team and RTAs	\$0*	Every year, at latest by 1 st July of that year
Mid-term External Evaluation (if necessary)	Project team, UNDP/GEF headquarters, UNDP/GEF Task Manager, UNDP Country Office , Executing Agency	\$6,000	At the mid-point of project implementation. Project review meeting
Final External Evaluation	Project team, UNDP/GEF HQ UNDP/GEF Task Manager UNDP CO, Executing Agency	\$6,000	At end of project implementation, Ex-post: about two years following project completion.
Terminal Report	UNDP Country Office, UNDP/GEF Task Manager, Project Team	\$0*	At least one month before the end of the project
Audit	Executing Agency , UNDP Country Office, Project Team	Average \$6,000 for 3 years;	Yearly
Visits to field sites (UNDP staff travel costs to be charged to IA fees)	UNDP Country Office , Executing Agency	3000 (combined with TPR meeting)	Yearly
Lessons learnt	UNDP-GEF, GEFSEC, Project Team , Executing Agency	\$6,000 for 3 years	Yearly together with the APR/PIR
TOTAL INDICATIVE COST <i>Excluding project team staff time and UNDP staff and travel expenses.</i>		US \$41,000	

Comment [AC4]: Yes, this should be 41K, and so I didn't touch this

* indicates that this activity is covered by project management unit, at no *additional* cost to project

¹ UNDP/GEF Task Managers is a broad term that includes regional advisors, sub-regional coordinators, and GEF project specialists based in the region or in HQ.

ANNEX 1: STRATGIC RESULTS FRAMEWORK

KIRIBATI - LOGICAL FRAMEWORK ON SUSTAINABLE LAND MANAGEMENT

LONG-TERM GOAL: Achievement of MDGs and Sustainable Development goals established by the people and government of Kiribati through the achievement of national environmental, socio-economic and SLM objectives.					
PROJECT OBJECTIVE: Strengthened capacities and an enabling environment for sustainable land management, improved levels of participation by stakeholders, better utilization of scientific and socio-economic data, approaches and strengthened capacity at the systemi, institutional and individual levels to address priority land degradation issues.					
OUTCOMES:	Key Performance Impact Indicators	Baseline	Target	Means of Verification	Critical Assumptions/Risks
Outcome 1: SLM mainstreamed into national policies, strategies and urban planning.	<ul style="list-style-type: none"> Revised National Development Strategy (2008-2012) incorporate NAP and SLM objectives and strategies Urban planning processes incorporate SLM principles Aggregate (sand and gravel) mining policies and activities are guided by SLM principals and have minimal impact on coastlines 	Very limited mainstreaming of SLM into national strategies and policies and leaders and government officers have limited experience with the subject.	NAP and SLM objectives integrated into the NDS by end of Project life. Land planning and aggregate mining policies and processes incorporate SLM principles by end of Yr 2 of project.	<ul style="list-style-type: none"> Cabinet letter of endorsement/reports NAP document Resource mobilization strategy document National budget document SLM MSP reports Revised legislations SLM educational kit developed Population policy document 	<ul style="list-style-type: none"> Continued political support for integrating SLM into national development planning and budgets High level of cooperation amongst key agencies implementing the SLM

LONG-TERM GOAL: Achievement of MDGs and Sustainable Development goals established by the people and government of Kiribati through the achievement of national environmental, socio-economic and SLM objectives.					
PROJECT OBJECTIVE: Strengthened capacities and an enabling environment for sustainable land management, improved levels of participation by stakeholders, better utilization of scientific and socio-economic data, approaches and strengthened capacity at the system, institutional and individual levels to address priority land degradation issues.					
OUTCOMES:	Key Performance Impact Indicators	Baseline	Target	Means of Verification	Critical Assumptions/Risks
Outcome 2: Strengthened capacity for SLM at the systemic, institutional and individual level.	<ul style="list-style-type: none"> Improved enabling environment to support implementation of SLM strategies and activities compared to pre-project period. Institutional and individual capacity of target institutions and staff strengthened. Urban communities minimizing land degradation through better use of land 	Community members and government field workers have limited capacity to apply SLM principles and technologies over a range of areas including: using SLM principles for land-use planning, using survey tools and EIA to improve land management, management of water catchments to minimize land degradation, use of organic agriculture principles for food production.	<ul style="list-style-type: none"> Responsible agencies and staff able to design and plan for new settlements by end of Yr 3. Individuals demonstrating the application of new skills by Yr 3, acquired as a result of targeted capacity building activities implemented through the SLM MSP Targeted institutions can competently implement SLM activities by end of Project duration. Improved capacities of targeted staff to use survey technologies and EIA at end of Yr 2 	<ul style="list-style-type: none"> SLM MSP reports Departments annual reports Training evaluation reports SLM MSP reports Project evaluation report Urban renewal consultation report Temaiku resettlement scheme consultation, planning and design reports 	<ul style="list-style-type: none"> Very low staff turnover Funds are mobilized on time Stakeholder commitment to SLM maintained Departments have adequate budgetary support to implement SLM strategies and actions. National government support for the Temaiku project Donors willing to support GoK in addressing the impacts of urbanization on land resources.

LONG-TERM GOAL:		Achievement of MDGs and Sustainable Development goals established by the people and government of Kiribati through the achievement of national environmental, socio-economic and SLM objectives.			
PROJECT OBJECTIVE:		Strengthened capacities and an enabling environment for sustainable land management, improved levels of participation by stakeholders, better utilization of scientific and socio-economic data, approaches and strengthened capacity at the system, institutional and individual levels to address priority land degradation issues.			
OUTCOMES:	Key Performance Impact Indicators	Baseline	Target	Means of Verification	Critical Assumptions/Risks
Outcome 3: Capacity for knowledge management and research in SLM enhanced.	<ul style="list-style-type: none"> Capacity of institutions and individuals to generate and manage information pertaining to SLM is enhanced Land information management system established, promoted and public access to SLM information improved. 	There is no coordinated management of information pertaining to SLM and there are no research being carried out in the area of SLM.	<ul style="list-style-type: none"> Capacity to undertake socio-economic and scientific research enhanced and at least 2 applied research activities implemented by end of Yr 3. Baseline SLM data for Tarawa atoll established by end of Yr 3 	<ul style="list-style-type: none"> SLM MSP reports Training evaluation reports. Report on SLM baseline study for Tarawa atoll. 	<ul style="list-style-type: none"> Departments have adequate budgetary support to implement SLM strategies and actions. High level of cooperation amongst key agencies implementing SLM MSP. Sufficient communications infrastructure is available in order to successfully implement SLM

LONG-TERM GOAL: Achievement of MDGs and Sustainable Development goals established by the people and government of Kiribati through the achievement of national environmental, socio-economic and SLM objectives.					
PROJECT OBJECTIVE: Strengthened capacities and an enabling environment for sustainable land management, improved levels of participation by stakeholders, better utilization of scientific and socio-economic data, approaches and strengthened capacity at the system, institutional and individual levels to address priority land degradation issues.					
OUTCOMES:	Key Performance Impact Indicators	Baseline	Target	Means of Verification	Critical Assumptions/Risks
Outcome 4: National Action Plan (NAP) completed, endorsed and used to guide SLM in Kiribati.	<ul style="list-style-type: none"> With the use of the NAP, SLM is mainstreamed into national and sectoral work programmes, and increased SLM activities carried out by end of project Year compared to baseline situation at project inception stage. 	No NAP exists for Kiribati to plan and guide SLM and minimize land degradation.	<ul style="list-style-type: none"> NAP developed, completed and endorsed by government during Q1 of Yr 1. SLM Investment Plan and Resource Mobilization Plan approved by cabinet by end of Yr 1. 	<ul style="list-style-type: none"> NAP document Cabinet decision Validation workshop report Partnership agreement to implement urban renewal development project. 	<ul style="list-style-type: none"> Stakeholders commit to completion of the NAP Cabinet places high importance to SLM

ANNEX 2: DETAILED LOGICAL FRAMEWORK MATRIX FOR THE KIRIBATI SLM PROJECT

Outcome 1: SLM mainstreamed into national policies, strategies and urban planning.				
Output	Output Indicator	Activities	Responsibility	Annual Target
1:1 Policy, regulations revised and harmonized to support use of SLM principles in urban planning.	Consultations undertaken, urban planning policy and appropriate legislation and regulations developed and presented to Cabinet for endorsement before the end of this projects timeframe .	Engage consultant to review and update current Land Ordinance and regulations targeting urban land-use.	MELAD	Planning Ordinance updated and necessary amendments made Yr 2
		Conduct community consultations and national workshop to revise land policies, review application and approval process and incorporate SLM principles.	MELAD	Consultation workshop implemented and improved coordination arrangements identified Yr 1
		Develop draft urban planning policy and incorporate SLM principles	MELAD	Draft policy developed and distributed for feedback. Yr 2
		Present draft policy to Town Councils, Government Ministries and Cabinet for consideration and endorsement	MELAD	Policy endorsed by relevant authorities. Yr 2
		Plan and conduct awareness training for effective and coordinated enforcement and monitoring of urban planning and development activities.	MELAD	One training activity implemented and outcomes achieved Yr 3
<p>Baseline <i>Policy and legislation for urban planning and development are located in various sector policy documents and planning approaches developed in the past need to be updated. Agencies involved in urban planning and development are not effectively coordinated and the need to care for the fragile soil surface and underground water are not well taken into consideration during urban planning.</i></p>				

