



UNITED NATIONS ENVIRONMENT PROGRAMME

Programme des Nations Unies pour l'environnement Programa de las Naciones Unidas para el Medio Ambiente

Программа Организации Объединенных Наций по окружающей среде برنامج الأمم المتحدة للبيئة

联合国环境规划署



PROJECT DOCUMENT

SECTION 1: PROJECT IDENTIFICATION

1.1 Project title:	Phoenix Islands Protected Area (PIPA)
1.2 Project number:	GFL/3897 PMS: 00401 (ADDIS)
1.3 Project type:	MSP
1.4 Trust Fund:	GEF
1.5 Strategic objectives:	
GEF strategic long-term objective:	Biodiversity
Strategic programme for GEF IV:	BD-SP1, BD-SP2, BD-SP3, BD-SP 4, BD-SP5, BD-SP7
1.6 UNEP priority:	Ecosystem Management
1.7 Geographical scope:	Republic of Kiribati
1.8 Mode of execution:	External
1.9 Project executing organizations:	Ministry of Environment, Lands and Agricultural Development (MELAD) – Government of Kiribati Cofinance and technical partners are Conservation International and New England Aquarium

1.10 Duration of project:	36 months
	Commencing: October 2011
	Completion: October 2014

1.11 Cost of project	US\$	%
Cost to the GEF Trust Fund	870,000	32.7%
Co-financing		
Cash		
CI/NEAq*	1,019,600	38.3%
<i>Sub-total</i>	<i>1,889,600</i>	<i>71%</i>
In-kind		
Kiribati Government	357,500	13.4%
CI/NEAq	360,000	13.5%
NZAID	56,000	2.1%
<i>Sub Total</i>	<i>773,500</i>	<i>29.0%</i>
TOTAL	2,663,100	100%

*=includes Packard grant of \$500,000 USD

1.12 Project Summary

1. Protected Area development in the Pacific Islands region and globally faces a fundamental set of issues to demonstrate effectiveness and success. These include the need to: (1) promote investment at a scale or size to achieve necessary national, regional and global benefits, (2) successfully demonstrate marine protected areas (MPAs) as a useful tool for fisheries management, including pelagic fisheries (e.g. tuna), (3) demonstrate MPA utility in managing a state's Exclusive Economic Zone (EEZ) as part of effective marine spatial planning and inclusive of coastal, offshore, deep-sea/seamount and open ocean habitats and the connectivity between them, (4) address critical urgent invasive species management on vulnerable islands, (5) effectively conserve at an appropriate scale for globally important and threatened species (e.g. seabirds and turtles), and (6) ensure sustainable financing to achieve success in such protected area objectives.
2. The Phoenix Islands Protected Area (PIPA) offers an unparalleled opportunity to demonstrate effective solutions to these issues by using new innovations (e.g. 'reverse fishing license'), a new scale of site investment, support by public-private partnerships and up-scaling to effect a new level of conservation achievement in developing states. At 408,250sq km and inclusive of all habitat types (atoll terrestrial, coastal coral reef and lagoons, offshore, deep-sea and open ocean habitats), **PIPA is currently the world's second largest declared marine protected area (MPA), the largest in the Pacific Ocean, and the largest committed to by a developing country.** It contributes an estimated 9.8 % by area of global MPA effort and is the largest yet attempted by any developing nation and the largest in the Pacific Islands region. PIPA is an integrated approach to conservation and sustainable use with key elements of sustainable financing, atoll restoration, coastal coral reef and lagoon/offshore/open-ocean/deep-sea fisheries conservation management, conservation of threatened and globally important species, market for biodiversity goods and services, and adaptation to climate change.
3. The Project will focus on supporting the implementation of PIPA's first Management Plan (2010 -2014) during the period 2011-2014 (June). This will be achieved through a twin focus on: (i) Core Operational (capacity, infrastructure, zonation, surveillance and enforcement, monitoring, evaluation) and Strategic Outcomes (atoll restoration, reverse fishing license, World Heritage site management, tourism, climate change adaptation), and (ii) the design and operation of PIPA's Sustainable Financing System.

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- Annex 1: PIPA Regulations (2008).**
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- Annex 3a: PIPA Memorandum of Understanding (Kiribati, CI, NEAq)**
- Annex 3b: PIPA Memorandum of Understanding (Kiribati, CI, NEAq) (2010-2014)**
- Annex 4: PIPA Research Vision (2011-2020) (draft)**
- Annex 5: PIPA Conservation Trust Act (2009)**
- Annex 6: PIPA UNESCO World Heritage Nomination Dossier (2009)**

ACRONYMS AND ABBREVIATIONS

BEN	South Equatorial Current
BES	South equatorial branch of the South Equatorial Current
CBD	Convention on Biological Diversity
CEPF	Critical Ecosystem Partnership Fund
CI	Conservation International
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
COP	Conference of Parties
CRISP	Coral Reef Initiative in the Pacific
DSL	Deep Scattering Layer
DWFN	Distant Water Fishing Nation
ECD	Environment and Conservation Division (MELAD)
EEZ	Exclusive Economic Zone
EIC	Equatorial Intermediate Current
EN	Endangered IUCN Red List category
ENSO	El Niño-Southern Oscillation
EOU	Evaluation and Oversight Unit, UNEP
FAD	Fish Aggregating Device
FFA	Forum Fisheries Agency
FSP	Foundation of the Peoples of South Pacific
GBRMPA	Great Barrier Reef Marine Park Authority
GCF	Global Conservation Fund of Conservation International
GoK	Government of Kiribati
GEIC	Gilbert Ellice Island Colony
GEF	Global Environment Facility
GEF PAS	GEF Pacific Alliance for Sustainability
GLISPA	Global Island Partnership
GoK	Government of Kiribati
IAS	Invasive Alien Species
IBA	Important Bird Area of Birdlife International
IFAW	International Fund for Animal Welfare
IUCN	International Union for the Conservation of Nature
IUU Fishing	Illegal, Unreported and Unregulated Fishing
KANGO	Kiribati Association of Non-Governmental Organisations
KBA	Key Biodiversity Area of Conservation International
KDP	Kiribati Development Plan
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MEA	Multilateral Environmental Agreement
MELAD	Ministry of Environment, Lands & Agricultural Development
MFMRD	Ministry of Fisheries, Marine Resource and Development
MIC	Micronesians in Island Conservation
MLPID	Ministry of Line and Phoenix Islands Development
MOU	Memorandum of Understanding
MPA	Marine Protected Area
NBSAP	National Biodiversity Strategy and Action Plan
NDS	National Development Strategy
NEAq	New England Aquarium
NGO	Non Government Organisation
NOAA	National Oceanic and Atmospheric Administration

NSCC	North Sub-surface Counter-current
NZ	New Zealand
NZAid	New Zealand Aid
NZ-DOC	New Zealand Department of Conservation
PA	Protected Area
PAS	Pacific Alliance for Sustainability
PCB	Polychlorinated Biphenyl
PIF	Project Identification Form
PII	Pacific Invasives Initiative
PIPA	Phoenix Islands Protected Area
PIPA-MC	Phoenix Islands Protected Area Management Committee
PISC	Phoenix Islands Steering Committee
PMNM	Papahānaumokuākea Marine National Monument
POP	Persistent Organic Pollutants
RNHP	Regional Natural Heritage Programme of Australia
SAMTEC	The Space and Missile Test Center
SECC	South Subsurface Counter-current
SOPAC	Secretariat of the Pacific Islands Applied Geoscience Commission
SPC	Secretariat of the Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
TH	Threatened IUCN Red List Category
TBAP	Tuna and Billfish Assessment Programme
TIGHAR	The International Group for Historic Aircraft Recovery
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Scientific and Cultural Organisation
UNFCCC	United Nations Framework on Climate Change
USA	United States of America
USAF	United States Air Force
USFMT	US Fisheries Multilateral Treaty
USP	University of the South Pacific
VMS	Vessel Monitoring System
VU	Vulnerable IUCN Red List Category
WCO	Wildlife Conservation Ordinance
WCPFC	Western and Central Pacific Fisheries Commission
WCU	Wildlife Conservation Unit
WHC	World Heritage Convention
WSSD	World Summit on Sustainable Development
WWII	World War II
WWF	World Wide Fund for Nature
nm	nautical mile

SECTION 2: BACKGROUND AND SITUATION ANALYSIS (BASELINE COURSE OF ACTION)

2.1 Background and context

4. The Republic of Kiribati is an ocean and island nation stretching over 3,500,000 square kilometers in the central Pacific Ocean on both sides of the equator approximately midway between Australia in the southern Hemisphere and Hawaii in the northern hemisphere. Kiribati is composed of three island groups; the Gilbert, the Phoenix and the Line Islands. Together these three archipelagos contain 33 islands with a land area of 811 square kilometres. At well less than 1% land by area of its sovereign domain Kiribati is truly an 'oceanic nation'.
5. The Phoenix Islands archipelago consists of ten coral reef and atoll islands. Eight islands are within the sovereign jurisdiction of the Republic of Kiribati (Kanton (Abariringa /Canton) Birnie, Enderbury, Manra (Sydney), McKean, Nikumaroro (Gardner), Orona (Hull), and Rawaki (Phoenix), and the remaining two islands belong to the United States of America (Howland and Baker Islands). Kiribati and the USA signed a Treaty of Friendship in 1979 which promotes cooperation in the islands and surrounding seas of this remote archipelago.
6. Kiribati declared its eight Phoenix Islands and surrounding waters as the Phoenix Islands Protected Area (hereafter called PIPA) in March 2006. In January 2008, Kiribati formally gazetted the PIPA at 408,250 sq km, at the time the world's largest Marine Protected Area (Figure 1). Seven islands (Birnie, Enderbury, Manra, McKean, Nikumaroro, Orona, and Rawaki) of PIPA are fully protected areas with no extraction of resources allowed out to twelve nautical miles around each island with visitation, for research or tourism, allowed only under special permit. The remaining island, Kanton, is host to government paid caretakers of the archipelago and their families (approximately 30 people). There are no indigenous communities found within the Phoenix Islands.
7. With a size of 408,250 sq km, PIPA is the second largest MPA in the world, and contributes 9.8% by area of global MPA effort. It is also the largest MPA attempted by any developing nation. PIPA's boundaries consist of a heptangular (7 corner points) shaped area that includes eight coral atoll and reef islands, two submerged reefs and at least 14 identified seamounts and their surrounding mainly deep water marine area (Figure 2). PIPA constitutes 11.6% of Kiribati's Exclusive Economic Zone (EEZ) (408,250 sq km of 3,506,400 sq km) and 53.8% of Kiribati's Phoenix Islands EEZ (408,250 sq km of 758,600 sq km). These atolls and low reef islands are surrounded by some of the most pristine coral reefs in the world. The waters are teeming with fish in quantities rarely seen elsewhere and tens of thousands of seabirds find refuge on the islands.
8. PIPA was inscribed on the UNESCO World Heritage list in July 2010, recognized for its outstanding natural values and global importance. As a vast expanse of largely pristine mid-ocean environments, replete with a suite of largely intact uninhabited atolls, truly an oceanic wilderness, PIPA is globally exceptional and as such is a superlative natural phenomenon of global importance.
9. A key feature of the marine environment of PIPA is the collection of large submerged volcanoes, presumed extinct, rising direct from the extensive deep seafloor with an average depth of more than 4,500 metres and a maximum depth of over 6,000 metres. The collection of atolls represent coral reef cappings on eight

Figure 1. – Location of the Phoenix Islands Protected Area (PIPA) in the Central Pacific.

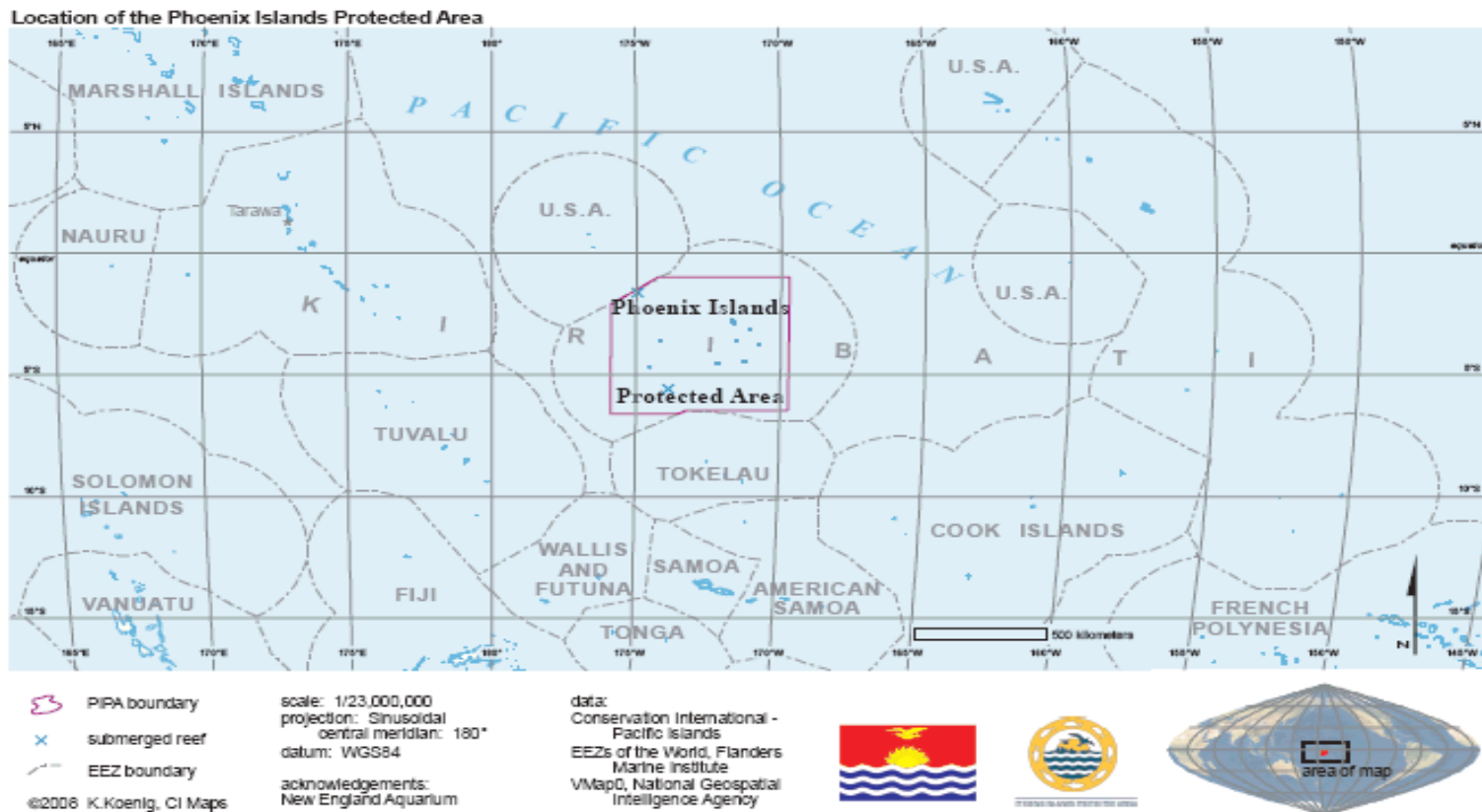


Figure 2. Boundary of the Phoenix Islands Protected Area (PIPA), Kiribati.

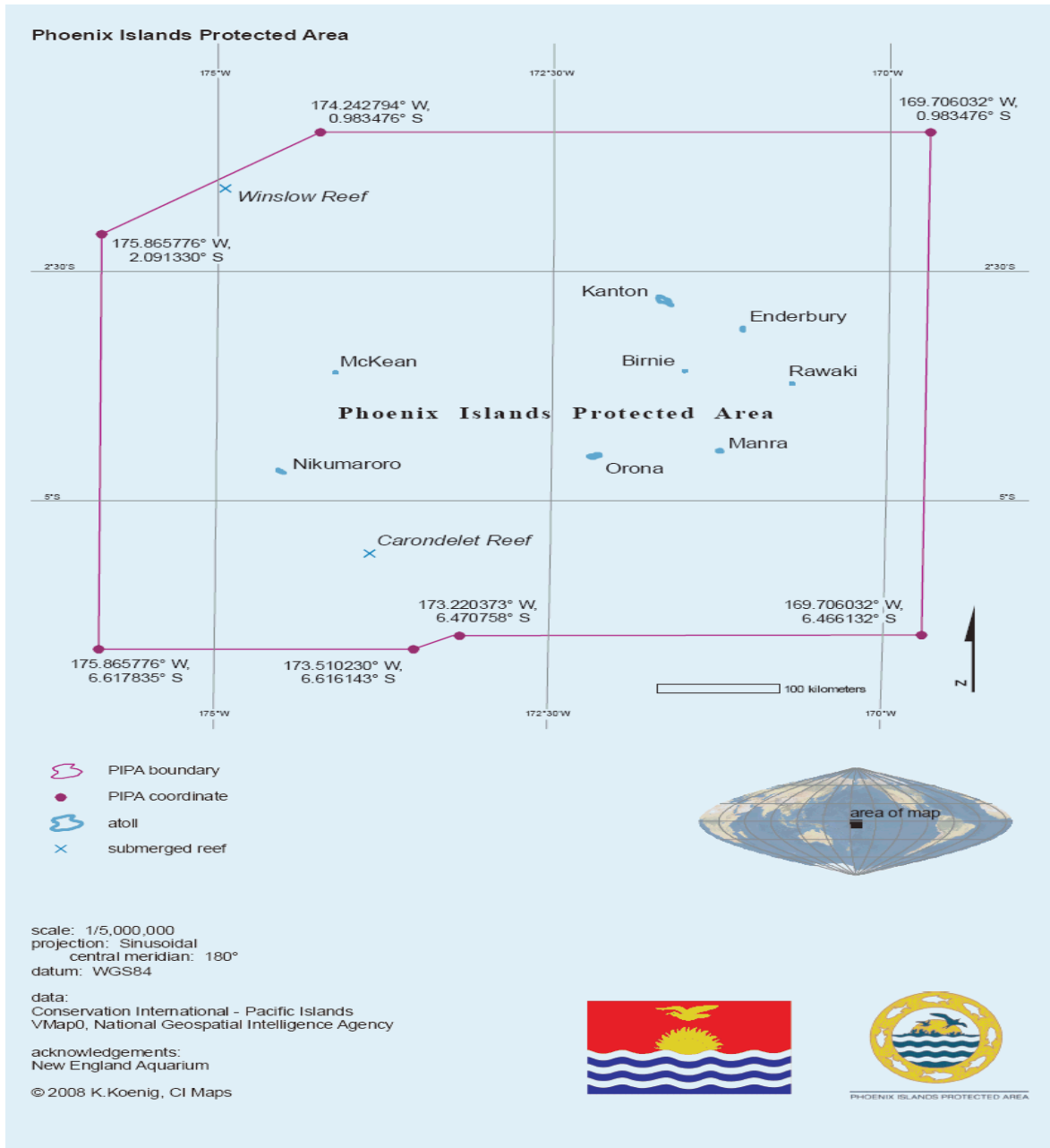
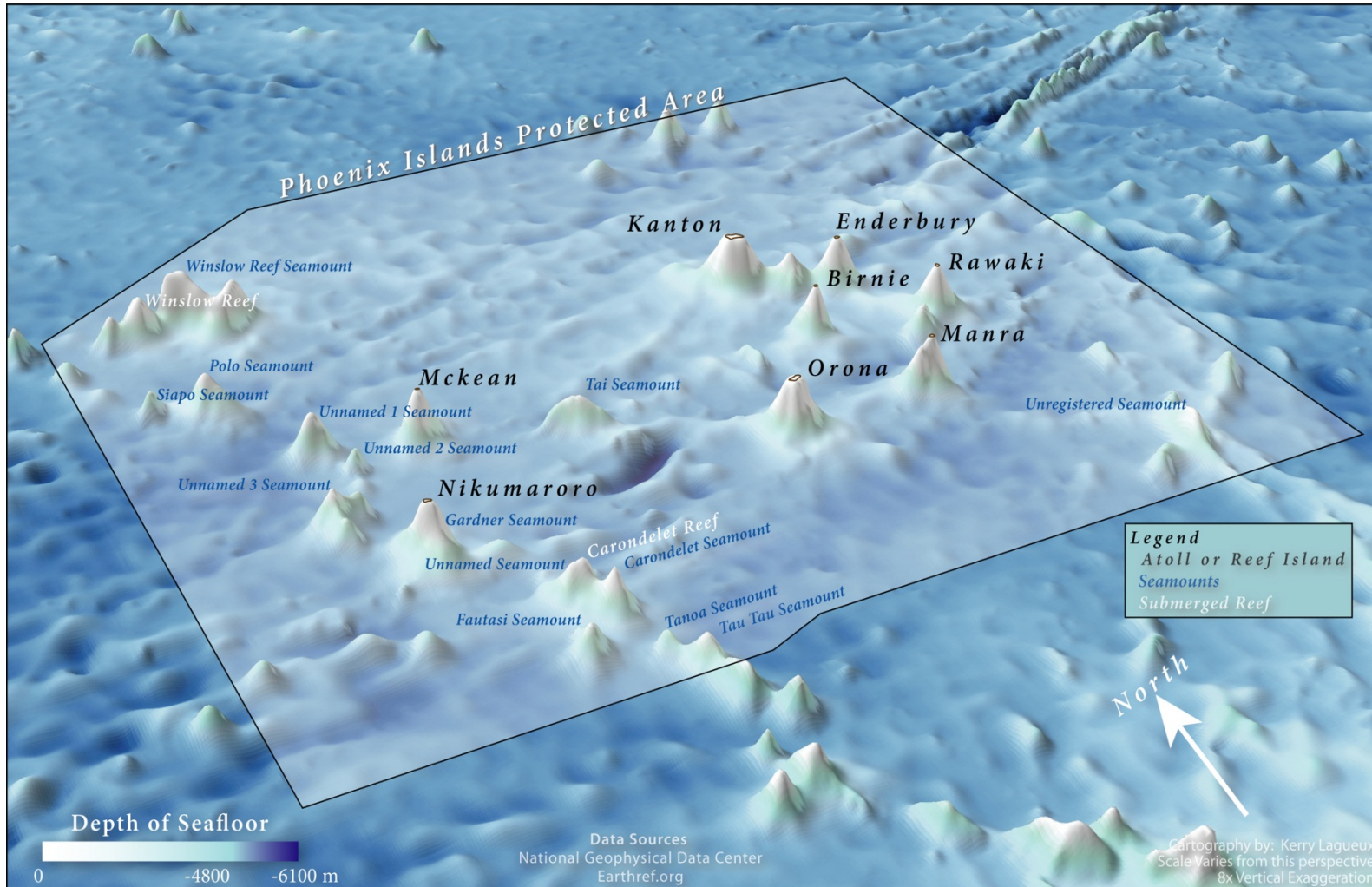