Outcome 1: SLM mainstreamed into national policies and strategies				
Output	Output Indicator	Activities	Responsibility	Annual Target
1:2 SLM is mainstreamed into national development policies and strategies.	National agriculture policy, growth centre strategies, land- use policies and NDS reflect SLM principles and an inter-agency and multi-stakeholder coordination mechanism is established and functional.	Review agriculture policy and NSDS and align with SLM principles and objectives of the NAP	MELAD	Reviews and necessary amendments made, public awareness materials developed and used in consultations and tools developed to mainstream SLM into planning of new settlements and growth center strategies Yr 2
		Promote SLM principles during consultations to plan new settlements	MELAD	
		Incorporate SLM principles in planning for growth centers.	MELAD	
		Engage consultant to assist government set up and mainstream institutional coordination arrangements, including all stakeholders, for the planning of new settlements using the <i>Temaiku Settlement</i> as a model.	MELAD	
		Strengthen national coordination mechanisms to better coordinate national strategies and programmes pertaining to SLM and related development agendas.		
<i>Baseline: Work has been done on developing the elements of a national agriculture and land use policy and an NDS has been developed which is to be reviewed in 2007. The SLM project will enable SLM principles to be incorporated into these policies and strategies through wide consultations. Various coordinating committees have been established and there is no coordination mechanism in place.</i>				

Outcome 1: SLM mainstreamed into national policies, strategies and legislation				
Output	Output Indicator	Activities	Responsibility	Annual Target
1:3 SLM principles mainstreamed into policy options and actions for sustainable management of aggregates aimed at minimizing or halting beach mining activities	Policy on sustainable use and management of aggregates established, promotes SLM and gives rise to a 50% decrease in unsustainable and destructive sand mining activities by end of project period.	Consultations to develop policy options for a more sustainable approach to aggregate development and management, integrating SLM principles	MELAD	Policy developed and endorsed by Cabinet Yr 1
		Policy drafted for the sustainable use and management of aggregates and incorporating SLM principles.	MELAD	At least 3 community consultations implemented to raise awareness. Yr 2
<p>Baseline: SOPAC has been assisting the Government to conduct consultations and gather information on coastal/land management issues, aggregate management, policies and legislations, licensing process; and key players for aggregates management and monitoring programmes and capacity including data management. Information gathered are to be used in developing policy and planning targeted awareness raising initiatives</p>				
1:4 Gender promoted and mainstreamed into SLM policies, strategies and interventions through the SLM MSP Activities.	SLM policies, strategies and interventions developed and implemented during this MSP have been subjected to a gender analysis and analysis used to promote participation of women.	Local consultants engaged to develop gender analysis tools for use in the SLM project.	MELAD	Consultant identified engaged. Yr 1
		Gender analysis tools developed for use in the SLM MSP	MELAD	Gender analysis tools developed for use during the project. Yr 1
		Training conducted for project staff in use of gender analysis tools.	MELAD	Training planned and implemented. Yr 1
		Gender analysis tools used in planning and implementing SLM project activities.	MELAD	Gender analysis tools made use of during project implementation Yr 1-3
<p>Baseline: A number of individuals in Kiribati have had training in gender and gender analysis for development planning and implementation however specific tools have not been developed and used for SLM-related policies and interventions.</p>				

Outcome 2: Strengthened capacity for SLM at the systemic, institutional and individual level.				
Output	Output Indicator	Activities	Responsibility	Annual Target
2:1 Traditional and modern sustainable agriculture and SLM technologies for atoll environments promoted and demonstrated through establishment of pilot organic farming practices and use of innovative approaches to promoting the technology amongst urban communities.	Demonstration sites established and targeted awareness raising and training activities are implemented and end of project evaluation showing a rise in awareness levels and a 25% increase in use of sustainable agriculture technologies amongst urban dwellers compared to 2006 records/levels.	Promote waste segregation, composting through practical demonstrations at the household and community level	MELAD	Waste segregation activities implemented by identified households. Yr 2
		Conduct training for households and communities on use of organic waste in household organic farming	MELAD	Training implemented and skills applied by at least 50% of participants Yr 2
		Implement training attachments for agriculture staff in organic agriculture practices relevant for small island situations.	MELAD	Training attachments carried out YR 2
		Procure and establish a shredding/compost making facility to supply organic materials for composting to communities and families.	KOFA	Machine purchased and operational. Yr 2
		Conduct market study and provide training in marketing for the Kiribati Organic Farmers Association	KOFA	Market study implemented and findings made known to organic growers Yr 1
		Conduct impact assessment on agro-forestry activities at the Bonriki and Buota water catchment areas	MELAD	Impact assessment carried out and report produced Yr 2
		Support to facilitate a system for poultry and piggery farmers utilize waste in organic farming practices.	MELAD	Poultry and piggery farmers using waste in vegetable gardens. Yr 2
		Promote and implement sustainable agro-forestry activities at the Bonriki and Buota water catchment area.	MELAD	Pilot demonstration plot established Yr 2

		Design water catchment facilities to support household and community organic farming and domestic water needs.	MELAD	Water catchment facilities designed. Yr 1
		Improve water catchment facilities to support household organic farming and domestic water needs.	MELAD	Water catchment facilities upgraded and completed Yr 2
Baseline				
<p><i>There have been initiatives in the past to promote sustainable agriculture but these have not been linked to the achievement of SLM objectives and not supported by initiatives to improve water catchment and storage to minimize reliance on underground water sources. Vegetable producers and livestock farmers need to link their practices to the achievement of SLM objectives and need training and appropriate equipment to support their efforts. Agriculture staff need to have experience and training in organic farming techniques and improved composting techniques. No studies or demonstrations have been done to promote agro-forestry activities in large areas of land set aside as reserves to protect water catchments.</i></p>				
Outcome 2: Strengthened capacity for SLM at the systemic, institutional and individual level				
Output	Output Indicator	Activities	Responsibility	Annual Target
2:2 Enhanced capacity to plan and design new urban settlements using SLM principles by piloting a model integrated and coordinated planning approach using a range of planning tools in a participatory, integrated and holistic manner.	Targeted capacity building and training implemented, learning outcomes achieved and urban settlement design tools are developed.	Engage consultant to guide and assist nationals in doing a feasibility study and EIA for the Temaiku settlement project to be used as a pilot model for promoting SLM principles in an integrated and coordinated approach to planning new settlements.	MELAD	Consultation carried out and coordinating mechanism established. Yr 1
		Conduct in-country training activity necessary to support wide stakeholder involvement in the Temaiku model project.	MELAD	Training implemented and coordination in place Yr 2
		Counterpart training in urban planning using SLM principles.	MELAD	Counterpart training completed Yr 3

		Provide training courses and scholarship targeted at priority training needs for urban planning and design.	MELAD	Priority training activities planned and implemented and new knowledge and skills are applied at work Yr 2
		Engage consultant to plan and facilitate participatory planning of Temaiku project.	MELAD	Consultant engaged complete assigned task Yr 2
		Undertake participatory planning and design of Temaiku settlement through public consultations and using SLM principles.	MELAD	Public consultations carried out and report produced Yr 2
<p>Baseline: There has been very little experience amongst national stakeholders on the use of participatory approaches and use of technologies and impact assessments to develop plans for new urban settlements. Some introductory training has been carried out by SOPAC and SPREP in the past however MELAD staff do not have sufficient training and experience in planning and designing an integrated and sustainable settlement scheme ensuring minimal environmental impact</p>				
<p>Outcome 2: Strengthened capacity for SLM at the systemic, institutional and individual level</p>				
Output	Output Indicator	Activities	Responsibility	Annual Target
<p>2:3 Strengthened capacity for use of appropriate land-use and coastal resources survey technologies such as GIS, Remote Sensing and EIA for planning, monitoring and decision-making purposes</p>	<p>Individual level capacity across a wide range of stakeholders for use of impact assessment and coastal resource survey technologies and information for land-use planning and monitoring enhanced</p>	GPS equipment, computer server and software procured and installed	MELAD	Equipment procured and installed Year 1
		Expertise identified and in-country training undertaken to use GIS, GPS and related computer programmes	MELAD	Consultant identified and training undertaken Year 1
		Engage consultant and undertake in-country training in EIA	MELAD	Training undertaken and report produced. Yr 1
		Implement 1 training attachment in EIA	MELAD	Training attachment undertaken Yr 1
		Plan and implement short course in data collection and analysis		Short course implemented Yr 2
		Secure scholarship and implement training in resource management and policy analysis.	MELAD	Scholarship secured and officer undertaking training Yr 1
<p>Baseline: Staff have been recruited to conduct EIA, have done basic training in the past, but have limited skills, experience and appropriate technology to confidently and effectively conduct impact assessments for large urban development programmes e.g. new settlements.</p>				

Outcome 3: Capacity for knowledge management and research in SLM enhanced				
Output	Output Indicator	Activities	Responsibility	Annual Target
3:1 Enhanced capacity in Land Information Management and use of appropriate technologies for recording land use and land use change.	Land information management system policy and system established and targeted capacity development implemented	Country attachment within region on development of a land information management policy	MELAD	Attachment carried out and learning outcomes achieved Yr 2
		Development of a Land Information Management Policy	MELAD	Draft Policy developed Yr 2
		Procure appropriate equipment and software for Land Information Management	MELAD	Networked system established and access improved Yr 3
		Engage expertise and implement training activity in Land Information Management	MELAD	Training implemented Yr 3
<i>Baseline There is currently no Land Information Management policy in place and the Lands Division lacks the appropriate technology institutional and individual capacity to effectively manage land information. Land information is located in various agencies and not easily accessible by resource owners, developers and the general public.</i>				
3:2 Baseline data and information on land degradation and links to poverty collected and analysed.	Baseline information on land use and land degradation compiled, managed and used in NAP & NBSAP progress reports, NSDS and MDG reports, and other related reporting requirements.	Consultant engaged and training carried in baseline assessments - GEF	MELAD	Training activity carried out Yr 1
		Implement training on baseline data collection and analysis and use of monitoring tools	MELAD	Training implemented and learning outcomes achieved Yr 1
		Conduct baseline assessment, on land degradation, analyze and store information for monitoring.	MELAD	Assessment carried out and data analyzed and stored. Yr 1
		Establish methodology to monitor relationship between land use and poverty and use findings to contribute to national reports on progress in achieving MDGs.	MELAD	Methodology developed and used by government agencies. Yr 2
<i>Baseline It has been difficult over the past years for officers in MELAD to confidently assess for and report on the status of land degradation and relationship with poverty situation, due to the lack of capacity to conduct baseline studies and carry out assessments to monitor change.</i>				

Outcome 3: Capacity for knowledge management and research in SLM enhanced				
Output	Output Indicator	Activities	Responsibility	Annual Target
3:3 Human Resource capacity enhanced for conducting scientific and socio-economic research related to SLM	Targeted HR capacity needs for conducting scientific and socio-economic research related to SLM is addressed through training activities. 2 research activities identified and implemented in selected scientific and socio-economic issues.	Training needs assessment carried out to identify priority-training needs.	MELAD	Assessment carried out and report produced Yr 1
		Short training courses undertaken in planning and conducting scientific and socio-economic research pertaining to SLM.	MELAD MEYS	1 training course implemented and outcomes achieved Yr 2
		2 research activities designed and implemented with funding from the SLM project.	MELAD	Research activities initiated Yr 2
<p><i>Baseline There has been no research carried out in the past on the status of land degradation and its impact on the environment and on people's livelihoods. One of the main reason for this is the lack of skills to undertake research on SLM issues and the lack of opportunity for officer and students to obtain support to do this.</i></p>				

Outcome 4: National Action Plan (NAP) completed, endorsed and used to guide SLM in Kiribati				
Output	Output Indicator	Activities	Responsibility	Annual Target
4:1 NAP developed and priorities are incorporated into national development plans, national budgets and supported	NAP validated by stakeholders, endorsed by cabinet and presented to the UNCCD Secretariat. NAP priorities are incorporated in NDS and budget	Conduct consultations and validation workshop to obtain stakeholder input and support for the final draft NAP and present t to Cabinet for endorsement and lodge with UNCCD secretariat.	MELAD	Validation workshop implemented Yr 1
		NAP priorities incorporated into national plans, national budgets and supported.	MELAD	Final NAP document completed and presented to cabinet Yr 1
4:2 SLM Investment Plan and Resource Mobilization Strategy developed, aligns with and supports the implementation of the NAP and NDS.	SLM Investment Plan completed within project timeframe and used to guide resource mobilization for SLM in the NAP and NDS by MELAD	Consultations undertaken with government agencies, NGO's and donor partners to develop the SLM Investment Plan	MELAD Planning Office	SLM Investment Plan and Resource Mobilization Strategy completed. Yr 1
		Investment Plan developed and presented to stakeholders and cabinet for consideration and endorsement.	MELAD Planning Office	SLM Investment Plan endorsed by Cabinet together with NAP.

		Training carried out for Govt and NGOs in project management and development of project proposals.	MELAD Planning Office	1 training activity completed Yr 2
		Project proposals developed based on priorities and presented to Government and donors for consideration and support.	MELAD Planning Office	Proposals completed and presented for funding consideration Yr 3
<p>Baseline: <i>Consultations to date on the NAP has drawn from experiences of government agencies, stakeholders and the public in terms of identifying land degradation issues. Information from past assessments, national reports and other related strategies have been sourced. The NAP is about to be presented to a validation workshop, finalized and presented to Cabinet for endorsement. The Department of Finance and Planning and MELAD staff have been developing capacity to determine priority development projects and have engaged with donor partners over the past years.</i></p>				

ANNEX 3: DETAILED PROJECT WORK PLAN AND BUDGET

Table 5: Total Budget and Work Plan

Outcomes / Outputs / Activities	Year			Responsibility	Donor	Budget Description	GEF	Co-finance	Total
	1	2	3						
Outcome 1: SLM Mainstreamed into national land policies, strategies and legislation									
Output 1:1 Policy, regulations revised and harmonized to support mainstreaming of SLM									
1.1.1 Engage consultant to review and update land ordinance and regulations targeting urban land-use.	X			MELAD	GEF GoK	Fees, DSA and travel costs	13,500.00	2,500.00	16,000.00
1.1.2 Conduct community consultations and a national workshop to revise land policies, review application and approval process and incorporate SLM principles.	X			MELAD	GEF GoK	Travel, workshop costs	6,500.00	8,500.00	15,000.00
1.1.3 Develop draft urban planning policy and incorporate SLM principles.	X			MELAD	GEF GoK	Fees, DSA and travel costs	6,000.00	2,000.00	8,000.00
1.1.4 Present draft policy to Town Councils, Government Ministries and Cabinet for consideration and endorsement		X		MELAD	GEF GoK	Meeting costs	2,000.00	5,000.00	7,000.00
1.1.5 Plan and conduct awareness training for effective and coordinated enforcement and monitoring of urban planning and development activities.		X		MELAD	GEF GoK	Fees, travel, training costs	6,000.00	2,500.00	8,500.00
Output Sub-Total 1.1							34,000.00	20,500.00	54,500.00
Output 1.2 SLM Mainstreamed into national development policies and strategies									
1.2.1 Review agriculture policies and NSDS and align with SLM principles and objectives of the NAP		X		MELAD	MELAD/SPC	Meeting costs, stationary	0.00	3,000.00	6,000.00
1.2.2 Promote SLM principles during consultations to plan new settlements		X		MELAD	GEF/MELAD SPREP	Radio & TV program costs	3,000.00	1,500.00	6,500.00
1.2.3 Incorporate SLM principles in planning for growth centres		X		MELAD	MELAD/SPC	Travel, meetings, stationary, printing costs	0.00	2,000.00	3,000.00
1.2.4 Engage consultant to assist government set up and mainstream institutional arrangements including all stakeholders for the planning of new settlements using the Temauku settlement as a model project.	X			MELAD	GEF GoK	Fees, travel costs, consultation costs	8,000.00	10,000.00	18,000.00
1.2.5 Strengthen national coordination mechanisms to better coordinate national strategies and actions pertaining to SLM and related development agendas.	X			MELAD	GoK	Staff time, venue costs	0.00	6,000.00	6,000.00
1.2.6 Conduct practical training in application and mainstreaming of Economic analysis of land use-options for land-use planning		X		MELAD	GEF GoK	Consultant fees, workshop costs, field trip costs	12,000.00	5,000.00	17,000.00
Output Sub-Total 1.2							23,000.00	33,500.00	56,500.00

Table 5: Total Budget and Work Plan

Outcomes / Outputs / Activities	Year			Responsibility	Donor	Budget Description	GEF	Co-finance	Total
	1	2	3						
Output 1.3 SLM principles mainstreamed into policy options and actions for sustainable management of aggregates aimed at minimizing or halting beach mining activities									
1.3.1 Consultations to develop policy options for a more sustainable approach to aggregate development and management, integrating SLM principles		X		MELAD	SOPAC GoK	Meeting costs, staff time	0.00	8,000.00 3,500.00	11,500.00
1.3.2 Policy drafted for the sustainable use and management of aggregates and incorporating SLM principles.		X		MELAD	SOPAC GoK	Meeting costs, staff time	0.00	4,000.00 2,000.00	6,000.00
Output Sub-Total 1.3							0.000	17,500.00	17,500.00
Output 1:4 Gender promoted and mainstreamed into SLM policies, strategies and interventions through the SLM MSP Project Activities									
1.4.1 Local consultant and national counterpart engaged to develop gender analysis tools for use in the SLM project.	X			MELAD	GEF GoK	Consultancy fees, stationary	4,000.00	3,000.00	7,000.00
1.4.2 Gender analysis tools developed for use in the SLM MSP.	X			MELAD	GEF SPC	Consultancy fees, stationary	2,000.00	2,000.00	4,000.00
1.4.3 Training conducted for project staff in use of gender analysis tools	X			MELAD	GEF	Workshop costs, consultancy fees, workshop materials.	3,000.00	0.00	3,000.00
1.4.4 Gender analysis tools used in planning and implementing SLM project activities.	X			MELAD	GoK	Staff time, travel costs	0.00	5,000.00	5,000.00
Output Sub Total 1.4							9,000.00	10,000.00	19,000.00
Outcome 1: Sub Total							66,000.00	81,500.00	147,500.00
Outcome 2: Strengthened capacity for SLM at the systemic, institutional and individual level.									
Output 2.1 Traditional and modern sustainable agriculture and SLM technologies for atoll environments promoted and demonstrated through establishment of pilot organic farming practices and use of innovative approaches to promoting the technology amongst urban communities.									
2.1.1 Promotion of waste segregation, composting through practical demonstrations at the household and community level.		X		MELAD	GEF/MELAD	Radio program, pamphlets, demonstration sessions	8,000.00	1,500.00	9,500.00
2.1.2 Conduct training for households and communities on use of organic waste in household organic farming.		X		MELAD	GEF/MELAD	Training costs, travel	5,000.00	5,000.00	10,000.00
2.1.3 Implement training attachment for agriculture staff in organic agriculture practices relevant for small island situations.		X		MELAD	GEF/MELAD	Training costs, travel and DSA.	15,000.00	5,000.00	20,000.00