Figure 3. PIPA Seamounds and Seabed in 3D



volcanic mountains that approach the surface, at least fourteen submerged volcanic mountains – seamounts- are also known from PIPA. The large bathymetric range of the submerged seamount landscape provides depth defined habitat types fully representative of the mid oceanic biota (Figure 3).

10. The Phoenix Group islands have no permanent inhabitants, although most islands have a recent cultural history extending over the past 150 years. The one currently inhabited atoll, Kanton, has a non-permanent population of approximately 30 people comprising government employees and their families engaged in protection and management of Kiribati interests in the region.
11. PIPA is the Government of Kiribati's (GoK) conservation and sustainable use strategy for the Phoenix Islands and surrounding marine environment. PIPA was established under the Phoenix Islands Protected Area Regulations 2008, which were duly promulgated pursuant to sections 43(1) and 86(1) of the Environment Act (1999) as amended by the Environment (Amendment) Act 2007 (Annex 1). These Regulations established the PIPA Management Committee (MC), chaired by the Ministry of Environment, Lands and Agricultural Development (MELAD). The PIPA MC is the primary decision making body for PIPA. It includes all government agencies with responsibility for the Phoenix Islands and provides for input from partners. Under these regulations the PIPA Management Plan 2010-2014 has been developed and approved by the Government of Kiribati.
12. The PIPA Management Plan (2010-2014) (Annex 2) is developed in accordance with its World Heritage Listing and to further Kiribati's obligations to the World Heritage Convention. PIPA is managed as a Wilderness Area (International Union for the Conservation of Nature (IUCN) Category 1b).
13. Four marine and three terrestrial scientific research expeditions have been successfully undertaken to PIPA since 2000. Two pre-PIPA establishment and five post-establishment, including island restoration, research, and management interventions on invasive species. The early expeditions were used to highlight the importance of the Phoenix Islands and led to a five-year process in which PIPA was designed, established, and is now in active management led by Kiribati with support from a partnership arrangement with Conservation International (CI) and New England Aquarium (NEAq). The partnership and associated commitments are articulated in the Memorandum of Understanding between GoK, CI and NEAq (Annex 3).

2.2 Global significance

14. PIPA is the world's first large, truly deep water, mid-ocean marine protected area. As a vast expanse of largely pristine mid-ocean environments, replete with a suite of largely intact uninhabited atolls, PIPA is truly an oceanic wilderness. As such, PIPA is a 'mega-marine protected area' (408,250 sq km) and is a superlative natural phenomenon of global importance. The remoteness of the area and the absence of permanent human settlement provides a unique opportunity for a high standard of habitat protection for species and ecosystems of global importance to science and conservation, from islands to deep ocean.

15. The Phoenix Islands reflect a geological sequence of globally significant mid-oceanic archipelagos, capturing a diversity of forms and developmental stages of ancient atolls, low reef islands, submerged reefs and seamounts, recording in their rock strata the formation of the world's largest biogenic structures (atolls and reef islands) over the past 10 to 80 million years. These formations collectively contain one of the world's largest pristine atoll archipelagos, which in turn contribute essential habitat for coral and benthic algae communities, giant clam beds, intact atoll forests and intact atoll dry scrub habitat.
16. A significant feature of the marine environment of PIPA is an outstanding collection of large submerged volcanoes, presumed extinct, rising direct from the extensive deep seafloor with an average depth of more than 4,500 metres and a maximum depth of over 6,000 metres. Included in the collection of large volcanoes are no less than 14 recognised seamounts, submerged mountains that do not penetrate to the surface. The collection of atolls represents coral reef cappings on 8 other volcanic mountains that approach the surface.
17. These underwater mountains contribute a huge diversity of marine habitat types - atoll, low reef island, submerged reef, seamount and deep seabed as well as open ocean habitats. It can also be described as an underwater 'mountain-scape' with the highest peaks of the volcanic mountains rising more than 5,000 metres above the adjacent seabed, the highest reaching almost to the surface, forming atolls, reef islands and, just below the surface, shallow submerged reefs. The large bathymetric range of the submerged seamount landscape provides depth-defined habitat types fully representative of the mid oceanic biota. The widely recognized local endemism and distinctive species assemblages associated with seamounts generally, specifically demonstrable in PIPA, is evidence of on-going *in situ* evolution of marine ecosystems and communities of plants and animals.
18. Due to its great isolation, PIPA occupies a unique position in the biogeography of the Pacific as a critical stepping stone habitat for migratory and pelagic/planktonic species in the region. As a known breeding site for numerous nomadic, migratory and pelagic marine and terrestrial species, PIPA makes a significant contribution to the understanding of on-going ecological and biological processes in the evolution and development of global marine ecosystems and communities of plants and animals.
19. PIPA embraces a range of marine environments that display high levels of marine abundance as well as the full spectrum of age and size cohorts, increasingly rare in the tropics, and especially in the case of apex top of the food chain predatory fish, sea turtles, sea birds, corals, giant clams, and coconut crabs, most of which have been depleted elsewhere. The overall marine trophic dynamics for these island communities across this archipelago are better functioning (relatively intact) compared with other island systems where human habitation and exploitation has significantly altered the environment.
20. The Phoenix Islands was identified as a Key Biodiversity Area within the Polynesia/Micronesia Biodiversity Hotspot Program and under the Critical Ecosystem Partnership Fund (CEPF). Birdlife International has recently confirmed six of the eight PIPA islands as Important Bird Areas (IBAs). This designation reflects the diversity, abundance and in some cases threatened species status of seabirds found in these islands.

21. PIPA provides important natural habitats for *in-situ* conservation of globally important oceanic biological diversity, both marine and terrestrial. It is the most important secure habitat of the local endemic and now endangered Phoenix petrel, and serves as crucial breeding and resting area for a number of migratory birds. PIPA collectively provides very important habitat for the continued existence of a number of globally endangered species (e.g. Napoleon wrasse, hawksbill turtle), vulnerable species (e.g. white-throated storm petrel, bristle-thighed curlew, green turtle, giant clam, bumphead parrotfish) and numerous other globally depleted species, both marine and terrestrial, including, for example, apex predators such as sharks.
22. PIPA is of crucial scientific importance in identifying and monitoring the processes of sea level change, growth rates and age of reefs and reef builders (both geologically and historically), and in evaluating effects from climate change. The reef systems are so remote and exhibit such near pristine conditions that PIPA can serve as a benchmark for understanding and potentially restoring other degraded hard coral ecosystems. The islands are acknowledged as critical sites for ongoing study of global climate change and sea-level events in that they are located in a region less affected by other anthropogenic stresses. Research into the growth of reefs, evolution of reef systems, biological behavioural studies, recruitment processes in isolation, size classes and population dynamics of marine organism groups and reef species diversity studies are part of a ten-year research vision under development by national and international researchers (Annex 4). These oceanic Central Pacific islands are natural laboratories for understanding the natural history of the Pacific. As a known breeding site for numerous nomadic, migratory and pelagic marine and terrestrial species, PIPA makes a significant contribution to on-going ecological and biological processes in the evolution and development of global marine ecosystems and communities of plants and animals.
23. Due to its great isolation, PIPA occupies a unique position in the biogeography of the Pacific as a critical stepping stone habitat for migratory and pelagic/planktonic species in the region. PIPA embraces a range of associated marine environments that display high levels of marine abundance as well as the full spectrum of age and size cohorts (increasingly rare in the tropics) and especially in the case of apex predator fish, sharks, sea turtles, sea birds, corals, giant clams, and coconut crabs, most which have been depleted elsewhere. The overall marine trophic dynamics for these island communities across this archipelago are better functioning (relatively intact) compared with other island systems where human habitation and exploitation has significantly altered the environment.
24. Expected global environmental benefits of this Project include: (1) demonstration at a new scale of size and ecosystem connectivity for MPAs that can be achieved by developing states, (2) conservation of one of the world's last relatively pristine coral atoll archipelagos, (3) protection of globally important threatened species (e.g. seabirds - 18 nesting species, world's largest breeding site for lesser frigatebirds), green and hawksbill turtle feeding and nesting grounds, and conservation of the largest known densities of iconic fish species which are international flagships for coral reef conservation (Napoleon wrasse), (4) being the first MPA used to conserve a tuna spawning ground, and (5) demonstration of integrated MPA development

across all tropical marine ecosystems (islands, lagoon, coral reefs, offshore and deep-sea habitats).

2.3 Threats, environmental issues and challenges

25. The Phoenix Islands, and now PIPA, have faced and continue to face a range of threats to both terrestrial and marine conservation assets. Historically the most significant impact to the island's natural values was the mining of guano and associated human uses and development of the islands, including the deliberate and accidental introductions of invasive species. Most of the impact on marine values in PIPA has been due to over-harvest of marine resources which began with unsustainable whaling (largely targeted the sperm whale breeding ground in these islands during the sail whaling days), through to modern tuna fishing fleets from Distant Water Fishing Nations (DWFNs), and unsustainable and illegal harvesting of inshore resources.
26. The impact of invasive species and risk of further introduction of pests is the most significant current threat to the terrestrial values of the PIPA. Illegal fishing of PIPA's inshore fisheries resources and overfishing and illegal fishing of PIPA's offshore fisheries resources is the most significant current threat to PIPA's marine environment. Increasingly, the impacts of climate change (e.g. coral bleaching) are recognized as a threat to both terrestrial and marine values, and indeed, through sea level rise, to the islands continued existence. Key threats, issues and associated challenges are summarized below with a listing of other threats to PIPA.
27. Invasive Species: as with many small oceanic islands, the Phoenix Islands suffer from a number of invasive mammal species, most notably rats, that pose a threat to nesting bird populations and to native vegetation. Pierce *et al* (2006) summarized significant seabird population changes in the Phoenix Islands since the 1960s. Species with similar population sizes from the 1960s to 2006 included both locally-breeding tropicbird species and all three species of locally-breeding booby, sooty tern, and black noddy. Species with serious decline (2 to 10 fold decline) included all three locally breeding shearwater species, Phoenix petrel, both locally-breeding frigatebirds, grey-backed tern, brown noddy, blue noddy, and white tern. Species that experienced catastrophic declines (over 10 fold) included the Bulwer's petrel, and white-throated storm petrel. Invasive species, mainly rats and rabbits, are recognised as the cause of declines. Detailed feasibility plans for pest eradication have been prepared and adopted within PIPA's Management Plan to address these threats. Phase 1, the critical eradications on Rawaki and McKean Islands were conducted in June 2008 with support from CI's CEPF and the Government of New Zealand (Department of Conservation (DoC) and NZAID). Phase 2, eradications of rats (*Rattus exulans*) from Enderbury and Birnie Islands, is scheduled for mid 2011 and is supported under this project. Phase 3 planning includes eradication of cats (*Felis domesticus*) and rodents, if present on Orona Island. In order to prevent reintroductions and to monitor impacts of eradications, a PIPA biosecurity programme is under development. This programme of atoll restoration, and lessons learnt, are integrated into the region's invasive species initiatives (Pacific Invasives Initiative, Pacific Invasives Learning Network). New Zealand has provided ongoing expertise and resources for invasive species management in the Phoenix and Line Islands, including co-finance to this project.

28. Illegal and Overfishing - Inshore fisheries: The Phoenix Islands are vulnerable to illegal fishing and overfishing. Before PIPA's establishment, commercial harvest of inshore fisheries resources was attempted and failed, due to high access/transport costs and/or lack of sustainability. Illegal fishing remains a concern. In the early 2000s, a shark fishing vessel operated around several of the Phoenix Islands. After one illegal visit by one vessel, shark populations were fished to near-zero levels in one atoll. It was speculated that this one vessel also reduced turtle populations in the islands visited. This case was successfully prosecuted by the Government of Kiribati in 2010. Currently seven of the eight atoll/reef islands are no-take zones for all inshore fisheries and extend out to 12 nautical miles. A sustainable resource use plan will be developed for the remaining atoll, Kanton, under this project. This plan will focus on ensuring subsistence needs of the government caretaker community and issues and opportunities for tourism. Surveillance and enforcement of these inshore areas together with offshore areas is described below and is a significant ongoing challenge for PIPA.

29. Illegal and Overfishing – Offshore fisheries: Tuna is the main focus of the Phoenix Islands. GoK is party to a range of fisheries agreements but has limited capacity for surveillance, enforcement and management. Surveillance and enforcement of offshore fishing by Distant Water Fishing Nations (DWFNs) is a collective effort in the Pacific Islands region. Kiribati cooperates with other Pacific Forum nations in surveillance and enforcement activities, including with support from Australia and New Zealand and regional agencies (Forum Fisheries Association (FFA) and Secretariat of the Pacific Community Fisheries Programme (SPC Fisheries)). Under these arrangements, all licensed fishing vessels carry a Vessel Monitoring System (VMS)) can be monitored in real time in Tarawa, Kiribati and at FFA's Headquarters in Honiara. Kiribati has also signed a Shipriders Agreement with the USA which provides additional capacity for surveillance. Under this agreement, Kiribati's Officers can travel on USA surveillance vessels and have full powers of investigation and arrest in Kiribati waters. Successful capture and fining (\$4.8 million AUD) of a vessel illegally bunkering in PIPA was achieved under this agreement in 2008. Additionally, the more recent agreements under the 3rd Arrangement to the Nauru Agreement have important fisheries management decisions including a 3-month ban on Fish Aggregating Devices (FADs) and mandatory 100% observer coverage. The Nauru Agreement is a fisheries agreement between eight Pacific Islands states, including Kiribati, that aims to empower their role in managing tuna fisheries. Some measures have been already adopted by the Western and Central Pacific Fisheries Commission (WCPFC), including closure of two high seas enclaves in the region. Surveillance and enforcement of DWFN vessels, both legal and illegal, remains a significant challenge not only for PIPA but for GoK's entire Exclusive Economic Zone and for the region.

30. Climate Change, Coral Bleaching, Sea Level Rise and Ocean Acidification: Kiribati, as a low lying atoll nation, faces severe threat from both the radiative (sea level rise and warming) and pollutant (acidification) impacts of increasing levels of carbon dioxide, collectively the impacts from climate change. In July to September 2002, there was a sea temperature hotspot in the Phoenix Islands which caused mass bleaching and mortality of corals, most notably in the lagoon of Kanton and leeward reefs of Kanton and Nikumaroro Islands. Long term monitoring pre and post bleaching indicates rapid recovery of PIPA's coral reefs, likely due to the absence of

other stressors present e.g. over fishing, pollution etc. All PIPA's atolls and reef islands are low lying and vulnerable to sea level rise. Terrestrial vegetation and seabird populations are vulnerable to salinization of groundwater due to sea level rise and inundation. There is also concern over the impacts of increasing ocean acidification on coral reefs and other species in PIPA. Due to the absence of other anthropogenic stressors PIPA has a potentially important role to play in researching and understanding impacts of coral bleaching, climate change and resilience of tropical reef systems. An assessment of climate change issues for PIPA, as a large marine and terrestrial protected area, is underway.

Other threats

31. Vessel Groundings, potential Oil Spills: The Phoenix Islands have had numerous vessel groundings over the years. One of the earliest recorded groundings was the whaleship *Canton* on Abariringa (Kanton) in 1854. Undoubtedly, there have been other groundings that were not permanent, did not result in vessel loss, or were not reported. Shipwrecks cause coral damage during grounding and break-up. More recently (c.2001) a Korean trawler grounded on McKean Island and is believed to have been the source of the introduction of Asian rats (Pierce *et al* 2008). It is now also becoming clear that rusting shipwrecks add iron to the water around them, and since iron is severely limiting in the Central Pacific, this results in a significant shift of reef ecology to dominance by turf algae, and death of corals (Stone *et al.* 2009).

Toxic Wastes: Various toxic materials were left by the US military on Kanton after WWII. Some of these materials leaked from their containers. Asbestos strips were common at former military sites on Kanton. Polychlorinated Biphenyls (PCBs) were found in transformers and probably were also present in switches and other electrical equipment. Toxic wastes were inventoried in 2002. Most were removed in 2006 under a Secretariat of the Pacific Regional Environment Programme (SPREP)/Kiribati/Australian programme.

Unregulated Visitors: Visitors to the Phoenix Islands largely arrive by recreational yachts or increasingly through tourist charters. Some may anchor and stay on one of the Phoenix Islands for extended periods. Some probably do not clear Customs and Immigration on Kanton first and others from fishing boats and freighters have been known to land. There are environmental concerns with unregulated visitors. These include: disposal of sewage and wastes, illegal collection and harvest of terrestrial and marine resources, potential introduction of Invasive Alien Species (IAS) and disturbance of bird populations. The arrival of IAS on any of the islands could be disastrous and significantly undermine the restoration goals for the PIPA.