Comment [AC5]: Same changes as Table 1 where [20,500 + 33,500+17,500 = 81,500 and not 87,950

Table 5: Total Budget and Work Plan

Outcomes / Outputs / Activities	Year			Responsibility	Donor	Budget Description	GEF	Co-finance	Total
2.1.4 Procure and establish compost making equipment to supply organic materials for composting to communities and families.		X		MELAD	GEF	Equipment and establishment costs	20,000.00	0.000	20,000.00
2.1.5 Conduct market study for organic produce	X			KOFA	GEF/KOFA	Consultant fees, travel costs, stationary	3,000.00	500.00	3,500.00
2.1.6 Impact assessment study conducted at water catchment areas	X			MELAD	GEF/MELAD	Consultant fees, travel costs, allowances	6,000.00	6,000.00	12,000.00
2.1.7 Support for utilization of livestock waste in organic farming		X		MELAD	GEF/MELAD	Transport costs, demonstration costs	4,000.00	2,000.00	6,000.00
2.1.8 Plan and implement demonstration sites on sustainable agro-forestry at the Bonriki and Buota water catchment areas.		X		MELAD	GEF/MELAD	Tools, nursery equipment, travel, local labor costs	28,000.00	6,500.00	34,500.00
2.1.9 Design water catchment facilities to support household and community organic farming and domestic water needs.	X	X		MELAD	GoVenezuela GoK	Personnel costs, travel costs	0.00	5,000.00 5,000.00	10,000.00
2.1.10 Up-grade water catchment facilities to support household organic farming and domestic water needs.	X	X		MELAD	GoVenezuela GoK	Materials for repairing and building water catchment facilities.	0.00	80,000.00 10,000.00	90,000.00
Output Sub-Total 2.1							89,000.00	126,500.00	215,500.00
Output 2.2 Enhanced capacity to plan and design new urban settlements using SLM principles by piloting a model integrated and coordinated planning approach and using a range of planning tools in a participatory, integrated and holistic manner..									
2.2.1 Engage consultant to do feasibility study and EIA for the Temaiku settlement project to be used as a pilot model for promoting SLM principles in an integrated and coordinated approach to planning new urban settlements.	X			MELAD	GEF GoK	Fees, travel costs, consultation costs	22,000.00	6,000.00	28,000.00
2.2.2 Conduct in-country training activity necessary to support wide stakeholder involvement in the Temaiku model project.	X			MELAD	GEF GoK	Training costs, fees, local travel	12,000.00	3,000.00	15,000.00
2.2.3 Counterpart training in urban planning using SLM principles	X			MELAD	GEF GoK	Local travel, fees	3,000.00	5,000.00	8,000.00
2.2.4 Short training courses targeted at priority training needs for urban planning and design.	X			MELAD	GEF GoK	Fees and DSA, travel costs	12,000.00	12,000.00	24,000.00
2.2.5 Engage consultant/s to plan and facilitate participatory planning of Temaiku project	X			MELAD	GEF	Fees, travel costs, DSA	12,000.00	0.00	12,000.00
2.2.6 Conduct participatory planning and design of Temaiku settlement using SLM principles.		X		MELAD	GEF GoK	Local travel, fees, consultation costs, stationary and printing	6,000.00	12,000.00	18,000.00
Output Sub-Total 2.2							67,000.00	38,000.00	105,000.00

Table 5: Total Budget and Work Plan

Outcomes / Outputs / Activities	Year			Responsibility	Donor	Budget Description	GEF	Co-finance	Total
Output 2.3 Strengthened capacity for use of appropriate land-use and coastal resources survey technologies such as GIS, Remote Sensing and EIA for planning, monitoring and decision-making purposes									
2.3.1 Procure GPS equipment, computer server and software	x			MELAD	GEF	Cost of equipment, freight, installation costs	22,000.00	0.00	22,000.00
2.3.2 Engage expertise to provide training in use of equipment	x			MELAD	GEF SOPAC	Fees, travel costs, DSA	2,000.00	4,000.00	6,000.00
2.3.3 Conduct training in use of equipment and software	x			MELAD	GEF SOPAC GoK	Fees, travel costs, training costs	3,000.00	5,000.00 3,500.00	11,500.00
2.3.4 Engage consultant to undertake in-country training in EIA	X			MELAD	UNEP GoK	Fees, travel costs, training costs	0.00	16,000.00 3,000.00	19,000.00
2.3.5 Implement 1 training attachment in EIA within the Pacific region – SPREp initiative for on-going training for countries in year 2008	X			MELAD	SPREP GoK	Travel and DSA	0.00	6,000.00 2,000.00	8,000.00
2.3.6 Plan and implement short course in data collection and analysis	X			MELAD	GEF	Fees, travel costs, training costs	12,000.00	0.00	12,000.00
2.3.7 Secure scholarship and implement training in resource management and policy analysis	X	x		MELAD	NZAid GoK	Scholarship, travel costs, personnel costs	0.00	50,000.00 40,000.00	90,000.00
2.3.8 Data collection, storage and analysis and support for training activities over project duration	x	x	x	MELAD	GEF	Personnel cost, travel costs	36,000.00	0	36,000.00
Output Sub Total 2.3							75,000.00	129,500.00	204,500.00
Outcome 2: Sub Total							231,000.00	294,000.00	525,000.00
Outcome 3: Capacity for Knowledge Management and Research in SLM enhanced									
3.1 Enhanced capacity in Land Information Management and use of appropriate technologies for recording land-use and land-use change									
3.1.1 Country attachment within region on development of a land information management policy		x		MELAD	GEF GoK	Travel costs and DSA	5,000.00	1,000.00	6,000.00
3.1.2 Development of a Land Information Management Policy		x		MELAD	GoK	Personnel costs, stationary and printing	0.00	4,000.00	4,000.00
3.1.3 Procure appropriate equipment and software for Land Information Management		x		MELAD	GEF	Equipment and software costs, installation costs	18,000.00	0.00	18,000.00
3.1.4. Engage expertise and provide training in Land Information Management		x		MELAD	GEF GoK	Fees, travel costs, training costs	15,000.00	5,000.00	20,000.00
Output Sub-Total 3.1							38,000.00	10,000.00	48,000.00

Table 5: Total Budget and Work Plan

Outcomes / Outputs / Activities	Year			Responsibility	Donor	Budget Description	GEF	Co-finance	Total
3.2 Baseline data and information on land degradation collected and analyzed.									
3.2.1 Recruit and engage consultant to provide training development of baseline data and monitoring tools			x	MELAD	GEF	Fees, travel costs	8,000.00	0.00	8,000.00
3.2.2 Implement training on baseline data collection and analysis and use of monitoring tools			x	MELAD	GEF GoK	Training costs	4,000.00	3,000.00	7,000.00
3.2.3 Conduct baseline assessment, analyze and store information for monitoring.			x	MELAD	GoK	Personnel costs, travel costs, computer and printer, stationary and printing	4,000.00	8,000.00	12,000.00
3.2.4 Establish methodology to monitor relationship between land use and poverty and use findings to contribute to national reports on progress in achieving MDGs.			X	MELAD	GEF GoK	Personnel costs, printing costs, meeting costs.	5,000.00	6,000.00	11,000.00
Output Sub-Total 3.2							21,000.00	17,000.00	38,000.00
3.3 Human resource capacity enhanced for conducting scientific and socio-economic research related to SLM									
3.3.1 Training needs assessment carried out to identify priority needs	x			MELAD	SPREP GoK	Personnel costs	0.00	5,000.00 2,000.00	7,000.00
3.3.2 Short training course undertaken in planning and conducting scientific and socio-economic research pertaining to SLM			x	MELAD MEYS	GEF GoK	Training costs, local travel costs, DSA	10,000.00	6,000.00 3,000.00	19,000.00
3.3.3 Two research activities designed and implemented			x	MELAD	GEF GoK	Personnel costs, travel costs, equipment	2,000.00	18,000.00	20,000.00
3.3.4 Office equipment and stationary	x			GEF		Computer, printer, digital camera, accessories	12,000.00	0.00	12,000.00
Output Sub-Total 3.3							24,000.00	34,000.00	58,000.00
Outcome 3: Sub Total							83,000.00	61,000.00	144,000.00
Outcome 4: National Action Plan (NAP) completed, endorsed and used to guide SLM in Kiribati									
4.1 NAP developed and priorities are incorporated into national development plans, national budgets and supported									
4.1.1 NAP validated, finalized and approved by Cabinet	x			MELAD	SPREP GoK	Meeting costs, personnel costs, travel	0.00	32,000.00 3,000.00	35,000.00
4.1.2 NAP priorities are incorporated into national plans, national budgets and supported		x		MELAD	SPREP GoK		0.00	2,000.00 3,000.00	5,000.00
Output Sub-Total 4.1							0.00	40,000.00	40,000.00