Other environmental issues

32. Conservation of Natural Heritage and Biodiversity: The Phoenix Islands were identified as a key biodiversity area within the Polynesia/Micronesia Biodiversity Hotspot Program under CI's Critical Ecosystem Partnership Fund (CEPF) (Atherton, 2008). This designation confirms the importance of these islands and surrounding seas as significant habitat for birds, particularly seabirds, including threatened species. Coral reef and associated biota have now been well documented and also contain populations of globally important and threatened species and are superb examples of intact coral reef ecosystems. Maintenance, and in some cases restoration, of biodiversity values are a key challenge for PIPA's ongoing management.

Recovery of Endangered and Threatened Species: Endangered species listings that relate to the Phoenix Islands include: (1) the IUCN Red List of Threatened Species for Kiribati, and (2) the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) listed species including species found in Kiribati. Kiribati versions of these lists are updated regularly by Environment and Conservation Division (ECD) of MELAD and the lists for the Phoenix Islands are integrated into these. The Red List and CITES lists for Kiribati are provided Annex 5. Of interest is sperm whales (*Physeter macrocephalus*). In the early 19th century the American whaling fleet flourished in the Pacific and many thousands of sperm whales were taken from Phoenix Islands waters. During more recent expeditions to the Phoenix Islands no sperm whales have been observed. For bird species the reed warbler (*Acrocephalus aequinoctialis* or locally known as “bokikokiko”) is one of the world’s most threatened 920 species. By protecting it in the Phoenix Islands group its status elsewhere will be improved, particularly on Teraina in the Northern Line Islands (which is itself listed by the Alliance for Zero Extinction as one of 587 sites which must be protected if the species is to survive extinction).

Cultural Heritage: Archeological investigations have confirmed that Polynesians and Micronesians variously used the Phoenix Islands. However all attempts at settlement appear to have been unsuccessful in the long term, likely due to limited freshwater resources and frequent droughts. PIPA exemplifies the limit of Pacific peoples’ migrations and attempted colonization. Conservation of marae, fishing structures and sites from more recent human history in the Phoenix Islands are prioritized in PIPA’s Management Plan. A summary time line for the Phoenix Islands is given in Table 1.

Tourism: Interest in visiting the Phoenix Islands by tourists, particularly divers, has grown significantly with the World Heritage site declaration and publicity surrounding PIPA. Tourism is seen as a potential source of sustainable income for GoK and PIPA but if not sustainably developed and regulated efficiently poses a risk for PIPA. A strategy to develop tourism in a safe, sensible and sustainable manner is a key action area of the PIPA Management Plan.

Deep Sea: A significant component of PIPA is deep sea and open ocean habitat. Little is known about the submerged reefs or 14 or more seamounts within PIPA’s boundaries. Research into these areas is planned as resources and opportunities allow.

Transboundary Issues: The range of several species present in the Phoenix Islands extends beyond the limits of the Phoenix Islands. Many species of birds, fish, cetaceans and turtles migrate to and from the Phoenix Islands. In order to protect these migrating species, the habitat and conditions in other parts of a species range need to be considered. Kiribati participates in regional initiatives such as the SPREP Marine Species Programmes (turtles, whales and dolphins, sharks, birds) and this provides the key mechanism to foster the transboundary cooperation needed.

Overall Management, Surveillance, Enforcement, Biosecurity, Human Capacity and Resources: Isolation can no longer be relied upon to protect the values of PIPA. There is limited capacity and resources within Kiribati to provide effective management for PIPA. This project is focused on supporting the PIPA Management Plan implementation and building capacity and this is a fundamental approach across all activities.

Critical cross cutting issues

33. Limited information (data gaps): Resource surveys on birds, plants, insects, mammals, corals, and fish of the Phoenix Islands have significantly increased in the last decade. Nevertheless, for many species and systems on the islands, information available may be several decades old. No resource surveys have been yet undertaken for Winslow or Carondelet reefs, nor on the unnamed reef just northwest of Carondelet. Data gaps are noted for turtles, reptiles, marine mammals, coconut crabs, and deep-water habitat and associated species. A research and survey prioritization is underway, including identifying information for the State of the PIPA report required under the PIPA Regulations in 2014.

Awareness of PIPA: The Kiribati people are not completely familiar with the all the attributes of PIPA and need to be educated and kept informed about the special features of the Phoenix Islands, and about progress in managing these islands. Local support for PIPA in Kiribati is essential for its success. In addition, the awareness of the global community needs to be improved regarding PIPA and its many unique features. Many know of the declaration of PIPA, but many more need to be made aware of the unique resources and features of the Phoenix Islands. Visitors to the Phoenix Islands need to be informed about PIPA, including its rules and permit requirements.

Access to PIPA: The Phoenix Islands are isolated with no flight access and limited access by vessels. For any visit to the PIPA transport costs can be significant. This needs to be factored in to any importation of construction materials and equipment. Once inside the PIPA travel between islands can also be an issue with some of the islands more than 200 nautical miles away from their neighbors.

Overall Management, Surveillance, Enforcement, Biosecurity, Human Capacity and Resources: Isolation can no longer be relied upon to protect the values of PIPA. There is limited capacity and resources within Kiribati to provide effective management for PIPA. This project is focused on supporting the PIPA Management Plan implementation and building capacity and this is a fundamental approach across all activities.

Table 1. Phoenix Islands and PIPA Timeline

- 3000 BC to 1500: Speakers of Austronesian languages spread through South-East Asia into the edges of western Micronesia and on into Melanesia. While visits and temporary settlements occurred in the Phoenix Islands, no permanent population ever persisted.
- 950: Date of earliest surviving coral-block architecture in the Phoenix Islands.
- 1100-1200: Carbon date of ancient fire pits unearthed on Manra Island.
- Early and mid 1800s: Phoenix Islands part of the “On the Line” whaling grounds” resulting in the decimation of breeding sperm whale populations.
- 1832: Cartographer Andrew Goldsmith shows Sydney and Birnie Islands on his map of the Pacific Ocean.
- 1842: Charles Darwin mentions Phoenix Island (Rawaki) and Sydney Island (Manra) in his treatise on the origin of coral reefs.
- 1854: The New Bedford whaler Canton runs aground on the island that now bears its name.
- 1856: The United States Congress passes the Guano Islands Act of 1856; over the next decades, the United States lays claim to Enderbury, Rawaki, Manra, Orona, and Nikumaroro.
- 1937: On July 2, Aviator Amelia Earhart and navigator Fred Noonan disappear over the Pacific in the vicinity of the Phoenix Islands. In July, astronomers from New Zealand observe a total eclipse of the sun from Canton Island.
- 1938-1939: British Colonial Administrator Harry Maude resettles sixty-one settlers from the overcrowded Gilbert Islands on Sydney, Hull, and Gardner. Population peaks at 1,300 in the mid-1950s, but after a drought Britain evacuates settlers to the Solomon Islands
- 1940-1941: Pan American Airlines runs its Pacific Clipper service, with a refuelling stop at Canton, until the outbreak of World War II.
- 1962: Astronaut John Glenn sees the sun rise over Canton Island as he orbits the Earth in Friendship 7. NASA keeps a listening post on Canton through much of the Cold War.
- 1979: The Line, Gilbert, and Phoenix Islands achieve independence from Britain and the United States as the new Republic of Kiribati. USA Kiribati Treaty of Friendship signed in which they agree to cooperate in the conservation and management of the Phoenix and Line Island archipelagos.
- 1983: Garnett prepares first Phoenix Islands Management Plan, largely not implemented.
- 1989: First TIGHAR (The International Group for Historic Airplane Recovery) expedition to Nikumaroro in search of Earhart’s plane.
- 1997: TIGHAR sends its third expedition party to Nikumaroro, the group’s first charter of the Nai’a; Rob Barrel and Cat Holloway approach Greg Stone to report on the spectacular, unspoiled reefs.
- 2000: The Kiribati Ministry of the Ministry of Home Affairs and Rural Development initiates the Phoenix Islands Kakai Scheme. Sixty workers are sent to Orona to cut copra, gather sea cucumbers and seaweed, fish for sharks, replant coconut trees, and perform cleaning and maintenance. The scheme is abandoned due to lack of sustainability and high costs.
- 2000: Greg Stone of the New England Aquarium (NEAq) visits the Phoenix Islands for the first time.

- 2001: Greg Stone, David Obura, and Sangeeta Mangubhai meet with Kiribati officials to broach the idea of a marine protected area; meanwhile, a shark-finning boat spends three months in the islands, stripping sharks from four of the eight islands.
- 2002: Stone and Obura lead a second NEAq expedition to the Phoenix Islands. Early signs of coral bleaching are observed.
- 2002-2003: El Niño Southern Oscillation (ENSO) stalls over the Pacific Ocean; corals respond to sustained high ocean temperatures with bleaching.
- 2005: Kiribati, CI and NEAq sign a partnership agreement to design and establish the PIPA.
- 2006: The Government of Kiribati declares the Phoenix Islands Protected Area (PIPA). Ray Pierce leads a first dedicated terrestrial expedition to survey the islands for invasive species and create a plan for restoring the islands.
- 2007: PIPA work focuses on the completing a resource valuation of the Phoenix Islands and compiling and analysing more than 700 reports on these islands. Interim management measures agreed and implemented whilst the management planning process begins.
- 2008: The Government of Kiribati expands the boundaries of the PIPA, establishing it as the largest marine protected area in the world. Management Planning and the full operation of the PIPA Management Committee begins. Island restoration and invasive species eradication begins on Rawaki and McKean islands supported by New Zealand.
- 2009: In January, the USA declares its Phoenix Islands (Howland and Baker Islands) as part of the Pacific Remote Islands Marine National Monument with protection extending out to 50 nautical miles around each island. Later that month the Government of Kiribati nominates the Phoenix Islands Protected Area as a UNESCO World Heritage site. United Nation's Global Environment Facility approves \$1 Million USD for PIPA support. PIPA Trust Fund legislation is passed by Kiribati Government. Tanker caught illegally in PIPA and detained under USA Kiribati Shipriders Agreement with a successful fine of \$ 4.8 million AUD. Ray Pierce heads back to the islands of McKean and Rawiki to find that the first invasive species eradications have been successful and the islands' wildlife is flourishing in the absence of the introduced pests. Greg Stone leads a third expedition to the Phoenix Islands. A sister site agreement is signed with the Papahānaumokuākea Marine National Monument in Hawaii, a first for large MPAs globally. The sister MPAs aim to learn from each other and cooperate in research and management of their sites. Kiribati's Cabinet approves the PIPA 2010-2014 Management Plan.
- 2010: In March, the PIPA Conservation Trust holds its first meeting in Tarawa, Kiribati and preparation of the GEF PAS UNEP PIPA project document begins. In April, Britain establishes the Chagos Archipelago Marine Protected Area in the Indian Ocean, making PIPA the world's second largest MPA. PIPA remains the largest MPA in the Pacific Ocean and the largest ever committed to by a developing nation. In August, PIPA is inscribed on the list of UNESCO World Heritage sites, making it the world's largest and deepest World Heritage Site. In September, scientists meet in Boston for the first Phoenix Islands Scientific Research Agenda Meeting to set research priorities for the fifth NEAq expedition in 2012.
-the PIPA story continues...

2.4 Institutional, sectoral and policy context

PIPA institutional arrangements

34. PIPA is established under the Phoenix Islands Protected Area Regulations 2008 (Annex 1), which were duly promulgated pursuant to sections 43(1) and 86(1) of the Environment Act (1999 as amended 2007). PIPA is established with a total area 408,250 sq km (Figure 2), inclusive of all island and marine habitats therein.
35. PIPA's Regulations prescribe the institutional arrangements for its management. The primary decision making body is the PIPA Management Committee (PIPA MC) whose membership reflects a "whole of government" approach for PIPA. The PIPA MC is chaired by the Secretary for MELAD and is comprised of representatives of the Ministries of Fisheries, Line and Phoenix Islands, Finance, Tourism, Foreign Affairs, Commerce, Attorney Generals' Office, Police Service, the Atoll Research Centre (USP), and MELAD representatives including the Principal Environment Officer, Environment and Conservation Division and the PIPA Director, the latter acting as secretary to the PIPA MC. PIPA partners, notably CI and NEAq, also work as invited participants to PIPA MC meetings. The PIPA MC is responsible for the development of the PIPA Management Plan, State of the PIPA report (five yearly), permit approvals, and is the primary decision making for the PIPA.
36. PIPA's Regulations set the long term policy and management objectives for the PIPA which are:
 - *"To conserve and manage substantial examples of marine and terrestrial systems to ensure their long-term viability and to maintain genetic diversity;*
 - *To conserve depleted, threatened, rare or endangered species and populations and, in particular, to preserve habitats considered critical for the survival of such species;*
 - *To conserve and manage areas of significance to the lifecycles of economically important species such as tuna;*
 - *To prevent human activities from detrimentally affecting the PIPA;*
 - *To preserve, protect, and manage historical and cultural sites and natural aesthetic values;*
 - *To facilitate the interpretation of marine and terrestrial systems for the purposes of conservation, education and tourism;*
 - *To accommodate within appropriate management regimes a broad spectrum of multi-use human activities compatible with the primary goal of marine and terrestrial conservation and sustainable use, including appropriate fishing, ecologically-sound tourism, and sustainable economic development;*
 - *To provide for research and training, and for monitoring the environmental effects of human activities, including the direct and indirect effects of development activities; and*
 - *To ensure consistency between all activities taking place in the PIPA and any third-party conservation contracts into which the Minister may choose to enter with the advice and approval of the Cabinet for the conservation and long-term sustainable use of the PIPA."*
37. Kiribati has also passed the PIPA Conservation Trust Fund Act (2009) (Annex 5) which prescribes the sustainable financing vehicle for PIPA. Under this Act, the

PIPA Trust Board has been established and first met in March 2010 in Tarawa, Kiribati and adopted all necessary legal documents to begin operation.

PIPA Partnerships

38. Since inception, in August 2005, the Government of Kiribati, NEAq and CI have implemented a strong partnership, through a Memorandum of Understanding (MOU), for the design and establishment of PIPA. The partners have based this work on the results of two scientific expeditions and extensive consultations. GoK formally declared the PIPA in March 2006 and fully legally established the PIPA in 2008. Together this partnership has invested more than \$ 3 Million USD. The partnership has also leveraged good working relationships with a number of donors and supporters of PIPA including the Government of Australia's Regional Natural Heritage Programme and World Heritage Unit, Government of New Zealand's Department of Conservation and NZAID, Pacific Invasives Initiative, UNESCO WH Trust Fund, Critical Ecosystem Partnership Fund, Oak Foundation, Fidelity Foundation, and the Akiko Shiraki Dynner Fund.

PIPA alignment with national policies and plans

39. PIPA is the Government of Kiribati's (GoK) conservation and sustainable use strategy for the Phoenix Islands and surrounding marine environment. This is reflected in Kiribati's National Biodiversity Strategy and Action Plan (NBSAP) and in Kiribati's Development Plan (KDP) 2008-2011. Kiribati's NBSAP was completed in 2006. It outlines the long-term goal of Kiribati to conserve biodiversity and to create a sustainable Kiribati society within a sustainable Kiribati environment. The overall objective of the NBSAP is to provide an overview of the role that biodiversity plays in the social and economic well-being of the country and to recommend the steps that need to be taken to ensure that biodiversity is conserved as economic development continues.

PIPA alignment with Kiribati's commitments to regional agreements, policies and plans

40. Development of the PIPA has been consistent with and contributed to Kiribati's commitments to regional environment and fisheries agreements, policies and plans. Of particular note is the commitment to SPREP's conservation action plans including; coastal management, invasive species, turtles, whales and dolphins, birds, and sharks. PIPA is the region's largest site contribution to achieving many of the goals of these plans. Kiribati is also Party to the Nauru Agreement and together with the seven other Pacific Island parties, has taken measures for the conservation management of tuna and these apply to fishing within the allowable zone in PIPA. Conservation management measures include 100% observer coverage, high seas closures and restrictions on the use of Fish Aggregating Devices. PIPA has also been a foundation for the Kiribati led concept of a Pacific Oceanscape. The Framework for the Pacific Oceanscape was adopted by the Pacific Leader's Forum in August 2010. Its focus is on integrated conservation management of ocean and island ecosystems in the Pacific Islands region. Marine spatial planning and use of MPA tools at scale, exemplified by PIPA, are foundation components. Overall, PIPA and its partners have invested significant effort over the last five years in planning design and establishment to ensure that the PIPA is well coordinated, benefits from, and contributes to related initiatives at the regional level.

PIPA alignment with Kiribati's commitments to international agreements, policies and plans

41. Kiribati is signatory to several multilateral environmental agreements (MEAs). These are outlined in the Table below.

Table 2. : Kiribati’s membership of MEAs

United Nations Programmes and Funds	
World Heritage Convention (WHC)	Party
Convention on Biological Diversity (CBD)	Party
Cartagena Protocol on Biosafety	Party
United Nations Framework Convention on Climate Change (UNFCCC)	Party
Convention on International Trade in Endangered Species of Flora and Fauna (CITES)	Party
UN Specialised Agencies and Related Organizations	
Food and Agriculture Organisation (FAO): International Plant Protection Convention	Party
FAO Code of Conduct for Responsible Fisheries	Member
International Maritime Organisation (IMO): United Nations Convention on Law of the Sea (UNCLOS)	Party
UN Fish Stocks Agreement (Convention and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks)	Party
IMO International Convention for the Control and Management of Ships’ Ballast Water and Sediments (GloBallast)	Project partner
World Health Organization (WHO): International Health Regulations	Party
International Civil Aviation Organization (ICAO): Resolution A33-18 Preventing the Introduction of Invasive Alien Species	Party
World Trade Organization (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (SPS Agreement)	WTO Observer
Other Relevant Memberships	
Alliance of Small Island States (AOSIS)	Member
Global Island Partnership (GLISPA)	Member

42. PIPA represents an unprecedented commitment by a Small Island Developing State to meet many of its international commitments under the conventions listed. Protecting the PIPA’s ecosystems and species from anthropogenic damage while managing them for sustainability provides an opportunity to show how conservation and sustainable development in a marine environment can be mutually supportive. Information on ecosystems, species, and economic sustainability from PIPA, reported through these conventions, can be used as benchmarks in measuring and targeting commitments under these conventions.
43. PIPA was inscribed as a UNESCO World Heritage site in 2010. PIPA is also managed as a Wilderness Area (International Union for the Conservation of Nature (IUCN) Category 1b). PIPA is Kiribati’s single largest protected area commitment to the CBD Programme of Work on Island Biodiversity and Protected Areas.
44. PIPA’s wetland habitats, including lagoons and coral reefs, have the potential to be listed as a Ramsar site. Climate change research in PIPA can help increase understanding of impacts of climate change in the absence of other stressors to coral reefs.

2.5 Stakeholder mapping and analysis

45. A stakeholder listing and basic analysis for PIPA and this Project is given in Table 3. The primary stakeholder for the Project, for PIPA, and for the Phoenix Islands in their entirety is the Government of Kiribati, the sovereign owner of the Phoenix Islands, and representing the interests of the people of Kiribati.
46. There are no indigenous people to the Phoenix Islands. The islands were variously discovered and occupied for short periods by Micronesians, Polynesians, British and Americans (e.g. whalers, guano miners, military) and I-Kiribati, the latter following Kiribati's Independence in which the Phoenix and Line Islands were recognised as part of the Republic of Kiribati. On Kanton Atoll there is a government-paid caretaker community of approximately 30 people and their families. A Police Officer (Police, Customs & Immigration duties), Meteorological Officer (weather & radio/wireless operator), Teachers (2), Medical Officer, and Immigration Officer are the main government staff with administration responsibility of the Phoenix Islands on Kanton.
47. PIPA, as a UNESCO World Heritage site, is recognised by the global community for its outstanding natural values. As such, the UNESCO World Heritage Centre (WHC) is considered to represent the interests of the global community in PIPA. UNEP's role as an Implementing Agency also necessitates recognition as a stakeholder. At the regional level, intergovernmental environment, fisheries and research agencies are also important stakeholders who provide technical support, and PIPA is considered to contribute significantly to the implementation of a range of regional agreements and policies (ref section 2.4). At a wider regional level, the interest from DWFNs, specifically in the tuna resources of the Phoenix Islands, is recognised and accommodated through Kiribati's membership of the WCPFC.
48. PIPA's value and importance is also further recognised by the global community in the form of conservation NGOs. CI and NEAQ are considered important stakeholders by virtue of their long standing partnership with Kiribati to support the design, establishment and management of the PIPA. TIGHAR with its interest in the Amelia Earhart disappearance and its link to the Phoenix Islands is also considered a stakeholder having organised and successfully run numerous expeditions to the Phoenix Islands.
49. Current private sector interests and stakeholders in the Phoenix Islands, PIPA and the Project include fishing companies operating under license to the Government of Kiribati or through regional agreements e.g. (USA boats). Tourism operators, particularly dive operators, are showing increasing interest in PIPA and are considered an important and growing stakeholder interest.

Table 3: Stakeholder Analysis for the PIPA.

WHO	WHY			
	Interest	Influence	Expertise	Affected
Public Sector				
Ministry of Environment, Lands and Agricultural Development*	3	3	3	3
MELAD's Environment and Conservation Division**	3	3	3	3
Ministry of Fisheries & Marine Resource Development**	3	3	3	3
Ministry of Line and Phoenix Islands Development **	3	3	3	3
Ministry of Finance and Economic Planning**	3	2	2	1
Ministry of Foreign Affairs **	3	2	2	1
Ministry of Commerce**	3	1	1	1
Ministry of Tourism, Information & Communication**	3	3	3	3
Attorney Generals' Office**	2	2	2	1
Kiribati Maritime Police Service **	3	3	3	3
Ministry of Education, Youth & Sports	2	1	1	1
Office of the Prime Minister	3	3	1	1
Non government/Intergovernment				
New England Aquarium#	3	3	3	1
Conservation International#	3	3	3	1
FSP Kiribati	2	2	2	1
UNEP#	3	3	3	1
UNESCO WHC	3	2	3	1
SPREP	3	2	3	1
SOPAC	3	2	3	1
USP	3	2	3	1

USP Atoll Research Centre*				
FFA	3	2	3	1
TIGHAR	3	1	3	3
WCPFC	2	1	1	1
Private Sector				
Tourism Dive operators	3	2	1	2
DWFN	2	1	1	1
Airline operators (2 potential)	2	1	1	1

Scale: 1 –Low; 2 – Medium; 3 – High; * PIPA MC members, #Project Management Group members

50. The PIPA Management Committee (PIPA MC) has a primary role in integrating and harmonising the range of Kiribati’s stakeholder interests in the Phoenix Islands. International stakeholder interest is accommodated generally through relationships with PIPA MC Members (e.g. WCPFC through Ministry of Fisheries).
51. Ministry of Environment, Lands and Agricultural Development (MELAD) is the ministry responsible for environment matters in Kiribati and is the national executing agency of the Project and the Chair of the PIPA MC. MELAD, the PIPA MC, UNEP, CI and NEAq from the Project Management Group collaborate for the execution of the Project.
52. MELAD’s Environment and Conservation Division (ECD) is tasked to provide for the protection, conservation and use of the environment, including those threatened by human activities, and particularly those resources of national and ecological significance as may be classified under the categories of terrestrial vegetation, coral, fish and marine life; in order to promote heritage and sustainable development. It has a legal mandate under the Environment Act 1999 (2007 amend) to control development and pollution in order to minimise, if prevention is not possible, so as to reduce risks to human health and prevent the degradation of the environment by all practical means, including control, manage and regulate hazardous substances, and to promote the conservation and sustainable use of biological diversity. ECD is also the lead agency to comply with and give effect to regional and international conventions and obligations relating to the environment.
53. Ministry of Fisheries and Marine Resources Development (MFMRD) is the Ministry responsible for the development and management of Kiribati’s fisheries and marine resources and Kiribati’s external relations on fisheries and marine resource matters. An important responsibility of the Ministry is the issuance of fishing licences to vessels from DWFNs to fish in Kiribati’s EEZ (Fisheries Licensing and Enforcement Unit). The Ministry is also responsible for the licensing of mineral exploration and extraction within Kiribati’s EEZ. The Ministry coordinates with the Kiribati Police Service Maritime Unit and regional cooperating partners in the surveillance and enforcement of fishing activities in the Kiribati EEZ, including through the VMS of the Forum Fisheries Agency. MFMRD, in addition to MELAD, will be one of the core agencies responsible for negotiating the

conservation contract on behalf of GoK with the PIPA Conservation Trust. This is because MFMRD is responsible for fisheries data management and monitoring of tuna catch, and reduction and monitoring of this fishery as a large component of the ‘reverse fishing license’.

54. Ministry of the Line and Phoenix Islands Development (MLPID) is the Ministry responsible for the administration and development of the Line and Phoenix Islands of Kiribati, including all of the PIPA islands. MLPID carries the responsibility for coordinating and facilitating development projects implemented on these islands. Some of the GoK co-financing inputs to the project are to come from sources attached to the MLPID, including the Agriculture Division and the Wildlife Unit of MELAD based on Kiritimati Island.
55. Ministry of Finance and Economic Development (MFED) is the central ministry responsible for financial and economic development of Kiribati. MFED interest in the project is concentrated on the Reverse Fishing Licence/Conservation Contract component for its effect on the government’s fishing licence revenue and the PIPA Conservation Trust for long-term financing of PIPA management. MFED includes the Customs Division which is the key agency responsible for border control matters required for the safeguard biodiversity and management of biosecurity issues.
56. Ministry of Foreign Affairs and Immigration (MFAI) is a stakeholder with responsibility for immigration border control matters. MFAI will also be involved in the promotional activities for the PIPA Trust endowment fundraising and to ensure PIPA is profiled internationally and is consistent with Kiribati’s regional and international commitments.
57. Ministry of Commerce, Industry and Cooperatives (MCIC) interest in PIPA is in the review and approval of commercial and business interests in PIPA, including those with a government investment.
58. Ministry of Communications, Transport and Tourism Development (MCTTD) has primary responsibility for the development of communications, transport and tourism infrastructure and services in Kiribati. The Kiribati Tourism Office within MCTTD will be the lead agency to implement the activities for the assessment of the status of the infrastructure available on Kanton Island and the formulation of the PIPA Tourism Development Strategy.
59. Attorney General’s Office has been involved in the formulation and drafting of the legal instruments and documents for PIPA and will continue to play an important role for legal analysis and advice in the implementation of PIPA.
60. Kiribati Police Service (KPS) Maritime Unit is the key GoK agency responsible for the surveillance and policing of Kiribati EEZ. With the Fisheries Licensing and Enforcement Unit it is playing a key role in the enforcement of licence conditions on DWFNs vessels operating in Kiribati waters and will play a key role also in the PIPA MPA surveillance and enforcement. The KPS Maritime Unit will lead the formulation and enforcement of the PIPA Surveillance Plan.

61. Office of Te Beretitenti (President) (OB) is the central GoK department responsible for the formulation and coordination of national policies and has interest in all major initiatives affecting Kiribati. OB has been involved at various stages of the development of PIPA with the President himself participating in some PIPA events organised with PIPA partners. In the area of Climate Change the OB is now the responsible department for climate change adaptation matters and it is managing the implementation of the GEF-funded Kiribati Adaptation Project implemented by the World Bank. The OB will continue to play a major role for policy development and important GoK decisions that will affect PIPA in the future.
62. Ministry of Education (MoE) is an important stakeholder for the development of public information and awareness materials on PIPA through the incorporation of information on PIPA values and importance in the national school curriculum. For the World Heritage listing of PIPA, the MoE will be one of the key government agencies that will continue to be involved as the contact ministry for UNESCO.
63. New England Aquarium (NEAq) was founded in 1969, and is a global leader in ocean exploration and marine conservation. The mission of the NEAq is to combine education, entertainment and action to address the most challenging problems facing the oceans. Since their first visit to the Phoenix Islands in 2000, NEAq has been working to preserve this irreplaceable ecosystem by providing technical expertise and financial support. A key function provided by NEAq to date has been scientific leadership in identifying the need to protect this archipelago and its waters, and monitoring changes in this sentinel site over time. NEAq holds a permanent seat on the Board of Directors of the PIPA, the financing vehicle of the management and protection of PIPA.
64. Conservation International (CI) mission is to build upon a strong foundation of science, partnership and field demonstration to empower societies to responsibly and sustainably care for nature for the well-being of humanity. CI works with a network of over 1400 partners in 45 countries, including governments, academic institutions, indigenous groups and local communities, NGOs, corporations, and other stakeholders. CI's Global Conservation Fund, Global Marine and Pacific Islands programmes work as a CI team to support PIPA.
65. Foundation, People of the South Pacific International (FSP) is part of FSP International which is based in Suva Fiji. In general, FSPK's main role is to improve life within communities in Kiribati. FSPK has also been involved in the design and establishment of the PIPA as a community and NGO voice on the PIPA Management Committee.
66. United Nations Environment Program (UNEP) was established in 1972 by the United Nations General Assembly to promote international cooperation in environmental matters. UNEP is the Implementing Agency for the Project.
67. UNESCO World Heritage Centre was established to implement the terms of the World Heritage Convention, an agreement adopted by the General Conference of UNESCO in 1972. The convention states that a World Heritage Committee "will establish, keep up to

date, and publish” a World Heritage List of cultural and natural properties, submitted by member states and considered to be of universal value. In August 2010, PIPA was listed a natural world heritage site and therefore will ensure site management is consistent with the World Heritage requirements. PIPA will also participate in the UNESCO marine WHC site and learning initiatives.

68. The South Pacific Regional Environment Program’s (SPREP) mandate is to promote cooperation in the Pacific islands region and to provide assistance in order to protect and improve the environment and to ensure sustainable development for present and future generations. SPREP's vision is that people of the Pacific islands are better able to plan, protect, manage and use their environment for sustainable development. SPREP’s unique focus is to sustain the integrity of the ecosystems of the Pacific islands region to support life and livelihoods today and tomorrow. SPREP has continued to provide technical advice and support, particularly for World Heritage nomination, for the PIPA.
69. The SPC Applied Geoscience Technology Division (SOPAC) operates three technical work programmes including: Ocean and Islands, Water and Sanitation, and Disaster Reduction. SOPAC has provided information and advice for PIPA including ocean and island mapping and assistance in producing digital mapping of resources within PIPA.
70. University of the South Pacific/USP Atoll Research Centre (USP) is the regional provider of tertiary education in the Pacific Islands region and an international centre of excellence for teaching, research consulting, and training on all aspects of Pacific culture, environment and human resource development needs. The main campus is located in Suva with a branch known as USP Atoll Research Centre established in Tarawa, Kiribati. The Centre is represented on the PIPA Management Committee with their role to assist in the formulation of research and training activities in PIPA.
71. The Pacific Islands Forum Fisheries Agency (FFA) strengthens national capacity and regional solidarity so its seventeen member states can manage, control and develop their tuna fisheries now and in the future. FFA was established to help countries sustainably manage their fishery resources that fall within their 200 mile Exclusive Economic Zones (EEZs). FFA is an advisory body providing expertise, technical assistance and other support to its members who make sovereign decisions about their tuna resources and participate in regional decision making on tuna management through agencies such as the Western and Central Pacific Fisheries Commission (WCPFC). Information generated by the Agency on tuna from member countries would be important to PIPA.
72. Secretariat of the Pacific Community (SPC) works in partnership with its twenty six member countries, including Kiribati, and with regional and international agencies. SPC assists the region by delivering a wide range of technical, research, educational and planning services. Its Division of Fisheries, Aquaculture and Marine Ecosystems has two programmes; the Oceanic Fisheries Programme (OFP) and the Coastal Fisheries Programme (CFP), the latter to host the Coral Reef InitiativeS for the Pacific (CRISP) programme. PIPA is a CRISP supported site through CI co-financing. Research and information on marine ecosystems and species carried out by SPC’s programmes have been used extensively in the design of the PIPA.

73. Western and Central Pacific Fisheries Commission (WCPFC) was established by the Convention for the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean (WCPF Convention) which entered into force on 19 June 2004. Kiribati is a member of the Commission along with fellow Pacific Island states and DWFNs. The WCPFC Convention seeks to address problems in the management of high seas fisheries resulting from unregulated fishing, over-capitalization, excessive fleet capacity, vessel re-flagging to escape controls, insufficiently selective gear, unreliable databases and insufficient multilateral cooperation in respect to conservation and management of highly migratory fish stocks. Science and information on tuna and management measures formulated by the WCPFC is useful to PIPA. PIPA is the first member country's MPA to be large enough to potentially contribute to tuna conservation management.

Baseline analysis and gaps

74. The preparation of the PIPA Management Plan 2010-2014 (Annex 2) and the PIPA World Heritage Nomination dossier (Annex 6) enabled a baseline analysis and review of the history and development of the Phoenix Islands, including PIPA, and the issues associated with human interactions with these islands (ref Section 2.3). Over time, different human cultures, both modern and ancient, have attempted settlement of the Phoenix Islands (Table 1). None have been successful in the long term, in no small part due to the isolation, cost of transport and communications, and the physical limitations of the islands themselves (e.g limited freshwater sources).
75. The history of the Phoenix Islands can be summarised by all these attempts as one of short term unsustainable exploitation. This has been for resources such as whales, guano, shark fins, and for island use such as plane re fuelling and military interests. In recent times tuna has been seen as the key resource of the Phoenix Islands and licenses to DWFNs have allowed significant fishing in Kiribati's Phoenix EEZ. When the Republic of Kiribati became the owner of the Phoenix Islands in 1979 it too began to utilise the resources of the Phoenix Islands. These attempts, like their predecessors failed, from a people settlement, sustainability and commercial standpoint. Today, Kiribati maintains a small sovereign presence on one atoll (Kanton) and manages DWFN vessels from its capital in Tarawa and in partnership with regional agencies and neighbouring countries.
76. Kiribati has taken stock of the history and development of the Phoenix Islands, together with its national development needs and commitments at national, regional and international levels. It has decided on the conservation and sustainable use strategy for these islands in the form of PIPA. For nearly forty years the important terrestrial biodiversity and conservation values of the Phoenix Islands have been recognised, particularly for the rich and diverse seabird populations and importance as a stopover for migratory bird species. A first management plan for Phoenix Islands was prepared, but largely not implemented in the early 1980s (Garnett, 1983). However it was not until early this century that scientific expeditions documented the global importance of the Phoenix Islands marine ecosystems and their need for conservation. This led to Kiribati developing its partnership with NEAQ and CI partnership to design and establish PIPA. The global importance of the PIPA is now recognised in its World Heritage inscription. Despite this success and momentum, all parties acknowledge the challenges in managing PIPA and the limited capacity in the Phoenix Islands and in Kiribati for this management.

77. With this history and background in mind the Project Preparation Grant (PPG) phase of the Project enabled a stock take of achievements in the design, establishment and implementation of PIPA, including the first year of PIPA's 2010-2014 Management Plan's implementation. This short-term project baseline analysis, a SWOT analysis, provides key guidance to the focus areas of this project. Major findings were:

Strengths

- PIPA is well established in law via the PIPA Regulations 2008.
- PIPA Conservation Trust law is established and the PIPA Trust Board is operational.
- PIPA Management Committee has clear mandate and continues to provide sound advice and decision making for PIPA's management.
- 2010-2014 PIPA Management Plan is developed, endorsed and under implementation.
- Partnerships are strong and growing, particularly with support from NEAq and CI.
- PIPA's work in atoll restoration and invasive species eradication is highly successful and attracting international interest and recognition.
- PIPA's strong track record in marine and terrestrial research and the recent development of a PIPA 10-year research vision gives a strong foundation for sound management and places PIPA as an internationally recognised site important for understanding coral reefs and the impacts of climate change.
- Political support and awareness of PIPA is high and at the highest levels in Kiribati and in the region.
- Global awareness of the importance of PIPA is well recognised in its International Bird Area (Birdlife International) listing and inscription as a UNESCO World Heritage Site.

Weaknesses

- GoK currently maintains only a small sovereign presence on Kanton Atoll in the Phoenix Islands and there is not yet dedicated PIPA staff or facilities.
- Surveillance capacity for the Phoenix EEZ and for PIPA has significantly increased in recent years (e.g. USA Shiprider's Agreement, 100% mandatory observer coverage on DWFN vessels), however is not sufficient to control IUU fishing Enforcement capacity within PIPA is also limited with no dedicated vessel. Building surveillance and enforcement capacity is high priority for PIPA and for wider Phoenix Islands EEZ.
- GoK's MELAD PIPA office has achieved significant success in the design and establishment of PIPA, however has limited capacity to fulfil its key functions. Core skills in protected area management and operation remain a key limiting factor within Kiribati.
- Likewise PIPA MC members have limited capacity for the services, skills and support needed from their agencies for the operation of PIPA over and above what they are committed to for their role in the management of the Phoenix Islands and associated EEZ.
- The PIPA Trust, although established is yet to be operational and thus there is currently no secure long-term (>5 years) financing for the PIPA.

Opportunities

- Support from the international community is strong and growing (e.g. partnerships with CI and NEAq). Notable increased interest in support to PIPA from the international community has occurred recently with the awareness generated by the PIPA UNESCO WHC listing (e.g. >\$3.6 Million USD in project and endowment funding currently awaiting final donor decisions).
- Support from the regional community and role and recognition of PIPA as a leading foundation site in the development of the Pacific Oceanscape is growing and provides opportunities (e.g. through the development of a USA Kiribati Phoenix Islands Ocean Arc to leverage further support for the PIPA).
- UNEP GEF PAS PIPA project. The UNEP GEF PAS support to PIPA is at a critical juncture in the development of this protected area. All foundation elements needed are in place (policies, laws, regulations, management plan) and the initiative is quickly moving now to full operation. In the design of PIPA the operational costs for management and the ‘reverse fishing license’ (compensation to GoK for lost DWFN license revenue) are to come from an endowed fund. Currently CI has secured \$2.5 M USD for this fund, pending match requirements and has a proposal awaiting donor approval for an additional \$2.5 M USD. The initial target agreed is \$13.5 M USD by 2014 which would add a further 25% no-take zonation within PIPA to the additional zonation which fully protects 7 of the 8 islands, lagoons and reefs to 12 nm offshore. The remaining atoll, Kanton, has allowable subsistence use by the government caretaker population. In essence, PIPA is at an interim stage where the GEF resources would target building skills, capacity and infrastructure addressing the main weaknesses listed above for PIPA whilst the endowment is being fully secured.

Threats

- The key short term threats to PIPA are outlined in Section 2.3 and are for the islands the impact from invasive species and the potential for new introductions; illegal fishing of the PIPA’s protected coastal areas (7 atolls, lagoons and reefs out to 12 nm), and illegal and overfishing of PIPA’s tuna and associated oceanic resources.
- The key long-term threat to PIPA, and indeed to all of Kiribati, is increasing impacts from climate change, particularly sea level rise and ocean acidification.
- For short-term threats, the UNEP GEF investment directly addresses the invasive species issue and is leveraged significantly by private sources of funding. The Project investment also addresses and supports actions to deter illegal and overfishing within the PIPA. In terms of climate change threats, PIPA is considered an adaptive measure and best practice advice in protected area adaption to climate change impact is currently under investigation in PIPA’s implementation.

78. In summary, the Project is focused as a key opportunity for the development and effective management of the PIPA. The PIPA’s strengths, threats, issues and needs are well known and the GEF PAS UNEP investment is considered critical to ensure PIPA continues to build capacity for effective implementation whilst the endowment is being secured. The GEF PAS UNEP investment provides for addressing priority gaps in capacity, resourcing and funding whose recurrent costs will be provided for in the future by the PIPA Trust. Importantly, the GEF PAS UNEP investment is significantly leveraged by support from PIPA partners (CI and NEAq) and enables GoK to fulfill its commitments to the CBD Programmes of Work on Islands and Protected Areas, the UNESCO World Heritage site management requirements and to GLISPA.