Table 5: Total Budget and Work Plan

Outcomes / Outputs / Activities	Year			Responsibility	Donor	Budget Description	GEF	Co-finance	Total
4.2 SLM Investment Plan and Resource Mobilization Strategy developed, aligns with and supports the implementation of the NAP and NDS									
4.2.1 National consultations undertaken to develop SLM Investment Plan	x			MELAD	SPREP GoK	Stakeholder workshop costs, local and international travel and meeting costs, stationary and printing	0.00	8,750.00 4,000.00	12,750.00
4.2.2 SLM Investment Plan developed and presented to stakeholders and Cabinet for consideration.	x			MELAD	SPREP GoK	Personnel and printing costs	0.00	1,000.00 4,000.00	5,000.00
4.2.3 Training carried out for Government and NGOs in project management and development of project proposals.		X		MELAD	GEF SPREP GoK	Personnel and workshop costs	4,000.00	2,000.00 3,000.00	9,000.00
4.2.4 Project proposals developed based on priorities and presented to Government and donors for consideration and support.		x	x	MELAD	SPC SPREP GoK	Personnel, printing and local travel costs	0.00	2,000.00 1,000.00 2,000.00	5,000.00
Output Sub-Total 4.2							4,000.00	27,750.00	31,750.00
Outcome 4: Sub total							4,000.00	67,750.00	71,750.00
Outcome 5. Effective and efficient management and monitoring of SLM Project									
5.1 Monitoring and evaluation									
5.1.1 Annual Audits	x	x	x	MELAD	GEF	Audit fees	6,000.00	0.00	6,000.00
5.1.2 Inception workshop and report	x			MELAD	GEF	Workshop and printing costs	8,500.00	0.00	8,500.00
5.1.3 Field monitoring visits	x	x	x	MELAD	GoK	Local travel costs, personnel costs	3,000.00	4,000.00	7,000.00
5.1.4 Project M&E reporting costs	x	x	x	MELAD	GEF	Communications, stationary, printing and binding	5,500.00	0.00	5,500.00
5.1.5 Lessons learnt workshop and report	x	x	x	MELAD	GEF GoK	Workshop and printing costs	6,000.00	2,000.00	8,000.00
5.1.6 Project mid-term review and final evaluation costs		x	x	MELAD	GEF	Meeting costs	12,000.00	0.00	12,000.00
Outcome 5 Sub-total							41,000.00	6,000.00	47,000.00
Project Management Unit									

Table 5: Total Budget and Work Plan

Outcomes / Outputs / Activities	Year			Responsibility	Donor	Budget Description	GEF	Co-finance	Total
Project Manager	x	x	x	MELAD	GoK	Portion of salary for 3 years	0.00	45,000.00	45,000.00
Project Coordinator	x	x	x	MELAD	GEF	Salary for 3 years	50,000.00	0.00	50,000.00
Project Office Space and furniture	x			MELAD	GoK	Basic setup, desk, office equipment, stationery	0.00	18,000.00	18,000.00
Project Vehicle (4 x 4)	x	x	x	MELAD	GoK	Environment Division Hilux and drivers time	0.00	60,000.00	60,000.00
Vehicle operating and maintenance costs	x	x	x	MELAD	GoK	Petrol, servicing, maintenance	0.00	15,000.00	15,000.00
Total Management							50,000.00	138,000.00	188,000.00
<u>Total funding for Project Components</u>							475,000.00	648,250.00	1,123,250.00
<u>PDF A</u>							25,000.00	0.00	0.00
<u>TOTAL PROJECT BUDGET</u>							500,000.00	648,250.00	1,148,250.00

Notes

Annex 4: Summary of GEF and Co-Financing Funds per Outcome and Output

PARTICULARS	GEF	GoK	UNDP	SPREP	SPC	SOPAC	GoVenz	NZAid	TOTAL
Outcome 1: SLM Mainstreamed into national policies, strategies and legislation									
Output 1:1 Policy, legislation and regulations revised and harmonized to support mainstreaming of SLM	34,000	20,500	0	0	0	0	0	0	54,500
Output 1:2 SLM mainstreamed into national development policies and strategies	23,000	27,500	0	2,000	4,000	0	0	0	56,500
Output 1:3 SLM principles mainstreamed into policy options and actions for sustainable management of aggregates aimed at minimizing or halting beach mining activities	0	5,500	0	0	0	12,000	0	0	17,500
Output 1:4 Gender promoted and mainstreamed into SLM policies, strategies and interventions through the SLM MSP activities	9,000	8,000	0	0	2,000	0	0	0	19,000
Sub-Totals for Outcome 1	66,000	61,500	0	2,000	6,000	12,000	0	0	147,500

PARTICULARS	GEF	GoK	UNDP	SPREP	SPC	SOPAC	GoVenz	NZAid	TOTAL
Outcome 2: Strengthened capacity for SLM at the systemic, institutional and individual level									
Output 2:1 Traditional and modern sustainable agriculture and SLM technologies for atoll environments promoted and demonstrated through establishment of pilot organic farming practices and use of innovative approaches to promoting the technology amongst urban communities.	89,000	41,500	0	0	0	0	85,000	0	215,500
Output 2:2 Enhanced capacity to plan and design new settlements using SLM principles by piloting a model integrated and coordinated planning approach and using a range of planning tools in a participatory, integrated and holistic manner	67,000	38,000	0	0	0	0	0	0	105,000
Output 2:3 Strengthened capacity for use of appropriate land-use and coastal resources survey technologies such as GIS, Remote Sensing and EIA for planning, monitoring and decision-making purposes	75,000	48,500 UNEP- 16,000	0	6,000	9,000	0	0	50,000	204,500
Sub-Totals	231,000	144,000	0	6,000	9,000	0	85,000	50,000	525,000

PARTICULARS	GEF	GoK	UNDP	SPREP	SPC	SOPAC	GoVenz	NZAid	TOTAL
Outcome 3: Capacity for Knowledge Management and Research in SLM enhanced									
Output 3:1 Enhanced capacity in Land Information Management and use of appropriate technologies for recording land-use and land-use change	38,000	10,000	0	0	0	0	0	0	48,000
Output 3:2 Baseline data and monitoring systems enhanced for SLM	21,000	17,000	0	0	0	0	0	0	38,000
Output 3:3 Human resource capacity enhanced for conducting scientific and socio-economic research related to SLM	24,000	29,000	0	5,000	0	0	0	0	58,000

Sub-Totals	83,000	56,000	0	5,000	0	0	0	0	144,000
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PARTICULARS	GEF	GoK	UNDP	SPREP	SPC	SOPAC	GoVenz	NZAid	TOTAL
Outcome 4: National Action Plan (NAP) completed, endorsed and used to guide SLM in Kiribati									
Output 4:1 NAP developed and priorities are incorporated into national development plans, national budgets and supported	0	6,000	0	34,000	0	0	0	0	40,000
Output 4:2 SLM investment plan and resource mobilization strategy are developed, aligns with and supports the implementation of the NAP and NDS.	4,000	13,000	0	12,750	2,000	0	0	0	31,750
Sub-Totals	4,000	19,000	0	46,750	2,000	0	0	0	71,750

PARTICULARS	GEF	GoK	UNDP	SPREP	SPC	SOPAC	GoVenz	NZAid	TOTAL
Outcome 5: Effective and efficient management and monitoring of SLM Project									
Output 5:2 Monitoring and Evaluation.	41,000	6,000	0	0	0	0	0	0	47,000
Sub-Totals	41,000	6,000	0	0	0	0	0	0	47,000
Project Management Unit									
Output 5:1 Project Management	50,000	138,000	0	0	0	0	0	0	188,000
Sub-Totals	50,000	138,000	0	0	0	0	0	0	188,000

Annex 5: Total Budget & Workplan – UNDP Template

Comment [AC6]: Table changed to reflect increase in M&E and subsequent decrease in other outcomes

Award ID: TBC										
Award Title: TBC										
Project ID: TBC										
Project Title: CAPACITY BUILDING FOR SUSTAINABLE LAND MANAGEMENT IN KIRIBATI										
Executing Agency: Department of Environment, Ministry of Environment, Lands and Agriculture Development (MELAD)										
GEF Outcome/Atlas Activity	Responsible Party (Implementing Partner)	Fund ID	Source of Funds	Atlas Budgetary Account Code	ERP/ATLAS Budget Description/Input	Amount (USD) Year 1	Amount (USD) Year 2	Amount (USD) Year 3	Total (USD)	See Budget Note:
OUTCOME 1: SLM Mainstreamed into national policies, strategies and legislation	Govt. of Kiribati	62000	GEF	71300	Local Consultants	10,000	6,000	0	\$16,000.00	a
				71200	International Consultant	14,000	10,000	0	\$24,000.00	b
				72400	Communications	0	3,000	0	\$3,000.00	c
				74500	Miscellaneous	2,000	2,500	0	\$4,500.00	d
				71600	Travel	14,000	4,500	0	\$18,500.00	e
					Total Outcome 1	40,000	26,000	0	\$66,000.00	
OUTCOME 2: Strengthened capacity for SLM at the systemic, institutional and individual level	Govt. of Kiribati	62000	GEF	71300	Local Consultants	20,500	2,000	0	\$22,500.00	a
				71200	International Consultant	53,000	10,000	0	\$63,000.00	b
				71400	Contractual services	10,000	0	0	\$10,000.00	f
				72500	Office Supplies	2,000	0	0	\$2,000.00	g
				72200	Equipment	20,000	20,000	18,000	\$58,000.00	h
				74500	Miscellaneous	2,000	0	0	\$2,000.00	d
				72400	Communications	1,000	8,000	0	\$9,000.00	c
				74200	Printing & Production	2,000	0	0	\$2,000.00	i
	Total Outcome 2	151,000	52,000	28,000	\$231,000.00					
OUTCOME 3: Capacity for Knowledge Management and Research in SLM enhanced	Govt. of Kiribati	62000	GEF	71300	Local Consultants	0	6,000	6,000	\$12,000.00	a
				71200	International Consultant	0	8,000	4,000	\$12,000.00	b
				71400	Contractual services	0	2,000	6,500	\$8,500.00	f
				72800	Infor. Tech. Equipment	0	16,000	12,000	\$28,000.00	h
				72500	Office Supplies	0	0	4,000	\$4,000.00	g
				74200	Printing & Production	0	0	2,500	\$2,500.00	i
				74500	Miscellaneous	0		2,000	\$2,000.00	d
	Total Outcome 3	0	42,000	41,000	\$83,000.00					
OUTOME 4: National Action Plan (NAP) completed, endorsed and used to guide SLM in Kiribati	Govt. of Kiribati	62000	GEF	71300	Local Consultants	0	4,000	0	\$4,000.00	
					Total Outcome 4	0	4,000	0	\$4,000.00	

OUTCOME 5: Effective and efficient management and monitoring of SLM Project	Govt. of Kiribati/UNDP	62000	GEF	71300	Local Consultants	2,000	2,000	2,000	\$6,000.00	a
				71200	International Consultant	0	3,500	3,500	\$7,000.00	b
				71400	Contractual services	0	7,000	8,000	\$15,000.00	f
				74200	Printing & Production	100	200	700	\$1,000.00	i
				74500	Miscellaneous	500	500	0	\$1,000.00	d
				71600	Travel	5,000	3,000	3,000	\$11,000.00	e
					Total Outcome 5	7,600	16,200	17,200	\$41,000.00	
Project Management Unit	Govt. of Kiribati	62000	GEF	71400	Contractual services	16,000	17,000	17,000	\$50,000.00	j
					Total Management	16,000	17,000	17,000	\$50,000.00	
					PROJECT TOTAL (MSP)	\$214,600	\$157,200	\$103,200	\$475,000.00	
Summary of Funds:										
GEF (PDF-A + MSP)									\$500,000.00	
Government of Kiribati (In-kind/Cash)									\$424,500.00	
Bilateral (Cash + In-kind)									\$135,000.00	
Others (Cash + In-kind)									\$88,750.00	
Project Total									\$1,148,250.00	

Budget Notes:

- a. 2-3 Locally recruited consultants (annually) will provide technical support for designing awareness materials and testing this on field, incorporating SLM principles in planning for growth areas, conducting practical training in application and mainstreaming of economic analysis, assist in final evaluation, incorporating disaster strategies, conduct feasibility study and EIA for Temaiku settlement, in-country trainings and undertake baseline assessments.
- b. 2 Regional/International consultants will be hired annually (based on work plan – Table 5) to undertake training workshops on GIS & EIA, Land use planning and improve GIS systems, review and update land ordinance and regulations, review agriculture policies, policy options for a more sustainable approach to aggregate development, developing gender analysis tools in SLM, design water catchment facilities and facilitate participatory planning of Temaiku project.. Assistance from Regional organizations (SPREP, SPC) will also be utilized, and hence this cost includes cost recovery for such services.
- c. Communication costs under national/community awareness programmes (Media costs –Radio, Television & Newspaper)
- d. This includes materials for the workshops, contingency, publication expanses, cost for renting venues for the various consultations
- e. This includes travel to the islands for workshops (mostly via boat). SLM awareness workshops also include costs to get participants (community, field officers and other stakeholders) from all islands, travel to demonstration sites and field visits as detailed in workplan.
- f. Specialized short term service contracts by community individuals for coordination of island demonstrations, trainings and organizing education events for SLM awareness events, key educational and cultural events. It also includes costs for engaging staff for monitoring relationship between land use and poverty, for participatory planning of Temaiku settlement (community consultations) and data collection, storage and analysis for training activities over project duration (output 2.3, Activity 2.3.8).
- g. Office supplies for awareness workshops, community consultations, and national training workshops (printing materials, printing supplies)
- h. Information technology equipment under outputs 2.1, 2.3, 3.1 and 3.3. These includes materials such as compost making equipment (organic framing), tools, nursery equipment for compost making and sustainable agro-forestry demonstrations in Bonriki and Buota water catchments sites. Also includes procurement of GPS equipment, computer server and software and software for Land Information Management.
- i. Printing costs for preparation of information/awareness materials for schools, community, national stakeholders
- j. Project Coordinator and short term individuals to be contracted to prepare TORs, disseminate draft workshop Report, undertake coordination responsibilities with Govt. and relevant organizations, gather feedback from relevant agencies and organizations as appropriate, assist in project monitoring as well as reporting to donors, UNDP-GEF and Government. See Annex 7 for TOR

Annex 6 : Summary of funding for Project Components

Total funding for Project Components										
Components & Source	GEF	GoK	UNDP	SPREP	SPC	SOPAC	GoVenz	NZAid	TOTAL	% of Total
Component 1	66,000	61,500	0	2,000	6,000	12,000	0	0	147,500	14%
Component 2	231,000	144,000	0	6,000	9,000	0	85,000	50,000	525,000	46%
Component 3	83,000	56,000	0	5,000	0	0	0	0	144,000	12%
Component 4	4,000	19,000	0	46,750	2,000	0	0	0	71,750	6%
Component 5	41,000	6,000	0	0	0	0	0	0	47,000	4%
Project Management Unit	50,000	138,000	0	0	0	0	0	0	188,000	16%
PDF A funding	25,000								25,000	2%
TOTAL BUDGET	500,000	424,500	0	59,750	17,000	12,000	85,000	50,000	1,148,250	
% of total project budget	43.4%	37.3%	0%	5%	1.5%	1%	7.4%	4.4%		