2.7 Linkages with other GEF and non-GEF interventions

79. PIPA is a direct fit and unparalleled opportunity to work at meaningful scale (integrated whole island archipelago management) with significant contribution in PIPA's first phase across 8 GEF Strategic Programmes (BD-SP1, BD-SP2, BD-SP3, BD-SP4, BD-SP5, BD-SP7, IW-SP1, and CC-SP8). PIPA is an approved project in the GEF Pacific Alliance for Sustainability (GEF PAS). The GEF PAS was a single allocation of approximately \$US100m from the fourth replenishment of the GEF Trust Fund to the Pacific Small Island Developing States made in 2008. The aim was to adopt a programmatic approach to funding projects in the Pacific Islands region. Elements of the programmatic approach included more even coverage of the countries receiving funding, projects deriving mutual benefit from each other, and attempting to establish permanent funding mechanisms. This project should complete the process for setting up an Endowment Trust Fund type funding mechanism. Further, the PIPA project should be able to benefit from lessons learnt from other GEF PAS sponsored projects including the Pacific Invasive Alien Species Project and the Micronesia Challenge which face similar management problems and are running concurrently. Communication between the different countries involved (recalling that Kiribati is not included in the Micronesia Challenge) will be facilitated through the existing networks operated by the EAs of the other two projects (Secretariat for the Pacific Regional Environment Programme) and supporting NGO's of the PIPA project, especially Conservation International and New England Aquarium.
80. In the first stage of GEF support to PIPA, funding is made available under GEF PAS programme from under the Biodiversity Focal Area only. In brief, for this GEF strategy, PIPA has clear outcomes for (1) sustainability of Kiribati's first protected area network, including outcomes for sustainable financing (planning and implementation), (2) effectively managing MPAs (zonation of no-take and use zones within the PIPA across more than 400,000 sq km, inclusive of coastal, offshore and deep-sea habitats), (3) atoll island protected area network development and restoration, (4) safeguarding biodiversity with measures in place for globally important and threatened species (eg. seabirds, turtles, corals, tuna), and (5) exploring markets and enhancing private sector involvement in alternative income generation opportunities from biodiversity goods and services that PIPA provides as a WHC listed protected area.
81. For International Waters GEF Focal Area, PIPA is also an important and new approach in the Pacific Islands region (eg "reverse fishing license") to address restoration and sustainable use of fish stocks and fisheries-impacted and associated biodiversity (e.g. turtles, seabirds). PIPA also encompasses the first MPA approach in this region, and perhaps globally, that addresses conservation of a tuna spawning ground. PIPA also contains important transboundary fisheries resources and threatened species including tuna (skipjack, yellow-fin, big-eye), sharks and turtles. Further, in some cases (e.g. Napoleon wrasse) PIPA contains the largest reported densities in the Indo Pacific region. It is hoped that this significant contribution to the goals of the International Waters Focal Area would be fully realized in a future phase of GEF support to PIPA, including investigation of this site as a foundation for a transboundary seascape and including an endowment contribution. Links to the Climate Change Focal Area are also highlighted as PIPA represents the largest single opportunity in this region to demonstrate the potential significance for MPA

contribution to climate change adaptation. GEF PAS investment will enable assessment of this together with understanding and planning for resilience in further implementation of the PIPA. Finally, PIPA offers a unique opportunity to research the impacts of climate change on tropical coral reef systems in the virtual absence of other anthropogenic factors. To this end the PIPA project should be able to capitalize on similar projects captured in other parts of the world under the UNEP Regional Seas programme (<http://www.unep.org/regionalseas/programmes/nonunep/pacific/default.asp>). In this regard linkages with SPREP programmes earlier mentioned are important as SPREP is the UEP Regional Seas programme for this region. Since the UNEP is the Implementing Agency for the PIPA, it will be able to facilitate this efficiently.

82. In summary, the overwhelming robustness and pristine nature of the Phoenix Islands and the opportunity to integrate offshore fisheries activities, atoll restoration, threatened species conservation, integrated marine and terrestrial PA development, climate change issues, and whole-archipelago management across 3 GEF Focal Areas and at least 8 Strategic Programmes demonstrates well the objectives of the GEF PAS itself.
83. PIPA is also closely linked into non-GEF interventions, notably the UNESCO World Heritage site management and the development of the Pacific Oceanscape by Kiribati and the Pacific Forum Leaders. PIPA is also seen as a significant contribution to regional initiatives, including SPREP's conservation and environment programmes, SPC and FFA's fisheries programmes and the Pacific Forum Secretariat in terms of a demonstration site at scale for conservation economics and values, an area expressly highlighted by the Leaders in 2008 as needing attention. The PIPA also implements Outcome 4 (environment) of the current (2009-2012) United Nations Development Assistance Framework (UNDAF) and will assist implementation of the next iteration of the UNDAF (2013-2016) which is currently being created. The UNEP as IA has done and will continue to ensure that the PIPA project is included as a contribution from the UN towards the planning and the implementation of current UNDAF's.

SECTION 3: INTERVENTION STRATEGY (ALTERNATIVE)

3.1 Project rationale, investment, policy conformity, and expected global environmental benefits

84. The key Project rationale is to advance the implementation of the PIPA Management Plan 2010-2014 through a twin focus on (i) Core Operation and Strategic Outcomes and (ii) to further the design and operationalise the PIPA's Sustainable Financing System.

85. The Project benefits from and capitalises on the existing investment and achievements by GoK and partners NEAq and CI for PIPA. Investment in the design and establishment of PIPA since the first scientific expedition led by Dr Greg Stone in 2000 is summarised as:

- GoK-\$350,000 USD est. largely in kind government staff input and logistics costs in Kiribati,
- NEAq-\$1,059,000 USD from a range of donors,
- CI's GCF-\$1,211,087 USD, and
- CI managed Critical Ecosystem Partnership Fund (CEPF) \$232,000USD and NZAID \$339,000 NZD (\$254,000USD est) from the Government of New Zealand both for atoll restoration and invasive species eradications.

Total investment in PIPA to date (2000-2010) is conservatively estimated at \$3.106 Million USD. This is considered a conservative estimate of investment to date and does not include significant CI and NEAq in kind staff support.

86. This investment has succeeded in the full design, establishment and initial operation of PIPA including:

- establishment and operation of the PIPA office and staff under the partnership MOU and based in Tarawa, Kiribati;
- enactment of the PIPA Regulations (2008) that fully legally establish the PIPA, its goal, objectives, decision making body and process of operation;
- the production and agreement of the PIPA Management Plan 2010-2014,
- enactment of the PIPA Conservation Trust Act (2009), agreement of an endowment strategy, and establishment of Trust Board and its initial operation as the sustainable long term financing vehicle of the PIPA;
- four marine scientific expeditions (200, 2002, 2006, 2009) that provide key up to date information on the reefs, lagoons and offshore environments;
- three terrestrial scientific expeditions (2006, 2008, 2009) that include successful eradications of invasive pests from two of PIPA's islands;
- development of significant partnerships to support PIPA including with NZ's Department of Conservation, USA's Papahānaumokuākea Marine National Monument, and USA's Coastguard for surveillance and enforcement; and
- inscription of the PIPA as a UNESCO World Heritage site in 2010.

87. GoK and its PIPA partners are now focused on:

- Phased implementation of the PIPA Management Plan 2010-2014, with particular focus core operation (including capacity building and infrastructure), and strategic outputs (including atoll and reef island restoration, surveillance and enforcement, scientific research, World Heritage site management and sustainable tourism development).
- The first phase of the capitalisation of the PIPA Conservation Trust Fund with the aim of providing resources for the recurrent core operational costs of managing PIPA and compensation for lost income from DWFN license fees to GoK commensurate with a 25% increase in the PIPA marine no-take zone area.
- Production of the Phoenix Islands Protected Area Research Vision 2011-2020.

88. In essence PIPA is in a transition phase in the protected area process from design/establishment/initial operation to full operational implementation. The rationale of the Project intervention is to sustain the momentum of implementation, to ‘buy implementation time’ whilst the endowment is being capitalised, and to build needed skills, capacity and infrastructure in Kiribati to more effectively manage PIPA. It is important to note that the UNEP/GEF PAS support is focused on this management plan implementation and that the recurrent costs of managing the PIPA are expected to be sourced from the PIPA Trust Endowment Fund by the end of the Project. Further it is noted that the UNEP GEF PAS resources are not used to compensate GoK for DWFN license fee loss. This UNEP GEF PAS investment is considered critical to this phase of PIPA’s implementation.
89. It is noted that there have been some delays in the development of this project document since the approval of the Project Identification Form (PIF) by the GEF Secretariat in March 3 2009. The timeframe for the Project is now 1 August 2011 to 1 August 2014. This remains in good synchrony with the PIPA Management Plan’s implementation, however, it is important to note that a number of the PIPA outputs described in the PIF have been progressed significantly. Notably the PIPA Management Plan (2010-2014) has been finalised (Annex 2) with the first phase of zonation implemented which gives full protection to seven of the eight PIPA islands, an atoll restoration programme has been developed with early success believed for invasive species eradications on two islands, and PIPA was inscribed on the UNESCO World Heritage list in 2010. In the interim, the project has also attracted significant new co-finance which is described elsewhere in this document.
90. Throughout this process of PIPA’s evolution, specific emphasis has been made to ensure clarity, harmonisation and conformity on policy at the national, regional and international levels. Alignment with national, regional and international policies and commitments of GoK are given in Section 2.4 above. In particular, the Project also has relevance in achieving the national goals as contained in the Kiribati Development Plan, importantly under Kiribati Policy Area (KPA) 2 concerning economic growth and poverty reduction and under KPA 4 on the protection of the environment.
91. In regards to international policy conformity it is noted that the Project matches well priorities in the GEF4 Biological Diversity Focal Area Strategy. It is aligned with the BD Strategic Programs for GEF 4, in particular BD-SP1, BD-SP2, BD-SP3, BD-SP4, BD-SP5 and BD-SP7. The project will also address the MDG goal for environmental sustainability as PIPA is Kiribati’s conservation and sustainable use strategy for these islands and their surrounding marine ecosystems. In terms of the priorities of the CBD Program of Work on Protected Areas, Programme of Work on Marine and Coastal Biodiversity, and Programme of

Work on Island Biodiversity it is noted that PIPA represents 11.6% of Kiribati's sovereign jurisdictional area.

92. The Project will primarily address the GEF 4 Biological Diversity Focal Area Strategy, and specifically Biodiversity Long-term Strategic Objective 1: To catalyze sustainability of PA systems. Within this objective the focus will be on advancing objectives and priorities within:
 - BD Strategic Program 1 (Sustainable financing of PA systems at the national level) through the support to the PIPA Trust operation and providing resources for PIPA management whilst the endowment is being secured by the PIPA's partners,
 - BD Strategic Program 2 (Increasing representation of effectively managed marine PA areas in PA Systems) whereby PIPA represents more than 11% of Kiribati's marine jurisdiction and provides for priority protection of globally important marine habitats such as coral reefs and seamounts,
 - BD Strategic Program 3 (Strengthening terrestrial PAs) whereby PIPA is providing full protection to 7 of the Phoenix Islands which include globally important habitat for nesting seabirds and migratory birds. The Project will develop and implement conservation and sustainable subsistence resource use strategy for the remaining island, Kanton, which is houses the government caretaker population.
93. The Project addresses the GEF 4 Biodiversity Long-term Strategic Objective 2: To mainstream biodiversity in production land/seascapes and sectors specifically to:
 - BD Strategic Program 4 (Strengthening the policy and regulatory framework for mainstreaming biodiversity) whereby PIPA is a 'whole of government' approach reflected in its legal establishment and decision making process.
 - BD Strategic Program 5 (Fostering markets for biodiversity goods and services) whereby PIPA will develop and implement a sustainable tourism strategy, linked to its WH status, to provide a unique and important tourism asset for Kiribati. PIPA will also be a MPA demonstration for tuna conservation management. Tuna production is the mainstay of Kiribati and many other Pacific Islands economies.
94. The Project addresses the GEF 4 Biodiversity Long-term Strategic Objective 3: To safeguard biodiversity specifically to BD-SP 7 (Prevention, control and management of invasive alien species) whereby PIPA will further its invasive species eradication and island restoration programme by investing in not less than two island restorations within this project and by completing an overall PIPA Biosecurity Plan.
95. The Project also has relevance to the GEF 4 International Waters Strategic Program 1 on restoring and sustaining of coastal and marine fish stocks and associated biological diversity through the protection of 7 of the 8 islands coastal marine habitats, with the remaining island Kanton identified for both conservation and sustainable subsistence use of resources. For tuna and associated offshore resources the research planned under this Project will increase understanding of PIPA's contribution to tuna conservation management and thence to enabling consideration of further GEF support to PIPA in terms of an endowment contribution under International Waters Programme.
96. At the regional level the Project is consistent with policy and prioritized for support within the GEF Pacific Alliance for Sustainability (GEF PAS). Indeed the PIPA is the only named protected area in the GEF PAS and the largest PA invested in by GEF in this region to date.

This project uses the approved GEF PAS investment in PIPA (\$1,000,000 USD) and represents 2.6% of the GEF PAS funding for Biodiversity Projects (total \$38,215,220 USD).

97. Expected global environment benefits of this Project include; (1) demonstration at a new scale of size and ecosystem connectivity for MPAs that can be achieved by developing states, (2) conservation of one of the world's last relatively pristine coral atoll archipelagos, (3) protection of globally important threatened species e.g. seabirds (18 nesting species, world's largest breeding site for lesser frigatebirds), green and hawksbill turtle feeding and nesting grounds, and conservation of the largest known populations of iconic fish species which are international flagships for coral reef conservation (e.g. Napoleon wrasse), (4) being the first MPA use to conserve a tuna spawning ground, and (5) demonstration of integrated MPA development across all tropical marine ecosystems (islands, lagoon, coral reefs, offshore and deep-sea habitats). Kiribati and its partners in PIPA, CI and NEAq, are also committed to documenting and sharing learning from PIPA within the region and globally.

Project goal and objective

98. The primary goal of the project is to build capacity in Kiribati to more effectively manage a large protected area in the form of PIPA and to create a sustainable financing system for such large sites that could be used as a model for application elsewhere.
99. The project objective is to advance implementation of the PIPA Management Plan (PIPA MP) 2010-2014 (Annex 2) through a twin focus on (i) Core Operation (capacity, infrastructure, zonation, enforcement, monitoring, evaluation) and Strategic Outcomes (atoll restoration, reverse fishing license, World Heritage site management, tourism initiatives, climate change adaptation), and (ii) to support the operation of the PIPA's Sustainable Financing System (the PIPA Trust).

PIPA Management Plan (2010-2014) Summary Structure

100. The PIPA Management Plan's Vision is:

“to conserve the natural and cultural heritage of the Phoenix Islands Protected Area for the sustained benefit of the peoples of the Republic of Kiribati and the world.”

101. The PIPA Management Plan's Mission is:

“to implement effective integrated and adaptive management that ensures the natural and cultural heritage values of PIPA are maintained, and where necessary restored, to achieve PIPA's Vision”

102. The PIPA Management Plan's Objectives, consistent with its Vision and Mission and the PIPA Regulations (2008), are:

- *“1. To conserve and manage substantial examples of marine and terrestrial systems to ensure their long-term viability and to maintain genetic diversity;*
- *2. To conserve depleted, threatened, rare or endangered species and populations and, in particular, to preserve habitats considered critical for the survival of such species;*
- *3. To conserve and manage areas of significance to the lifecycles of economically important species such as tuna;*

- 4. To prevent human activities from detrimentally affecting the PIPA;
- 5. To preserve, protect, and manage historical and cultural sites and natural aesthetic values;
- 6. To facilitate the interpretation of marine and terrestrial systems for the purposes of conservation, education and tourism;
- 7. To accommodate within appropriate management regimes a broad spectrum of multi-use human activities compatible with the primary goal of marine and terrestrial conservation and sustainable use, including appropriate fishing, ecologically-sound tourism, and sustainable economic development;
- 8. To provide for research and training, and for monitoring the environmental effects of human activities, including the direct and indirect effects of development activities; and
- 9. To ensure consistency between all activities taking place in the PIPA and any third-party conservation contracts into which the Minister may choose to enter with the advice and approval of the Cabinet for the conservation and long-term sustainable use of the PIPA.”

103. To implement the PIPA Management Plan’s Vision, Mission and Objectives a Strategic Action Plan (SAP) was developed and agreed with three key areas focusing on PIPA’s Core Management (SAP1), PIPA’s “Issues to Results” (SAP2) and the State of the PIPA Report (SAP 3), the latter being required under the Regulations. The PIPA MP’s SAP Framework is:

“SAP 1. PIPA Core Management:

Decision making, Administration, Core Management and Resourcing

- ***SAP 1.1 GoK MELAD Minister and Cabinet***
- ***SAP 1.2 PIPA Management Committee***
- ***SAP 1.3 PIPA Managerial Operation***
- ***SAP 1.4 PIPA Regulations, Licenses and Permits and Penalties***
- ***SAP 1.5 PIPA Zonation***
- ***SAP 1.6 PIPA Surveillance and Enforcement***
- ***SAP 1.7 PIPA World Heritage Site Management***
- ***SAP 1.8 PIPA Partnerships, Transboundary & International Collaboration***
- ***SAP 1.9 PIPA Information Management, Education and Outreach***
- ***SAP 1.10 PIPA Science and Research***
- ***SAP 1.11 PIPA Tourism Development***
- ***SAP 1.12 PIPA Kanton Atoll – Sustainable Resource Plan***
- ***SAP 1.13 PIPA Monitoring and Evaluation***
- ***SAP 1.14 PIPA Sustainable Financing, Resourcing and Business Planning***
- ***SAP 1.15 PIPA Annual Operational Work Plan & Report***

SAP 2. PIPA ‘Issues to Results’

- ***SAP 2.1 PIPA Atoll & Reef Islands Restoration & Biosecurity***
- ***SAP 2.2 PIPA Coral Reefs and Coastal Management***
- ***SAP 2.3 PIPA Endangered and Threatened Species***
- ***SAP 2.4 PIPA Offshore Fisheries***
- ***SAP 2.5 PIPA Cultural and Historical Heritage***
- ***SAP 2.6 PIPA Seamount & Deep Sea Conservation***
- ***SAP 2.7 PIPA Climate Change***

SAP 3. State of PIPA Report 2014”

3.2 Project components and expected results

104. The Project's components and expected results are fully integrated into the PIPA Management Plan's implementation and the PIPA Conservation Trust construction. The following is a brief narrative summary of each component and expected results (outcomes and outputs). It is noted that much of the strategic thought for the Project component's is given in the PIPA Management Plan 2010-2014 (Annex 2) and for the Project's Component 1 and 2 this Plan should be referenced for more detail.
105. The Project's Component structure is guided by three primary needs:
- Resources needed to effectively implement the PIPA Management Plan (2010-2014) (Annex 2) core operation and strategic outcomes.
 - Start up resources needed to operationalise the PIPA Conservation Trust (Board, staff, office).
 - Resources required to manage the Project according to GEF and UNEP required standards.
106. The Project's Components are (with cross reference to the *PIPA Management Plan's SAP Framework* listed above):

COMPONENT 1: PIPA MANAGEMENT PLAN IMPLEMENTATION:

- COMPONENT 1.1: PIPA CORE OPERATION

C1.1.1 PIPA Operation - Tarawa, Gilbert Islands Kiribati

C1.1.1.1 PIPA Office, Tarawa

C1.1.1.2 PIPA Staff, Tarawa

C1.1.2 PIPA Operation, Kanton, PIPA, Phoenix Islands

C1.1.2.1 PIPA Office, Kanton

C1.1.2.2 PIPA Staff, Kanton

C1.1.3 PIPA MP's SAP 1.9 PIPA Information Management, Education and Outreach

C1.1.4 PIPA MP's SAP 1.6 PIPA Surveillance and Enforcement

C1.1.5 PIPA MP's SAP 1.11 PIPA Tourism Development

C1.1.6 PIPA MP's SAP 1.12 PIPA Kanton Atoll Sustainable Resource Plan

- COMPONENT 1.2: PIPA STRATEGIC OUTCOMES:

C1.2.1 PIPA MP's SAP 2.1: PIPA Atoll & Reef Islands Restoration & Biosecurity

C1.2.2 PIPA MP's SAP 2.4 PIPA Offshore Fisheries

C1.2.3 PIPA MP's SAP 2.7 PIPA Climate Change

COMPONENT 2: PIPA's SUSTAINABLE FINANCING

COMPONENT 3: PROJECT EVALUATION AND MONITORING

COMPONENT 4: PROJECT MANAGEMENT AND COORDINATION

COMPONENT 1: PIPA MANAGEMENT PLAN IMPLEMENTATION

107. The Project's **COMPONENT 1** focuses on the resources required to support the PIPA's Management Plan implementation within the duration of the Project (2011-2014). It focuses on providing core operational resources to build capacity and infrastructure (COMPONENT 1.1) and delivery of selected priorities for Strategic Outcomes (island restoration, offshore fisheries management, climate change) (COMPONENT 1.2). It is important to note that Project staff and operational resources that are budgeted in Component 1 will cover their needed inputs for all the PIPA MP's listed Core Operation SAPs, however important focus areas are highlighted for investment by the Project (eg. C1.1.5 PIPA MP's *SAP 1.11 PIPA Tourism Development*). Note in the narrative below that staffing and office activities are listed only once for Component 1.1 but provide for input across all components. Percentage allocation of each PIPA staff has been calculated (see Appendix 1) in terms of input expected within each component.
108. **COMPONENT 1.1 PIPA CORE MANAGEMENT** corresponds to core Project investment in SAP 1 PIPA Core Management (all SAPs). This Component focuses on the core operational needs, including capacity building and infrastructure, for PIPA's management both in Tarawa (Kiribati capital) and on Kanton (PIPA). The Project's COMPONENT 1.1 specifically supports the implementation of the PIPA Management Plan's Strategic Action Plan (SAP) Framework during 2011-2014 (to March) focusing on SAP 1. PIPA Core Management.

"SAP 1. PIPA Core Management:

Decision making, Administration, Core Management and Resourcing

- ***SAP 1.1 GoK MELAD Minister and Cabinet***
- ***SAP 1.2 PIPA Management Committee***
- ***SAP 1.3 PIPA Managerial Operation***
- ***SAP 1.4 PIPA Regulations, Licenses and Permits and Penalties***
- ***SAP 1.5 PIPA Zonation***
- ***SAP 1.6 PIPA Surveillance and Enforcement***
- ***SAP 1.7 PIPA World Heritage Site Management***
- ***SAP 1.8 PIPA Partnerships, Transboundary & International Collaboration***
- ***SAP 1.9 PIPA Information Management, Education and Outreach***
- ***SAP 1.10 PIPA Science and Research***
- ***SAP 1.11 PIPA Tourism Development***
- ***SAP 1.12 PIPA Kanton Atoll – Sustainable Resource Plan***
- ***SAP 1.13 PIPA Monitoring and Evaluation***
- ***SAP 1.14 PIPA Sustainable Financing, Resourcing and Business Planning***
- ***SAP 1.15 PIPA Annual Operational Work Plan & Report"***

109. Details for each of the above in terms of roles and responsibilities can be found in the PIPA Management Plan (2010-2014) (Annex2) and are covered by the Project investment in the PIPA Team in both Tarawa and on Kanton, Kiribati. To achieve this core investment in the PIPA's capacity and infrastructure the following activities and investments are proposed for the Project. In some cases services from PIPA Management Committee members to support PIPA's management over and above their statutory obligations to the Phoenix Islands EEZ are needed and they are also listed below.

C1.1.1 PIPA Operation - Tarawa, Gilbert Islands, Kiribati

110. **C1.1.1.1 PIPA Office, Tarawa** - the existing PIPA Office attached to the MELAD Headquarters building on Tarawa is a one room office that has been used since 2006 as the main operation centre for PIPA strategic planning work and coordination of stakeholders inputs. It currently accommodates the PIPA Director as the only permanent PIPA staff and has also been used by consultants attached to the PIPA for specific assignments. Although the office has served a very useful function for the PIPA it lacks the space to accommodate the increase in PIPA personnel anticipated in the Project and for PIPA's Management. There is a need to expand the office space to provide a good working environment for the number of core PIPA staff. MELAD will provide advice on building renovation and/or expansion (budget \$20,000) of the current PIPA office together with equipment needs (furniture, printers, air conditioners, computers etc) and cost of operation for three years. Investigation into an office sharing arrangement with the PIPA Trust will be made as part of this activity.

C1.1.1.2 PIPA Staff, Tarawa

111. Core staff complement to provide for effective management of the MPA will be funded initially by the project, including by co financing for the PIPA Director (50%) and the PIPA Education/Information/Media Officer. Staff requirements include:
- PIPA Director – overall project management and supervision of outcomes (50% GEF, 50% CI/NEAq).
 - PIPA Finance Officer – responsible for implementation of budget and expenditure
 - PIPA Education/Information/Media Officer – responsible for outreach and communications (50% GEF, 50% CI/NEAq).
 - PIPA Secretary – administration support.

All staff position costs post Project are expected to be covered from the PIPA Trust payments under the Conservation Contract.

112. The Project's contribution to implementing the **PIPA Office Operation, Tarawa** (C.1.1.1.1 & C1.1.1.2) is to achieve the following expected Outcome:
- Fully operational PIPA Office (staff (4), office)
113. The Project's contribution to implementing **PIPA Office Operation, Tarawa** is to achieve the following expected Outputs:
- PIPA Office fully operational
 - Trained and capable PIPA Office Staff

C.1.1.2 PIPA Operation, Kanton, PIPA, Phoenix Islands

114. **C.1.1.2 .1 PIPA Office, Kanton, PIPA, Phoenix Islands** -establishment of a field station on Kanton Island is a key output in the Management Plan to allow for a permanent presence of the PIPA on site in the Protected Area to implement and monitor the outcomes of the core

activities in the Management Plan. The project will fund a multi-purpose building for the PIPA Office, Kanton that can be used for Kanton staff accommodation. MELAD will investigate the options of renovations/expansions of existing buildings and this infrastructure investment will be complementary to the existing Government of Kiribati caretaker community on Kanton (\$80,000). The office set up includes purchase of a boat (\$11,000) for surveillance and monitoring use on Kanton, communication/computer equipment (\$5,000), transport (\$3000) motorbike and bicycle), operation and maintenance (\$21,000) and freight costs of goods (~10% of total value) from Tarawa .

115. **C.1.1.2.2 PIPA Staff, Kanton, PIPA, Phoenix Islands** –two PIPA staff will be placed on Kanton Island, a PIPA Kanton Director and Assistant. Their work will complement the existing Government caretaker community and will focus on ensuring this community and any visitors (researchers, tourist) abide with the Kanton Sustainable Resource Use Plan and PIPA Rules and Regulations. They will also be responsible for monitoring local Kanton marine and terrestrial resources and be local staff employed in scientific expeditions. Significant training and capacity building will be ensured for these staff, including ensuring links with similar staff (MELAD Wildlife Conservation Unit) on Kiritimati Atoll in the Line Islands.
116. The Project’s contribution to implementing the **Kanton Field Station** (C.1.1.2.1 & C1.1.2.2) is to achieve the following expected Outcome:
- Operational Kanton Field Station (staff (2), office/housing)
117. The Project’s contribution to implementing **Kanton Field Station** is to achieve the following expected Outputs:
- Kanton Field Station office operational, including staff housing
 - Trained and capable Kanton Field Station Staff
118. **C.1.1.3 PIPA MP’s SAP 1.9 PIPA Information Management, Education and Outreach** – a major task of the Education/Information Officer to be funded initially by the project is the preparation of an Education and Outreach Programme for the PIPA. Specific activities to be carried out are review of the Education Curriculum to use the PIPA as a resource conservation example; the design and implementation of a PIPA Awareness Programme; the update and expansion of the PIPA website; and a review of participation in regional and international initiatives. PIPA Management Committee/Stakeholder workshops will be conducted in the formulation of the programme.
119. The Project’s contribution to implementing SAP 1.9 is to achieve the following expected Outcome:
- Increased awareness and understanding of PIPA and its work nationally, regionally and internationally
120. The Project’s contribution to implementing SAP 1.9 is to achieve the following expected Outputs:
- PIPA Awareness Programme Plan
 - PIPA website updated regularly
 - A range of PIPA Education, Awareness and Resource materials

121. **PIPA is a ‘whole of government’ approach, in addition to the MELAD PIPA core staff and operation described above contracts for key services are needed for PIPA including; Surveillance and Enforcement and Tourism Development. The following activities will implement PIPA MP’s SAP for core operational services required from PIPA Management Committee members under the supervision of MELAD and the PIPA Office.**
122. **C.1.1.4 PIPA MP’s SAP 1.6 PIPA Surveillance and Enforcement**
 In the PIPA Management Plan (2010-2014) GoK and its partners for PIPA agreed to base surveillance and enforcement on existing measures (eg fisheries, immigration and customs) and supplement these on a costed service-provider basis for the additional needs of PIPA with the aim of fostering a mutually supportive programme for Kiribati’s tourism and fisheries development and management that is consistent with PIPA’s Vision. Support under this component will develop and implement a surveillance and enforcement programme for the PIPA to supplement the existing investment and emergency response by Kiribati’s Maritime Police & Ministry of Fisheries. This includes supplementing the costs of surveillance voyages to the Phoenix EEZ, support to remote surveillance capacity in order to operate a ‘geofence’ around the PIPA boundaries to detect VMS vessel activity, and the follow up activity required. The Kiribati Maritime Police will produce a quarterly report to the PIPA Management Committee/PIPA Office on surveillance and enforcement activities which is a standing item on the agenda of the PIPA Management Committee meetings. It is recognized that effective surveillance and enforcement of PIPA is a significant challenge in terms of technology, capacity and resources.
123. The Project’s contribution to implementing SAP 1.6 is to achieve the following expected Outcome:
- Improved fisheries management in the PIPA EEZ.
124. The Project’s contribution to implementing SAP 1.6 is to achieve the following expected Output:
- Surveillance and Enforcement Reports (quarterly).
125. **C.1.1.5 PIPA MP’s SAP 1.11 PIPA Tourism Development** -this component has the expected outcome of investigating and creating a market for sustainable tourism in PIPA with development of a PIPA Tourism Strategy with priorities determined and implemented. The Kiribati National Tourism Office is to provide expertise and services to this activity. The development of environmentally-friendly, high-end tourism is a high priority for GoK. It is regarded as part of the potential sustainable management of the PIPA, contributing to Kiribati’s development, employment and income generation. Tourism is currently limited to private yacht visits, tourism/research operated charters and the passage of occasional cruise ships. All visitors to the Phoenix Islands are required to clear customs and immigration on Kanton Atoll and must have a permit to visit. The PIPA Office vets all such permits under a standard operating system. In 2009 GoK has passed a new National Tourism Strategy, inclusive of a vision for the development of tourism in PIPA. Already significant domestic and offshore private sector interest in developing tourism associated with PIPA is evident. Measures being discussed and promoted include reopening the Kanton Airport, developing high-end land based tourism facilities on Kanton, possible joint venture initiatives (e.g., for boats) and tighter controls and improved facilities on boat-based tourism. In addition Kiribati

and its PIPA partners fully recognize that with the World Heritage listing now achieved PIPA interest from tourists to visit will increase significantly. It is considered that there is now a window of opportunity to sensibly plan and develop tourism in PIPA in a phased approach consistent with PIPA's Vision and the new Kiribati National Tourism Strategy. It is envisaged that development of the plan and infrastructure assessment will foster interest from donors and the private sector for implementation.

126. Two important activities to support the development of a sustainable tourism in the PIPA are to be supported by the Project: (1) to engage a specialist tourism planner to review and provide expert advice towards finalizing the Draft PIPA Tourism Development Plan; and (2) to carry out a technical survey of the state of the infrastructure on Kanton to have available to potential investors and other users information on the current state of the key infrastructures including the airport, the seaport and the fuel tanks. The latter will be combined with the assessment for a PIPA Office/Staff housing on Kanton.
127. The Project's contribution to implementing SAP 1.11 is to achieve the following expected Outcome:
 - Potential for tourism assessed and recommendations under implementation.
128. The Project's contribution to implementing SAP 1.11 is to achieve the following expected Outputs:
 - PIPA Tourism Development Plan
 - Kanton Infrastructure Assessment
129. ***CI.1.6 SAP 1.12 PIPA Kanton Atoll Sustainable Resource Plan*** - Kanton Atoll is the only PIPA island currently inhabited. The population consists of a small government caretaker and administrative population of approximately 30 people. Government officers on Kanton have the responsibility for immigration, customs, fisheries and all government interests and roles in the Phoenix Islands. People on Kanton by necessity rely on both marine and terrestrial resources for subsistence needs. In the baseline or Phase 1 Zonation Kanton has a 60 nm purse seine exclusion zone declared under the Fisheries Act (excl USMFT vessels). It also has a 12 nm no take zone except for harvest of resources for the Kanton community's subsistence needs. It is recognized that Kanton is the gateway to the PIPA and being the only inhabited island needs special consideration in the PIPA Management Plan. The Kanton community, and proposed new government staff dedicated to PIPA work, are key in the development of PIPA and associated infrastructure including provision of adequate communication and access. Development of land-based tourism is also seen as a priority to provide an income return to GoK and employment as part of PIPA's management. With this array of actual and potential uses, Kanton Atoll is prioritized for a Sustainable Resource Use Plan on an island-wide basis out to the zonation of 12 nautical miles will be developed in the first year of the project period.
130. The Project's contribution to implementing SAP 1.12 is to achieve the following expected Outcome:
 - Subsistence Resource Use needs by Kanton community understood and ongoing resource use is sustainable.
131. The Project's contribution to implementing SAP 1.12 is to achieve the following expected Outputs:

- Kanton Resource Use Assessment
- Kanton Sustainable Resource Use Plan

132. **COMPONENT 1.2 PIPA STRATEGIC OUTCOMES** focuses on the additional expertise and implementation costs of key desired strategic outcomes in PIPA during 2011-2013 and focuses on selective implementation of the PIPA Management Plan's SAP 2. PIPA "Issues and Results" (**priorities for the Project bolded below**). Core staff input needed for SAP 2. PIPA "Issues to Results" are secured from Kiribati's PIPA MELAD Tarawa and Kanton Offices and cover basic needs for all the SAPs listed below. Additional resources and expertise, including from significant co-financing, is budgeted for priorities under this (**bolded**) Component 1.2. It is envisaged that further resources to address second order priorities in the Project will be secured during the Project's implementation.

"SAP 2. PIPA 'Issues to Results'

- ***SAP 2.1 PIPA Atoll & Reef Islands Restoration & Biosecurity***
- *SAP 2.2 PIPA Coral Reefs and Coastal Management*
- *SAP 2.3 PIPA Endangered and Threatened Species*
- ***SAP 2.4 PIPA Offshore Fisheries***
- *SAP 2.5 PIPA Cultural and Historical Heritage*
- *SAP 2.6 PIPA Seamount & Deep Sea Conservation*
- ***SAP 2.7 PIPA Climate Change***

133. **C1.2.1 PIPA MP's SAP 2.1: PIPA Atoll & Reef Islands Restoration & Biosecurity** - focuses on actions to restore PIPA's islands primarily through the eradication of invasive alien species. The PIPA's Management Plan target is:
"Target: by the end of 2014 a PIPA Atoll and Reef Islands Restoration programme will be implemented that ensures the continued recovery of native island biota, (e.g seabirds) through targeted invasive species eradications and follow up monitoring. Further a PIPA Biosecurity Programme will be designed with the primary aim of preventing any further introductions of alien species and the implementation will be integrated into the PIPA Core Management programme."

134. The Project's contribution to implementing SAP 2.1 is to achieve the following expected Outcomes:

- Successful eradication of rats and rabbits from at least 4 PIPA atolls completed and success for globally important and threatened seabirds and overall atoll restoration assessed.
- No further invasive species introductions with successful prevention measures in place.
- Development of core capacity in Kiribati to effectively manage invasive species.

135. The Project's contribution to implementing SAP 2.1 is to achieve the following expected Outputs:

- PIPA Atoll Restoration Programme designed for PIPA 8 atolls and implemented in at least 4 atolls under PIPA Management Plan.
- Design and establishment of a PIPA Biosecurity Programme to prevent further invasions.
- Atoll restoration priorities determined agreed for the next PIPA MP.

136. Table 4. summarizes the current pest status on PIPA's islands. Two successful Invasive Alien Species (IAS) eradications have been implemented to date and it is important that these two islands (McKean and Rawaki Islands) remain free of pests.

Table 4. Pest mammal status in the PIPA as of 2009 (Ray Pierce pers comm.)

Island	Pest status	Comments
Rawaki	Rabbits (targeted 2008)	Eradication declared successful December 2009
McKean	Asian rat (targeted 2008)	Eradication declared successful November 2009
Birmie	Pacific rat	Eradication attempt abandoned 2008/bad weather prohibited landing
Enderbury	Pacific rat	Cats also previously reported but have died out
Orona	Cat, Pacific rat	Dogs, pigs previously present but have now gone
Nikumaroro	Pacific rat	
Manra	Unknown	Cats, rats and pigs reported in past (needs survey)
Kanton	Cat, two <i>Rattus</i> spp.	Pacific rat and black rat (pending DNA) present

137. The potential for restoration of the PIPA islands is very high as they each support or supported only 1-3 pest mammal species and few other pests. All except one of the islands are uninhabited and most are difficult to land on from boats. These features mean that the risk of additional invasive species arriving at most of the islands is low and relatively easily managed, and recovery of species is likely to occur at high rates compared with inhabited islands in Kiribati and the Pacific generally. An initial restoration feasibility plan was scoped in 2006 with support from CI's CEPF. This plan has been updated further and developed into the SAP 2.1 PIPA Atoll & Reef Islands Restoration & Biosecurity. The Project will further update this SAP and its two key components; island restoration through eradications of IAS and a Biosecurity Plan to prevent any further pest introductions and ensure revisions and priorities are provided to the next PIPA Management Plan. Throughout this initiative capacity of Kiribati staff will be built in pest eradication and biosecurity and links to the SPREP Regional Invasive Species Programme will be made. Under this Project Enderbury and Birmie Islands are recommended to be targeted next and together with securing McKean and Rawaki Islands from further invasions they will bring the total restoration to the Project goal of 4 PIPA islands.

138. **C1.2.2 PIPA MP's SAP 2.4 PIPA Offshore Fisheries** - focuses on actions to increase no take zonation coverage of PIPA's offshore areas. The PIPA's Management Plan target is:

“Target: by the end of 2014, PIPA's Offshore (tuna) Fishing effort will be reduced by 25% on an area closure basis through increased no-take zonation commensurate with compensation from the PIPA Conservation Trust, as set forth in the PIPA Conservation Contract. Impacts of this decision will be monitored and understood through monitoring of landing catch and fishing effort data. Currently this excludes fishing effort and revenues from the USFMT as the current treaty arrangements do not expire until end 2013. Research will be identified to further clarify tuna spawning hot spots and special management zones within the PIPA.”