ANNEX 7: STAKEHOLDER INVOLVEMENT MATRIX

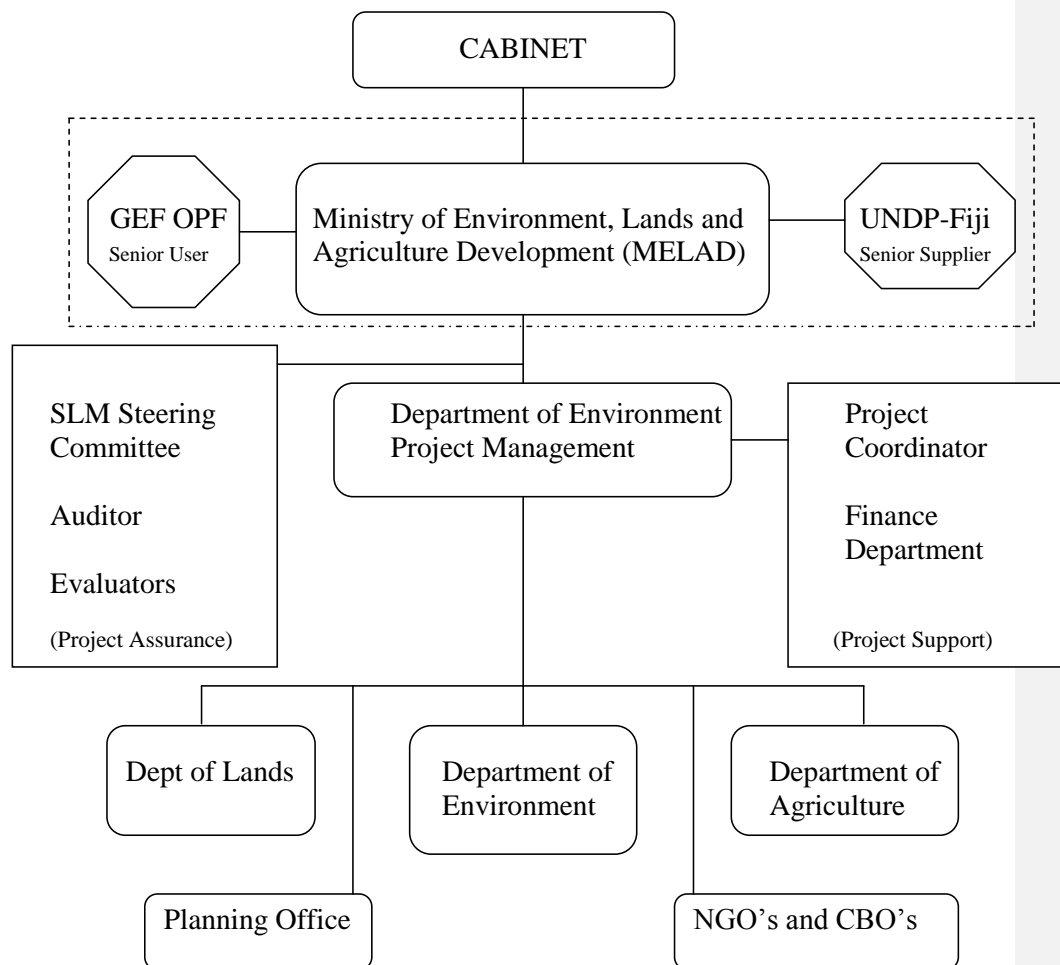
Name of Stakeholder	Stakeholder's Interest in SLM	Justification for Inclusion of Stakeholder	Expected Role of Stakeholder
MELAD Department of Environment	National Coordination for the project, monitoring of impacts on land resources and changes in land use; promote conservation of biodiversity, capacity building and public awareness	Promotes and guides mainstreaming of environment and sustainable land-use practices into policies, strategies, operational plans, monitoring of environmental change and impacts, agency responsible for carrying out EIA and/or reviewing EIA reports, monitors impact of land use on marine environment, quality of underground water catchment.	Officers to be trained on carrying out participatory EIA and monitoring of land use and land degradation, formulation of EIA reports, use of remote sensing, LIS systems and ability to integrate this information into EIA reports, utilization of the Integrated Environment and Land use Planning Guidelines as a working tool; Contribute to harmonization of an integrated LIS; Responsible for mainstreaming of SLM through policy review/amendments, policy briefs, development of protocols/guidelines and facilitate public awareness.
MELAD Department of Agriculture	Sustainable agriculture and agro-forestry practices in urban areas and water catchments, mainstreaming of SLM in agriculture policies and strategies.	Lead agency in promoting sustainable agriculture activities and agro-forestry and urban agriculture activities; coordination of several co-financing projects that will be linked with this project.	Field officers to be trained in organic agriculture approaches and composting techniques, using urban land for small-scale sustainable agriculture activities that are environmentally friendly. Officers will promote sustainable agriculture practices that are appropriate to atoll agriculture settings, facilitate household and community based participatory planning for incorporating sustainable agriculture in urban areas. Carry out feasibility study to prove that organic agriculture is not the source of contamination to the water catchment and use this study to plan and undertake agro-forestry activities suitable to sustain the livelihood needs of community living around the catchment in order to reduce and gradually cease the current sand mining practices and conserve and protect the water catchment.
MELAD Department of Lands	Planning for sustainable urban settlements, review of existing urban land-use approaches, harmonize	Administers laws, policies and strategies related to land and land use in Kiribati, manages all information relevant to land use;	Officers will be trained to develop and update/upgrade Kiribati's LIS, participatory integrated planning approaches for new settlements, review of existing urban settlements using SLM principles.

	regulations and mainstreaming SLM principles into urban planning practises	oversees procedures for administering land leases and facilitates settlement of land disputes.	Land officers and administrators will act as resource persons in SLM workshops, play a leading as well as counterpart role in review of existing land policies, regulations, planning approaches, and will contribute to harmonization of an integrated and holistic urban land-use planning model.
Office of the President,	Developing national disaster prevention, preparedness, mitigation and mainstreaming SLM principles into disaster/risk management plan and adaptation programme	Lead agency in Adaptation to Climate Change Programme implementation and National Disaster Management plan development and implementation	Officers will be assisted to mainstream drought preparedness into national disaster management plans to have an effective and immediate disaster/risk prevention, preparedness, mitigation, warning, monitoring and response measures including the Integration of Disaster/Risk Management Programme into Adaptation Programme. Strengthening Capacity in developing and implementing the disaster management plan and adaptation programme
Kiribati Organic Farmers Association	Traditional and modern sustainable (organic) agriculture for atoll environments promoted amongst urban and Rural communities and mainstream into SLM principles	Leading body in reducing the use of fertilizers and pesticides, hence reducing environmental and land degradation through the promotion of organic farming.	KOFA objective is mainly on promoting the use of organic composting techniques to replace use of inorganic fertilizers. Officers will be trained on developments in organic agricultural farming practices, especially in areas constrained by the inherently poor soil, poor rainfall and lack of surface water sources. Agricultural officers will promote organic farming practices to members and local communities through practical skill training and workshops.
Town Councils	Waste management Committees and initiatives and Local land planning board for sustainable land planning	Town councils are the leading agencies in waste management and have well-established committees looking after wastes. Sound legislations through established byelaws to control waste. Local land planning board works closely with the Lands Management Division for land planning	Officers will be trained on sustainable waste management practices, and strengthening of Councils Waste management committees through assistance in well established TOR and strategy development

<p>South Tarawa Urban Communities and rural dwellers living around the water catchments</p>	<p>People and land are intricately linked and people's approach to using the very small and fragile land ecosystems will determine how ecosystem services, terrestrial and marine biodiversity and livelihoods will be maintained and sustained over the coming years.</p>	<p>These are the key stakeholders who are not only the cause of but are also affected by land degradation. Community members approach to and practice of using land will need to be addressed in a way that ecosystem services and their livelihoods are maintained or enhanced as a result of SLM.</p>	<p>With the participatory and bottom-up approach to planning land-use and application of SLM principles, community members have a very important role to play in changing the way land is perceived and used in Kiribati. Community members are expected to be key players in consultations and the design of new systems and approaches and will benefit from the models and technologies to be developed and used.</p>
<p>Community living around the water catchment</p>	<p>Implement community-based sustainable agro forestry practices under the guidance and coordination of the Agriculture division to conserve and protect the water catchment.</p>	<p>The residents within or around the water catchment area referred to as the "water catchment community" will be the pilot community for the agro forestry initiative. This community has been mining sand for commercial purposes and living close by the water reserve. Since the enforcement to control inhabiting the area is weak, appropriate agriculture could be promoted to provide an alternative and sustained source of livelihood.</p>	<p>The residents, both men and women, are to be involved in specific Agro forestry training and awareness workshops and competitions that promotes conservation and protection of the water catchment to be coordinated by the Agriculture division.</p> <p>This community shall be involved in planning and developing agro-forestry plots and maintaining them over time.</p> <p>Agriculture officers will expand agriculture farmers from current number of nine and involve as much of the community as possible like prioritizing the community to market products especially under the anticipation that an agriculture fruit processing facility is established</p>
<p>Magistrate and High Court</p>	<p>Procedures in settling land disputes and issues. Implementation of Acts and ordinances relating to land use and land rights and environmental legislations</p>	<p>Responsible authority for and must implement the Constitution of Kiribati and all other Ordinances and Acts of Kiribati. The Magistrate and High court oversees procedures for facilitates settlement of land disputes including transference of land titles.</p>	<p>Awareness on Integration and mainstreaming of SLM principles to current planning principles, land legislations as well as environmental legislations</p> <p>Judges and legal officers acting as advisors on land planning and legislation reviewing</p>

CLPB	Reviewing of the key roles of the CLPB established under the Land Planning ordinance to consider the current trends for land requirement and development in Urban Areas	The CLPB is the leading authority for general and detail land use planning for designated areas under the land planning ordinance	Officers will be trained on holistic urban land-use planning approaches and models incorporating SLM principles. This will strengthen capacity of the CLPB in addressing current trends of land use, especially in urban areas and to implement land-use planning and enforce development guidelines that protect and sustain ecosystem services.
Ministry of Health and Medical services	The MHMS is the responsible authority for family planning and reproductive health aiming at reducing population growth in Kirbati	Promotion of Family Planning best practices and approaches to address overpopulation as one of the root causes of resource over-utilization and land degradation	Strengthening Capacity of family planning and reproductive health Officers and ongoing initiatives and programmes to raise awareness on the linkages between unsustainable land-use with population growth.

ANNEX 8: PROJECT MANAGEMENT STRUCTURE



ANNEX 9:

Terms of Reference for Project Manager, Project Coordinator, Project Steering Committee

1. PROJECT MANAGER (PM)

The Director of Environment is the designated Project Manager for this SLM MSP and also represents the GoK in-kind contribution to the project. The PM will manage the Capacity Building for SLM MSP and will be fully accountable to the Chairperson of the Project Steering Committee for satisfactory execution of the entire project and will be responsible for meeting government obligations under the Project, under the national execution modality. The PM will be the head of the Project Management Unit (PMU). The PMU will have operational and financial autonomy, including the authority to select and sub-contract specific project activities or components to local consultants and local institutions.

Required qualification

A bachelor degree in a field related to the scope of the project with at least 6 years working experience at a senior level in the field of environmental management and/or land resources management.