139. The Project's contribution to implementing SAP 2.4 is to achieve the following expected Outcome:

- No take zone for pelagic (tuna) fishing through a reverse fishing license designed and implemented for not less than 25 % of PIPA's offshore ecosystems by the end of 2013.

140. The Project's contribution to implementing SAP 2.4 is to achieve the following expected Outputs:
- GoK agreement with the PIPA Trust on a Conservation Contract ("reverse fishing license") for lost DWFN license revenue commensurate with an increase in no take zone areas of 25%.
 - Phoenix EEZ tuna catch records monitored and reported.
 - PIPA contribution to tuna spawning ground conservation investigated.
141. Offshore fishing by DWFN is currently allowed under license except in the 60 nautical mile purse seine exclusion zone surrounding Kanton Atoll (USMFT vessels excluded) and in the 12 nautical mile no take zones surrounding the eight PIPA islands (all DWFN vessels). PIPA is the world's first MPA to be used in part as a contribution to tuna conservation management and it's compatible with wider regional tuna and DWFN operational decisions that Kiribati is part of, e.g., 3rd Arrangement of the Parties to the Nauru Agreement. Additionally the basis of lost DWFNs license fees is a principal component of the PIPA Conservation Trust construct. It is thus important over time to understand more fully the nature of the tuna fishing currently allowed in PIPA, the impact of no-take or exclusion zones, and the contribution of area-based closures to tuna conservation management. Under this Project a service agreement will be contracted by MELAD to the Ministry of Fisheries so that an annual report of tuna fishing within the Phoenix EEZ can be undertaken, advice on location of additional no take/no fishing zones for offshore areas be inputted into the second phase of PIPA zonation at an area increase of 25%, and investigation into the reported tuna spawning ground undertaken.
142. **C1.2.3 PIPA MP's SAP 2.7 PIPA Climate Change** -focuses on actions to minimize the impacts of climate change in PIPA and to use best practice adaptation measures in PIPA's implementation. The PIPA's Management Plan target is:
- "Target: by the end of 2014, best practice measures for climate change adaptation in tropical marine protected areas will be investigated and implemented, as resources allow for PIPA Further a PIPA Climate Change Research Programme will be designed and promoted using PIPA as a globally important sentinel site in understanding the impacts of climate change on tropical marine and island atoll systems in the virtual absence of other anthropogenic factors."*
143. The Project's contribution to implementing SAP 2.7 is to achieve the following expected Outcomes:
- Incorporation of climate change scenarios in the design and ongoing management of the PIPA.
 - Pilot project to increase understanding of climate change adaptation for a large MPA.
144. The Project's contribution to implementing SAP2.7 is to achieve the following expected Outputs:
- PIPA Climate Change Vulnerability and Resilience assessment in relation to the design and ongoing management of the PIPA.
 - Assessment of priorities reflected in the next PIPA Management Plan.
145. Climate change is considered the most significant environmental risk to Kiribati as a nation and this includes significant potential risk to the development and integrity of the PIPA. In

2002-3, the Phoenix Islands experienced a bleaching event as a result of increased sea surface temperatures that reached 21 Degree Heating Weeks and persisted for several years. Inside the lagoon of Kanton the luxuriant community of *Acropora spp.* corals suffered near 100% mortality and there was an estimated 60% mortality of corals throughout the island group, as measured in 2004 and 2005. Fish populations were not noticeably affected. By 2009 the Phoenix coral reefs have shown spectacular and rapid signs of recovery, regaining 50% of the area lost, and nearly 100% recovery in the best sites. The Phoenix Islands' example of mortality from a global event then recovery in the absence of significant local human impacts is significant as a reference case globally.

146. Even though coral reefs of the Phoenix Islands are not isolated from the effects of global warming such as bleaching, their ability to regenerate appears much better than reefs in more populated areas in part because of lack of other threats and stresses to the reefs and possibly because they have adapted to the variations in water temperature caused by ENSO phenomena over a long period of time. This provides an important and likely unsurpassed opportunity to research and understand climate change impacts on coral reef systems in the virtual absence of other anthropogenic factors.
147. With respect to the direct PIPA management implications of climate change, there is an increasing body of literature and best practice advice for both marine and terrestrial protected area design, planning and implementation to best adapt to impacts of climate change. Drawing on this information a PIPA Climate Change Vulnerability Assessment is underway and results will be incorporated into PIPA's management. As part of this assessment, the potential for the PIPA as a 'natural climate change impact laboratory' will be made based on PIPA's attributes as being a large, remote, all marine habitat inclusive MPA that has limited other anthropogenic impacts and as such clearly articulates national, regional and global potential benefits.

COMPONENT 2: PIPA'S SUSTAINABLE FINANCING SYSTEM

148. Component 2: PIPA's Sustainable Financing System is to assist with the operation of the PIPA Conservation Trust Fund Board, Executive Director and Office as a long term sustainable financing vehicle of the PIPA.
149. The Project's contribution to the PIPA Conservation Trust will achieve the following expected Outcome:
 - PIPA Financing Vehicle is operational.
150. The Project's contribution to the PIPA Conservation Trust will achieve the following expected Outputs:
 - PIPA Sustainable Finance Plan (including fund raising) completed.
 - First PIPA Conservation Contract ("reverse fishing license") is agreed between the Trust Board and GoK.
 - PIPA Conservation Trust Fund established.
 - PIPA Zonation plan implemented inclusive of compensation to GoK for lost DWFN license fees as resources allow.

151. It is important to clarify that UNEP GEF PAS funding is not contributing to the endowment capital of the PIPA Conservation Trust. It is only contributing to the operation of the Trust (Board, Executive Director, Office).
152. PIPA has been financed by GoK, CI and NEAq with additional partnership and resources obtained from a variety of government, multilateral and private agencies. The Project's support is considered an interim arrangement whilst PIPA's sustainable financing is secured. GoK passed legislation for the PIPA Trust Fund in 2009 and the Board was constituted in early 2010. The PIPA Trust Board is expected to enter into a Conservation Contract with MELAD with income from the Trust Fund prioritized to cover PIPA management costs and any lost DWFN revenues associated with the future closure of areas of the PIPA EEZ to tuna fishing. The PIPA Trust Fund income is also required to cover the operational costs of the Trust.
153. Due to significant resourcing requirements associated with fully capitalizing the trust at a level that will cover all associated costs of PIPA, a phased approach to building the endowment and covering the above mentioned costs has been agreed to by the founding members of the Trust: the Government of Kiribati, CI, and NEAq. In the Management Plan, the founding members are committed to initially capitalizing the Trust at \$13.5M USD before the end of 2014. This would allow the Trust to cover potential lost DWFN fees (exclusive of fishing pursued under the USA Pacific Islands Treaty which is in force until 2013) from closing additional 25% of the PIPA EEZ as a no take zone and would be implemented through the development of a Phase 2 Zonation plan. At this Trust capitalization level it is also anticipated that the Trust could support core PIPA management and Trust operational costs at approximately \$300,000 USD per annum. In order to reach this goal a number of steps require support and implementation, including a Sustainable Finance Plan (including fund raising) and the sourcing of the endowment's capitalization commensurate with the goals of increased no take zonation and the costs of the Trust and management plan implementation post 2014. The Project will support the establishment of the PIPA Trust Office on Tarawa, Kiribati and part fund its staff and office costs.

COMPONENT 3: PIPA UNEP GEF PROJECT EVALUATION AND MONITORING

154. The Project will be monitored for management effectiveness and the impact of its interventions on the PIPA Management Plan's implementation of objectives and targets both for core operation and strategic outcomes. Management effectiveness will be monitored in calendar years 1, 2 and 3. Training will be carried out also to PIPA staff on project monitoring techniques. The Project Management Group (UNEP, MELAD, CI, NEAq, PIPA Office) will form the core group working closely with the PIPA Management Committee members.
155. The Project's contribution to Component 3: Project Evaluation and Monitoring will achieve the following expected Outcomes:
 - Effective project monitoring and evaluation systems in place for this GEF PAS project.
 - Project integrity and accountability for deliverables (outcomes and outputs) is maintained. This includes to UNEP standards of transparency, accountability and success metrics are objectively assessed.

156. The Project's contribution to the Component 3: Project Evaluation and Monitoring will achieve the following expected Outputs:
- Project Inception Mission and Report (completed within the first 3 months of project operation),
 - Quarterly Project Reporting (financial and output reporting by the MELAD PIPA Office),
 - Project Mid Term Review Mission and Report (including a review by an independent consultant),
 - Final Project Report (financial and outcome/output report by the PIPA Office) and
 - Project Terminal Evaluation Mission and Report (including a review by an independent consultant).
 - Project Audit reports (2 x annual and final audit)

COMPONENT 4: PIPA PROJECT MANAGEMENT AND COORDINATION

157. The Project will be managed by the Project Management Group as listed above in consultation with PIPA's existing Management Committee. Resources in this Component will support the PIPA Office and its staff to provide PIPA Management and Coordination Services.
158. The Project's contribution to the Project's Management and Coordination will achieve the following expected Outcome:
- Effective project management and coordination in place for this GEF PAS project.
159. The Project's contribution to the Project's Management and Coordination will achieve the following expected Outputs:
- Project deliverables produced on time and within budget, reporting, monitoring and evaluation requirements met.

3.4 Intervention logic and key assumptions

160. Investment by the Government of Kiribati, PIPA partners CI and NEAq, and a range of government and private sector donors has designed, established and begun implementation of the PIPA with considerable success and achievement at an overall investment of more than \$3 Million USD. A key part of this design is the PIPA Conservation Trust envisaged to provide sustainable financing for the PIPA to cover recurrent costs of PIPA's management, Trust operation, and the "Reverse Fishing License- Conservation Contract". The endowment level estimated to meet this need, including an additional 25% by area of offshore no take zone, is \$13.5 M USD and the PIPA partners have set a goal of 2014 to reach this capitalization. In the interim there are ongoing costs to implement that PIPA Management Plan and to operate the PIPA Conservation Trust. The basic intervention logic of the project is to provide core and strategic resources for the PIPA's Management Plan's implementation and basic operation of the PIPA Conservation Trust while the endowment is being secured.
161. Key assumptions in the design of this project are:
- the ongoing commitment by the Government of Kiribati and its partners (CI and NEAq) to the PIPA, and
 - that 3 years is sufficient to secure the first agreed target of the endowment for the PIPA Conservation Trust.

3.5 Risk analysis and risk management measures

162. Climate change is considered the most significant environmental risk to Kiribati as a nation and this includes significant potential risk to the development and integrity of the PIPA. The proposed GEF investment strategy for PIPA includes assessment and understanding of PIPA’s ecosystem in order to incorporate strategies for resilience and adaptation in PIPA design and implementation. In essence the PIPA is a ‘biological insurance policy’ for Kiribati. The opportunity to conserve the resources of the Phoenix Islands, largely due to their isolation and absence of significant population, means that 1 of the 3 Kiribati island groups, the largest atoll nation in the world, can act as a significant storehouse of conserved resources and a buffer against environmental changes for the people of Kiribati.
163. A further risk is opposition from DWFN interests on Kiribati. In this, it is important to note that although PIPA is the second largest declared MPA in the world it constitutes only 11.6% of Kiribati’s EEZ. DWFN opposition risk is accommodated through transparency and partnership in PPA design and implementation including development of effective communication initiatives with resource users, a phased approach to area closures and compensation for Kiribati’s loss in fishing access fees. Further the potential for IUU fishing in the PIPA is of concern and the risk will be addressed through the PIPA management Plan in the design of a surveillance programme. Already this has generated interest by New Zealand and Australia, resulting in offers to increase their surveillance of this area as part of a contribution to PIPA. Potential concern, rather than risk, of limited capacity within Kiribati to implement a GEF project is accounted for in the strong partnerships supporting the PIPA, particularly CI and NEAq, and linkages to initiatives within Kiribati and at regional and global levels.
164. In the absence of a GEF investment the Government of Kiribati, CI and NEAq would continue their commitment to PIPA, however implementation of the PIAP Management Plan would be significantly delayed until the PIPA Conservation Trust was suitably endowed.
165. Finally a change in political leadership could weaken high level support for the PIPA. However, now that PIPA is fully established under the GoK law and all key decisions have Cabinet endorsement this risk is being managed well.

Table 5: Summary of Risks and associated Management Measures

Risk	Rating	Overall Risk Management Measures
Climate Change: Kiribati is a low lying atoll nation extremely vulnerable to the impacts of Climate Change, particularly sea level rise	Low in the timeframe of the Project. High in the medium and long term.	Climate Change issues to PIPA will be assessed under the Project, including review and use of best practice advice for adaption.
IUU fishing	Medium	Offshore fisheries (tuna) remain vulnerable to IUU fishing and inshore marine resources, although fully protected in 7 of the 8 atolls, remain vulnerable to illegal fishing. PIPA’s

		remoteness still protects it to some extent i.e boats would not travel there unless for a specific reason. Further the investments by Kiribati, neighboring countries and regional agencies is increasing for surveillance and enforcement as exemplified by the successful operation of the USA Kiribati Shipriders Agreement. The Project is also increasing capacity in this regard. However, all MPAs face this risk to some degree and PIPA is no exception.
Insufficient time needed to secure agreed capitalization level of PIPA Trust Fund.	Medium	The PIPA Trust Fund's programme to secure the endowment agreed by end 2014 begins in 2011. CI's GCF has secured an initial \$2.5 M USD subject to match requirements. All necessary legal and operational issues are in place for PIPA to move to this next phase and CI and NEAq are fully committed to Kiribati to secure this goal.
Change in priorities by the Government of Kiribati	Low	PIPA is fully legally established under Kiribati law. The PIPA Regulations prescribe a process to deal with any conflict of proposed use and that activities cannot compromise the intent of the PIPA Regulations. PIPA embodies a whole of government approach to ensure integration.

3.6 Consistency with national priorities or plans

166. The Phoenix Islands Protected Area is the Government of Kiribati's (GoK) conservation and sustainable use strategy for the Phoenix Islands and surrounding marine environment. This is reflected in Kiribati's NBSAP (National Biodiversity Strategy and Action Plan) and in Kiribati's Development Plan (KDP) 2008-2011. Kiribati's NBSAP was completed in 2006. It outlines the long-term goal of Kiribati to conserve biodiversity and to create a sustainable Kiribati society within a sustainable Kiribati environment. The overall objective of the NBSAP is to provide an overview of the role that biodiversity plays in the social and economic well-being of the country and to recommend the steps that need to be taken to ensure that biodiversity is conserved as economic development continues.
166. The Project is fully consistent with the PIPA Regulations (2008) under the Environment Act and the PIPA Management Plan (2010-2014) as endorsed by the Government of Kiribati in November 2009. In terms of PIPA's ongoing management the function of the PIPA

Management Committee, with representation from all government agencies with a mandate in the Phoenix Islands, ensures that decision making within PIPA remains consistent with national policies and planning and integrated well into Kiribati's priorities.

167. The Project is also fully aligned with Kiribati's commitments to regional and international commitments as described in Section 2.4.

3.7 Incremental cost reasoning

Baseline scenario

168. PIPA has completed an extensive five-year design, establishment and initial operation phase and now needs to move into a full implementation phase. The SWOT analysis (Section 2.6) gives a comprehensive baseline scenario pre Project investment. In terms of this SWOT the investment by Kiribati and its partners to date amounts to more than \$3,109,000 USD and provides the basis for investment by GEF of \$890,000 USD leveraging a further \$1,808,000 USD from Kiribati, CI and NEAq in co-finance. PIPA is at a critical stage in transition from design/establishment to full operation. However to do so significant resources are needed now to be marshalled both for core operation and strategic desired outcomes for PIPA. In the long term, it is envisaged that core operation costs will be covered by interest earned from the endowment of the PIPA Conservation Trust. Until this is capitalized, Kiribati is very much reliant on grant resources. The design of the Project provides a window of approximately three years to secure the first phase of the endowment of \$13.5 Million USD and the opportunity to continue on-the-ground management activities already underway.

Alternative scenario

169. The GEF MSP grant will enable effective implementation of the PIPA Management Plan 2010 – 2014 activities for the three years 2011 – 2014 (March). It will provide core operational and strategic resources to enable a more comprehensive and timely implementation of this Plan than would happen without the investment. In essence it allows Kiribati to focus on PIPA implementation needs (capacity and infrastructure) that it would otherwise have to try to fund from alternative sources.
170. The GEF MSP grant also enables a faster start up for the PIPA Conservation Trust's operation. Again without these resources from the GEF MSP grant, Kiribati and its partners would need to take further time and resources to fund raise.
171. Due to these key and timely investments Kiribati and its partners can focus on fund raising for the PIPA Conservation Trust Endowment (\$13.5 M USD, \$2.5 M USD secured) than would be enabled without the GEF resources.

Incremental costs and benefits

172. GEF funding in the amount of US\$870,000 will focus on the components and outcomes listed below providing significant outputs from the GEF investment. A full budget allocation, together with co-financing is given in Appendix 2.

Table 6. Project Component Summary Table

Component Number	Name	Project Outcomes	Project Outputs
C1	PIPA MANAGEMENT PLAN IMPLEMENTATION		
C1.1	PIPA Core Operation		
	C1.1.1 PIPA Operation-Tarawa, Gilbert Islands Kiribati.	Fully operational PIPA Office (staff (4), office)	
	C1.1.1.1 PIPA Office, Tarawa		PIP Office fully operational
	C1.1.1.2 PIPA Staff, Tarawa		Trained and capable PIPA Office Staff
	C.1.1.2 PIPA Operation, Kanton, PIPA, Phoenix Islands	Operational Kanton Field Station (staff (2), office/housing)	
	C.1.1.2.1 PIPA Office, Kanton		Kanton Field Station office operational, including staff housing
	C.1.1.2.2 PIPA Staff, Kanton		Trained and capable Kanton Field Station Staff
	C.1.1.3 PIPA MP's <i>SAP 1.9 PIPA Information Management, Education and Outreach</i>	Increased awareness and understanding of PIPA and its work nationally, regionally and internationally	PIPA Awareness Programme Plan PIPA website updated regularly A range of PIPA Education, Awareness and Resource materials
	C.1.1.4 PIPA MP's <i>SAP 1.6 PIPA Surveillance and Enforcement</i>	Improved fisheries management in the PIPA EEZ.	Surveillance and Enforcement Reports (quarterly).
	C.1.1.5 PIPA MP's <i>SAP 1.11 PIPA Tourism Development</i>	Potential for tourism assessed and recommendations under implementation.	PIPA Tourism Development Plan Kanton Infrastructure Assessment
	C.1.1.6 <i>PIPA MP's SAP</i>	Subsistence	Kanton Resource

	<i>1.12 PIPA Kanton Atoll Sustainable Resource Plan</i>	Resource Use needs by Kanton community understood and ongoing resource use is sustainable.	Use Assessment Kanton Sustainable Resource Use Plan
C1.2	PIPA STRATEGIC OUTCOMES		
	C.1.2.1 PIPA Staff, Tarawa		Time allocated by PIPA Tarawa staff to PIPA Strategic Outcomes
	C.1.2.2 PIPA Staff, Kanton		Time allocated by PIPA Kanton staff to PIPA Strategic Outcomes
	C1.2.1 PIPA MP's <i>SAP 2.1 PIPA Atoll & Reef Island Restoration and Biosecurity</i>	<p>Successful eradication of rats and rabbits from at least 4 PIPA atolls completed and success for globally important and threatened seabirds and overall atoll restoration assessed.</p> <p>No further invasive species introductions with successful prevention measures in place.</p> <p>Development of core capacity in Kiribati to effectively manage invasive species.</p>	<p>PIPA Atoll Restoration Programme designed for PIPA 8 atolls and implemented in at least 4 atolls under PIPA Management Plan.</p> <p>Design and establishment of a PIPA Biosecurity Programme to prevent further invasions.</p> <p>Atoll restoration priorities determined agreed for the next PIPA MP.</p>
	C1.2.2 PIPA MP's <i>SAP 2.4 PIPA Offshore Fisheries</i>	No take zone for pelagic (tuna) fishing through a reverse fishing	GoK agreement with the PIPA Trust on a Conservation Contract ("reverse

		license designed and implemented for not less than 25 % of PIPA’s offshore ecosystems by the end of 2013.	<p>fishing license”) for lost DWFN license revenue commensurate with an increase in no take zone areas of 25%.</p> <p>Phoenix EEZ tuna catch records monitored and reported.</p> <p>PIPA contribution to tuna spawning ground conservation investigated.</p>
	C1.2.3 PIPA MP’s SAP 2.7 PIPA Climate Change	<p>Incorporation of climate change scenarios in the design and ongoing management of the PIPA.</p> <p>Pilot project to increase understanding of climate change adaptation for a large MPA.</p>	<p>PIPA Climate Change Vulnerability and Resilience assessment in relation to the design and ongoing management of the PIPA.</p> <p>Assessment of priorities reflected in the next PIPA Management Plan.</p>
C2	PIPA’s SUSTAINABLE FINANCING	PIPA Financing Vehicle is operational.	<p>PIPA Sustainable Finance Plan(including fund raising) completed.</p> <p>First PIPA Conservation Contract (“reverse fishing license”) is agreed between the Trust Board and GoK.</p> <p>PIPA Conservation Trust Fund established.</p> <p>PIPA</p>

			Zonation plan implemented inclusive of compensation to GoK for lost DWFN license fees as resources allow.
C3	PROJECT EVALUATION & MONITORING	Project integrity and accountability for deliverables (outcomes and outputs) is maintained. This includes to UNEP standards of transparency, accountability and success metrics are objectively assessed.	<p>Project Inception Missions and Report (completed within the first 3 months of project operation),</p> <p>Quarterly Project Reporting (financial and output reporting by the PIPA Office),</p> <p>Project Mid Term Review Mission and Report (including a review by an independent consultant),</p> <p>Final Project Report (financial and outcome/output report by the PIPA Office) and</p> <p>Project Terminal Evaluation Mission and Report (including a review by an independent consultant).</p> <p>Project annual audits (2) and final audit completed.</p>
C4	PROJECT MANAGEMENT & COORDINATION	Effective project management and coordination, monitoring and evaluation systems in place for this GEF PAS project.	Project deliverables produced on time and within budget, reporting, monitoring and evaluation requirements met.