Duties and responsibilities

1. Overall management of the project;
2. Ensure proper management of funds consistent with UNDP requirements, and budget planning and control;
3. Monitoring progress towards achievement of project outputs and identify measures to ensure that there are no unnecessary delays
4. Perform a liaison role with government, UNDP and all stakeholders involved with the project.
5. Ensure all monitoring reports are prepared on time for submission to the PSC and the UNDP.
6. Ensure that the PSC carries out its role in guiding the implementation of the project and that the PMU provides the necessary secretariat support to the PSC.
7. Liaise with other government agencies and Regional Organizations to ensure that they commit to the co-financing arrangements.
8. Develop a performance management system for use with Project Coordinator and Project Assistant
9. Verify and approve tenders and procurements based on UNDP and GoK guidelines.
10. Chair meetings of the PMU and ensure that PSC and PMU meeting decisions are implemented.
11. Verify and approve information developed and used by the project for public awareness purposes

2. PROJECT COORDINATOR (PC)

Background

The PC will be responsible for the day-to-day implementation of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The PC will be fully accountable to the PM - Director of Environment within MELAD and to the Project Steering Committee

Duties and Responsibilities

1. Supervise and coordinate the production of project outputs as per the project document;

2. Ensure the technical coordination of the project;
3. Mobilize all project inputs in accordance with UNDP procedures for nationally executed projects;
4. Finalize the ToR for the consultants and subcontractors;
5. Coordinate and recruitment and selection of project personnel;
6. Supervise and coordinate the work of all project staff; consultants and sub-contractors;
7. Work closely with project partners to closely coordinate all the actors involved with achieving Project Outcomes; Outputs and Activities;
8. Supervise the work of all PMU staff, including national staff;
9. Prepare and revise project work and financial plans, as required to Government and UNDP;
10. Manage procurement of goods and services under UNDP guidelines and oversight of contracts;
11. Establish project monitoring and reporting processes;
12. Arrange for audit of all project accounts for each fiscal year;
13. Prepare and ensure timely submission of quarterly financial consolidated reports, quarterly consolidated progress reports, PPER, mid-term reports, and other reports as may be required by UNDP;
14. Disseminate project reports to and respond to queries from concerned stakeholders;
15. Report progress of project to the Project Steering Committee;
16. Oversee the exchange and sharing of experiences and lessons learned with relevant conservation and development projects nationally and internationally;
17. Prepare a detailed annual workplan for the project; and
18. Undertake any other activities that may be assigned by the Project Manager and Project Steering Committee.

Selection Criteria

1. Appropriate tertiary qualification, preferably a degree in natural resources management or other relevant academic and profession qualifications with at least 5 years professional experience;
2. Proven experience and technical ability to manage a large project and a good technical knowledge in the fields related to SLM, participatory approaches and/or environmental economics;
3. Proven ability to communicate with various levels of project stakeholder groups, including senior government officials, business executives, farmers and communities;
4. Ability to effectively coordinate a complex, multi-stakeholder project;
5. Ability to lead, manage and motivate teams of international and local consultants to achieve results;
6. Good capacities for strategic thinking and planning
7. Excellent communication skills;
8. Knowledge of UNDP project implementation procedures, including procurement, disbursements, and reporting and monitoring highly preferable.

Duration of the assignment:

Project implementation is for a period of three years and continuity of staff during this time will be crucial for effective implementation.

1. PROJECT STEERING COMMITTEE (PSC)

Overall responsibilities²:

The Project Steering Committee is the group responsible for making executive management decisions for a project when guidance is required by the Project Manager and Project Coordinator, including approval of project plans and revisions. This group is consulted by the Project Manager for decisions when project manager tolerances have been exceeded.

Based on the approved annual work plan (AWP), the PSC reviews and approves project stage plans and authorizes any major deviation from these agreed stage plans. It is the authority that signs off the completion of each stage plan as well as authorizes the start of the next stage plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Coordinator and any delegation of its Project Assurance responsibilities.

Composition and organization:

This group contains three roles, including:

- 1) An Executive representing the project ownership to chair the group,
- 2) Representatives from the Senior Supplier to provide guidance regarding the technical feasibility of the project, and
- 3) Representatives from the Senior Beneficiary to ensure the realization of project benefits from the perspective of project beneficiaries.

The Director of Environment reviews members of the PSC and recommends for Secretary MELAD's approval. The Executive role will be held by a representative from MELAD - the Implementing Partner, the Senior Supplier role is held by representatives of the Responsible Parties, and the Senior Beneficiary role is held by a representative of the government or civil society.

Specific responsibilities: To be responsible for the project, PSC should:

For the processes of justifying, defining and initiating a project:

- Agree on Project Manager's and Project Management Team's responsibilities;
- Appraise and approve stage plans submitted by Project Manager;
- Delegate any Project Assurance roles as appropriate;
- Commit project resources required by the next stage plan.

For the process of running a project:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Agree on Project Manager's tolerances in the stage plan;
- Review each completed project stage plan and approve the next stage plan;
- Review and approve end project report, make recommendations for follow-on actions;

² Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes;
- Assure that all planned deliverables are delivered satisfactorily and programme management directives are complied;
- Conduct annual review of AWP and pass on the results to Programme Component Review.

For the process of closing a project:

- Assure that all products deliverables are delivered satisfactorily;
- Review and approve the end project report;
- Make recommendations for follow-on actions and post project review plan;
- Notify project closure to the Outcome Board.

The principal tasks of the PSC are the following:

1. Provide high level orientation and policy guidance for the project;
2. Ensure that the project develops in accordance with national development objectives, goals and policies;
3. Pay special attention to the assumptions and risks identified in the log frame, and seek measures to minimize these threats to project success;
4. Ensure collaboration between institutions and free access on the part of the project actors to key documents, land information systems, remote sensing imagery, etc.;
5. Pay special attention to the post-project sustainability of activities developed by the project;
6. Ensure the integration and coordination of project activities with other related government and donor-funded initiatives.

ANNEX 10: AUDIT CLAUSE

All UNDP funded and trust funded projects are eligible to be audited if annual expenditure exceeds US\$100,000.00.

- Auditors must certify, express an opinion, and quantify the financial impact on each of the following:
 - (i) Statement of Expenditure (CDR)
 - (ii) Cash position reported by the project as at 31 December 2010
 - (iii) Status of assets and equipment as at 31 December 2010

Auditors should also indicate the risks associated with their findings, categorize the findings by risk severity and classify possible causes of audit findings.

Follow-up action plans for prior year recommendations must be submitted to the NGO/NEX auditors during the audit of 2010 expenditures for their assessment and certification.

ANNEX 11 SUMMARY OF FINDINGS FROM THE KIRIBATI NATIONAL CAPACITY SELF ASSESSMENT – UNCCD THEMATIC ASSESSMENT

Systemic Level Capacity Needs.

- There needs to be a mechanism for better coordination of stakeholders that are addressing the various dimensions of land degradation and drought to achieve synergies and minimize duplication of efforts.
- A policy statement should be formulated and delivered by the government to give more attention to land degradation and support remedial and preventative measures.
- A regulatory framework to regulate land use in urban areas needs immediate action particularly the drafting and enactment of appropriate regulations and legislation.
- Government should accelerate the process of developing and promoting policies aimed at reducing the population density in Betio and Urban Tarawa e.g. reducing family size, establishing growth centers and new settlements in other parts of Tarawa and other atolls to minimize the rate of urban drift to South Tarawa.
- Need for a review and development of an appropriate national framework for data collection, analysis, monitoring and integrated environmental assessment to.
- Need for improved coordination in the implementation of the inter-related MEAs , regional and national strategies
- Sustainable Land Management and Drought preparedness strategies need to be mainstreamed into the NSDS and Sector policies.
- An enabling environment needs to be created to promote and mainstream gender in efforts to address land degradation and drought.

Institutional Level Capacity Needs.

Government and NGO agencies as well as Community based organizations need capacity development in the following areas:

- Development of strategic plans that incorporate their roles and strategies in addressing land degradation and mitigating the effects of drought.
- Development of monitoring systems to monitor work plans and strategies.
- Mainstreaming SLM principles into organizations strategic and operational plans.
- Setting up effective intra and inter agency coordination mechanisms that can promote and guide the involvement of many stakeholders to minimize duplication of effort and achieve synergies..
- Development of resource mobilization strategies and development of fundable proposals.
- Development of institutional protocols and approaches to manage and disseminate information

Individual Level Capacity Needs:

Capacity needs for individual person having some responsibility in project planning, monitoring and implementing environmental (land degradation) project are suggested hereunder:

Government officers, NGO staff, community representatives, private sector operators and individuals in various national institutions need capacity development in the following areas:

- Reviewing their strategies and capacity needs in order to be more capable of implementing their roles in addressing land degradation and mitigating the effects of drought.
- Use of monitoring systems and tools to monitor land degradation.
- Mainstreaming SLM into Sector policies and strategies.
- Integrated land-use planning approaches and methods and their use in designing new settlements
- Setting up effective coordination mechanisms that can promote and guide the involvement of many stakeholders to minimize duplication of effort and achieve synergies..
- Development of resource mobilization strategies and development of fundable proposals.
- EIA methods to minimize negative impact of development activities on the fragile land and underground water table.
- Development of policies to minimize and halt beach mining and coastal erosion.
- Strengthen capacity for environmental research and in the area of land degradation.
- Practical application of appropriate technologies for use in small scale organic production of fruits and vegetables
- Planning and implementing effective public awareness programmes to ensure the transfer of appropriate messages and understanding.
- Environmental audit to monitor impact of development activities on land.
- Project Cycle Management to ensure effective and efficient management and implementation of projects aimed at addressing land degradation and mitigating the effects of drought.
- Development of an information policy and information sharing protocols and systems
- Conducting scientific and socio-economic research to improve knowledge base on land degradation and drought.
- Planning and conducting economic analysis of land-use options to guide decision making
- Weather forecasting and use of early warning systems
- Use of GIS and remote sensing technology in monitoring coastal processes