3.8 Sustainability

175. The sustainability of the actions proposed under a MSP may be defined as *the extent to which benefits continue, within or outside the project domain, from a particular project or programme after GEF assistance/external assistance has come to an end*. This amounts to considering the sustainability of PIPA after the UNEP GEF investment, post March 2014. In this regard it is important to recognize that the GEF investment timing is in the implementation phase of the PIPA. Significant resources and success have been achieved in the design and establishment phase of PIPA (2005-2010) by Kiribati and its partners. This includes success both in implementation eg invasive species from 2 islands successfully eradicated and these islands now in restoration, and in key tools for sustainability such as the PIPA Conservation Trust Law 2009 passed and enacted.
176. Kiribati's "whole of government approach" to developing and managing the PIPA also gives confidence for sustainability of the PIPA post the UNEP GEF Project investment. This model is suitable to a Small Island Developing State in that it shares roles, responsibilities and resources across agencies drawing from and building upon their existing roles in the Phoenix Islands.
177. Sustainability is at the forefront of consideration in the design of the Project and is evidenced by the:
- commitment to building capacity and infrastructure in Kiribati to improve management of the PIPA,
 - commitment by Kiribati and its PIPA partners to building awareness and understanding of the PIPA within Kiribati, the region and internationally,
 - commitment to building a wide base of partnerships and donor support for the PIPA,
 - investment in the PIPA Conservation Trust Board operation and their role in securing the needed endowment to provide long term sustainable financing,
 - commitment by Kiribati's partners CI and NEAq via a new MOU which defines commitments and deliverables until 2015.

Replication

178. PIPA has been the foundation initiative in Kiribati's concept for a Pacific Oceanscape which was adopted by Pacific Forum Leaders in 2009 and subsequently developed into a Framework for implementation adopted in 2010 by the same Leaders. Protected areas are promoted within the Pacific Oceanscape Framework. The PIPA is the first large MPA of its kind in the region and has generated much interest from other countries and territories to help design their own large MPAs. Kiribati is already leveraging such interest and opportunity in its Pacific Ocean Arc initiative promoting protected area cooperation across both the Phoenix and the Line Island archipelagos (Kiribati and USA). Kiribati has also signed a sister site agreement with USA's PMNM and this is now being leveraged to launch the world's first large MPA learning network in December 2010. Finally, PIPA as a WHC site is committed to learning and networking with other marine WH listed sites and proposed sites. In this way the potential for replication is high both within Kiribati (Line Islands), in the region (under the Pacific Oceanscape) and globally (as part of the marine WH network). Kiribati and its partners are committed to sharing experiences and learning from PIPA and with other sites. Overall it is considered that there is much recent momentum globally for large MPAs and PIPA is a leading site initiative in this regard and committed to sharing learning and experiences to support the development of other large MPAs in the region and globally.

3.10 Public awareness, communications and mainstreaming strategy

179. Public awareness and communication are integral to the Project and build on a substantive foundation already achieved by PIPA (posters, website, factsheets, video etc). The investment of GEF resources in PIPA staff and resources in this area, including with resources and support from partners CI and NEAQ, are key to this programme. MELAD and the PIPA Office will take the lead on in-Kiribati awareness and communications work and CI /NEAQ will support Kiribati at the regional and international level in these initiatives.
180. Products produced by the project (e.g PIPA World Heritage annual site reports, PIPA Tourism Strategy, Kanton atoll Sustainable Resource Use Plan, resource reports etc) will be used to enhance awareness and media coverage of PIPA including through the PIPA website and facebook sites. Within the PIPA Management Plan the implementation of the Education, Information and Outreach initiative will further aid communication and awareness of PIPA within Kiribati and the region.
181. PIPA is a “whole of government approach” and is Kiribati’s strategy for the conservation and sustainable use of the Phoenix Islands. Given this, and the decision making process for PIPA under its Management Committee with representatives of all agencies with a mandate for the Phoenix Islands and inclusive of NGOs, the Project partner’s have much confidence in continuing to ensure PIPA is mainstreamed into the policies and programmes of Kiribati and contributes to mainstreaming at the regional level through its integration of fisheries interests within the design and implementation of this large protected area.

3.11 Environmental and social safeguards

182. There are no significant negative environmental and social impacts of the Project. The Phoenix Islands is located in a very remote part of Kiribati where only a few people live (government caretaker population). There are no indigenous people to the Phoenix Islands, the people of Kiribati are represented by the Government of Kiribati as the sovereign owners of these islands and surrounding EEZ. PIPA has fostered a new pride and understanding of the marine environment in Kiribati and the Project will build on the education and awareness initiatives undertaken to consolidate this progress and to continue to ensure Kiribati views and needs are paramount in PIPA’s development. For the invasive species eradication work, best practice for human and environment safety will be used according to NZ Department of Conservation standards.

SECTION 4: INSTITUTIONAL FRAMEWORK AND IMPLEMENTATION ARRANGEMENTS

4.1 Project Management

183. Implementation, execution and coordination of the Project will be carried out as detailed in this section. As outlined above, the PIPA partnership has a carefully constructed an institutional framework into which the Project's management is integrated.
184. The PIPA GEF PAS UNEP Project management arrangements are summarised in Diagram A of Appendix 10 and is harmonized with the pre-existing decision making framework of the wider PIPA management structure. More detailed TORs for the project management roles are given in Appendix 11.
185. MELAD, as the Executing Agency (EA) and will be the party to the Project Cooperation Agreement with the UNEP. It will be responsible for the implementation of the Project in accordance with the objectives and activities outlined in Section 3 of this document. In this role the MELAD is primarily responsible for the Project's management and implementation, including financial and progress reporting. MELAD's PIPA Office in Tarawa will function as the Project's Administrative Office. MELAD is the Chair of the PIPA Management Committee and has been the lead government agency on the PIPA since its inception in 2005. PIPA's Regulations (2008) are under the MELAD's Environment Act and MELAD houses the PIPA Office and Staff in Tarawa. MELAD takes lead responsibility for external partners to PIPA, e.g. CI and NEAq, via the MOUs negotiated for the Project (2005, amended 2008, 2010). MELAD through the PIPA Office will be responsible for all procurement for goods and services under the Project, including those contracted to other PIPA Management Committee member agencies.
186. UNEP, as the GEF Implementing Agency (IA), will be responsible for overall project supervision to ensure consistency with GEF and UNEP policies and procedures, and will provide guidance on linkages with related UNEP and GEF funded activities. The UNEP/DGEF Coordination will approve and monitor implementation of the activities undertaken during the execution of the Project. This includes the UNEP GEF funding commitments and co-financing arrangements. The UNEP Pacific Officer together with the UNEP/DGEF Coordination Nairobi, will carry out all oversight functions as required by the GEF. The UNEP/DGEF Coordination will be responsible for clearance and transmission of financial and progress reports to the GEF. This will include responsibility for (in conjunction with the various project partners), aspects of monitoring and evaluation, organizing project evaluations, approving annual implementation work plans and any needed budget revisions, monitoring progress, identifying problems and actions to improve the Project. They will also assist in providing linkages with other regional and global initiatives. All monitoring and evaluation functions will be carried out in line with standard procedures of UNEP.
187. To reflect partner and interest in supporting the Project a Project Management Group comprised of MELAD's Secretary or nominee, the UNEP Pacific Officer, CI and NEAq representatives, and the PIPA Director will operate throughout the Project's duration and will work closely with the full PIPA Management Committee to ensure sound Project implementation. CI and NEAq both have invested heavily in the PIPA to date, are permanent members of the PIPA Conservation Trust, and operate within Kiribati on the basis of a series of MOUs that define commitments and deliverables of all parties (Annex 3). Both NEAq and

CI have committed significant cofinancing and staff support to the Project and to the PIPA. The TOR for the Project Management Group is given in Appendix 11.

188. MELAD, as the EA, will cooperate with UNEP so as to allow the organisation to fulfil its responsibility as IA accountable to the GEF. To this end, free access to all relevant information will be provided by MELAD. Project operational arrangements are detailed in Section 7 and the organizational and decision-making arrangements are given in Appendix 10.

SECTION 5: STAKEHOLDER PARTICIPATION

189. The main stakeholders are the groups listed in Section 2.5. The key stakeholders are Government agencies of Kiribati, as representatives of the Republic of Kiribati who are the sovereign owner of the Phoenix Islands. Their participation in the Project is enabled through the PIPA's Management Committee (MC). The PIPA MC is constituted legally under the PIPA Regulations (2008) and has clear mandate and role given in these regulations, including developing and implementing the PIPA Management Plan. There are no indigenous communities in the Phoenix Islands. Local NGO interests are represented on the PIPA MC in the form of FSP Kiribati. International NGOs, CI and NEAq, work closely with the PIPA MC, PIPA Office in all PIPA work to date.
190. The added services and support needed from PIPA MC members over and above their core mandates for the Phoenix Islands are priorities for support under this Project. This will enable not only the services needed to implement the Project but will also enable their participation as stakeholders.
191. A number of regional and international agencies have contributed to the PIPA's development to date. These include regional fisheries and environment agencies, NGOs, scientific research institutions and the private sector. These stakeholders are important to the success of the PIPA and Kiribati fosters their active participation and the PIPA Office has a key role in communicating to them the successes, needs, issues, challenges for the PIPA and to identify and foster their involvement.

SECTION 6: MONITORING AND EVALUATION PLAN

192. The project will follow UNEP standard monitoring, reporting, and evaluation processes and procedures. Substantive and financial project reporting requirements are summarized in Appendix 8. Reporting requirements and templates are an integral part of the UNEP legal instrument to be signed by MELAD, as the Executing Agency, and UNEP.
193. The project Monitoring and Evaluation (M & E) plan is consistent with the GEF M & E policy. The Project Results Framework presented in Appendix 4 includes SMART indicators for each expected outcome as well as mid-term and end-of-project targets. These indicators along with the key deliverables and benchmarks included in Appendix 6 will be the main tools for assessing project implementation progress and whether project results are being achieved. The means of verification and the costs associated with obtaining the information to track the indicators are summarized in Appendix 7. Other M&E related costs are also presented in the Costed M&E Plan and are fully integrated in the overall project budget.

194. The M&E plan will be reviewed and revised as necessary during the project inception workshop to ensure project stakeholders understand their roles and responsibilities vis-à-vis project monitoring and evaluation. Indicators and their means of verification may also be fine-tuned at the inception workshop. Day-to-day project monitoring is the responsibility of the Project team (PIPA Office), but other Project partners will have responsibilities to collect specific information to track the indicators. It is the responsibility of the Project Manager (PIPA Director) to inform UNEP of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely fashion.
195. The PIPA Management Committee and the Project Management Group will receive periodic reports on progress and will make recommendations to UNEP concerning the need to revise any aspects of the Results Framework or the M&E plan. Project oversight to ensure that the project meets UNEP and GEF policies and procedures is the responsibility to the UNEP Pacific Officer (Task Manager) in UNEP-GEF. The Task Manager will also review the quality of draft Project outputs, provide feedback to the Project partners, and establish peer review procedures to ensure adequate quality of scientific and technical outputs and publications.
196. Project supervision will take an adaptive management approach. The UNEP Pacific Officer (Task Manager) will develop a project supervision plan at the inception of the project which will be communicated to the project partners during the inception workshop. The emphasis of the Task Manager supervision will be on outcome monitoring but without neglecting project financial management and implementation monitoring. Progress vis-à-vis delivering the agreed project global environmental benefits will be assessed with the Project Management Group and the PIPA Management Committee at annual intervals. Project risks and assumptions will be regularly monitored both by Project partners and UNEP. Key financial parameters will be monitored quarterly to ensure cost-effective use of financial resources.
197. A mid-term review will take place before the end of Year 2 as indicated in the project milestones. The review will include all parameters recommended by the GEF Evaluation Office for terminal evaluations and will verify information gathered through the GEF tracking tools, as relevant (Appendix 14). The review will be carried out using a participatory approach whereby parties that may benefit or be affected by the project will be consulted. Such parties were identified during the stakeholder analysis (see section 2.5 of the project document). The Project Management Group will participate in the mid-term review and develop a management response to the evaluation recommendations along with an implementation plan. It is the responsibility of the UNEP Task Manager to monitor whether the agreed recommendations are being implemented.
198. An independent terminal evaluation will take place at the end of project implementation. The Evaluation and Oversight Unit (EOU) of UNEP will manage the terminal evaluation process. A review of the quality of the evaluation report will be done by EOU and submitted along with the report to the GEF Evaluation Office not later than 6 months after the completion of the evaluation. The standard terms of reference for the terminal evaluation are included in Appendix 9. These will be adjusted to the special needs of the project.

199. The GEF tracking tools are attached as Appendix 14. These will be updated at mid-term and at the end of the project and will be made available to the GEF Secretariat along with the annual project PIR reports. As mentioned above the mid-term and terminal evaluation will verify the information of the tracking tool.

SECTION 7: PROJECT FINANCING AND BUDGET

Overall project budget

200. The overall project budget is presented in detail in Appendix 1 (Budget by project components and UNEP budget lines) and Appendix 2 (Co-financing by source and UNEP budget lines). Project Component costs, yearly and total costs are indicated by columns against each item and correspond to project outputs as indicated in Table 7 below.

Table 7. : Project Components, Outcomes and Outputs & GEF investment.

Component Number	Name	Project Outcomes	GEF \$ USD	Cofinance \$ USD	In kind \$ USD
C1	PIPA MANAGEMENT PLAN IMPLEMENTATION				240,000 [NEaq+CI/ (\$150,000) GoK (\$90,000) staff time]
C1.1	PIPA Core Operation				
	C1.1.1 PIPA Operation-Tarawa, Gilbert Islands Kiribati.	Fully operational PIPA Office (staff (4), office)			
	C1.1.1.1 PIPA Office, Tarawa		61,000	10,000	37,000
	C1.1.1.2 PIPA Staff, Tarawa		129,500	135,000	
	C.1.1.2 PIPA Operation, Kanton, PIPA, Phoenix Islands	Operational Kanton Field Station (staff (2), office/housing)			
	C.1.1.2.1 PIPA Office, Kanton		126,200	30,000	60,000
	C.1.1.2.2 PIPA Staff, Kanton		46,600	0	
	C.1.1.3 PIPA MP's SAP 1.9 PIPA Information Management, Education and Outreach	Increased awareness and understanding of PIPA and its work nationally, regionally and internationally	6,000	25,000	0
	C.1.1.4 PIPA MP's SAP 1.6 PIPA Surveillance and Enforcement	Improved fisheries management in the PIPA EEZ.	67,000	25,000	90,000
	C.1.1.5 PIPA MP's SAP 1.11 PIPA Tourism Development	Potential for tourism assessed and recommendations under	40,000	0	5,000

		implementation.			
	C.1.1.6 PIPA MP's SAP 1.12 PIPA Kanton Atoll Sustainable Resource Plan	Subsistence Resource Use needs by Kanton community understood and ongoing resource use is sustainable.	10,000	0	2,500
C1.2	PIPA STRATEGIC OUTCOMES				
	C 1.2 PIPA Staff, Tarawa allocation of time to C1.2		44,000	0	
	C 1.2 PIPA Staff, Kanton, allocation of time to C1.2		33,000	0	
	C1.2.1 PIPA MP's SAP 2.1 PIPA Atoll & Reef Island Restoration and Biosecurity	Successful eradication of rats and rabbits from at least 4 PIPA atolls completed and success for globally important and threatened seabirds and overall atoll restoration assessed. No further invasive species introductions with successful prevention measures in place. Development of core capacity in Kiribati to effectively manage invasive species.	105,000	556,000	15,000
	C1.2.2 PIPA MP's SAP 2.4 PIPA Offshore Fisheries	No take zone for pelagic (tuna) fishing through a reverse fishing license designed and implemented for not less than 25 % of PIPA's offshore ecosystems by the end of 2013.	45,000	50,000	10,000
	C1.2.3 PIPA MP's SAP 2.7 PIPA Climate Change	Incorporation of climate change scenarios in the design and ongoing management of the PIPA. Pilot project to increase understanding of climate change adaptation for a large MPA.	5,000	10,000	0
C2	PIPA's SUSTAINABLE FINANCING	PIPA Financing Vehicle is operational.	68,000	234,600	30,000 (travel, logistics) 110,000 (NEAq/CI staff time)

					15,000 (GoK staff time)
C3	PROJECT EVALUATION & MONITORING	Project integrity and accountability for deliverables (outcomes and outputs) is maintained. This includes to UNEP standards of transparency, accountability and success metrics are objectively assessed.	29,800		30,000 (CI/NEAq travel and logistics) 3,000 (MELAD GOK in kind logistics and support)
C4.	PROJECT MANAGEMENT & COORDINATION	Effective project management and coordination in place for this GEF PAS project.	53,900		40,000 (NEAq/CI staff time) 30,000 (GoK staff time)
	TOTAL	TOTAL	870,000	1,075,600	717,500

7.2 Project co-financing

200. The co-financing committed for the project includes commitments from national partners as summarized in the letter from the GEF Operational Focal Point as well as commitments from global partners. Global partners include Conservation International and New England Aquarium and through them the Packard Foundation and EcoOceania. The New Zealand and Australian Governments also continue to support the PIPA's implementation. A summary of the co-financing for the project is indicated in Table 8 below.

Table 8. Summary of co-financing

<i>Name of co-financier (source)</i>	<i>Classification</i>	<i>Type</i>	<i>Amt (\$) USD</i>
Government of Kiribati	Government	In kind	357,500
EcoOceania	NGO	In kind	56,000
CI/NEAq*	Int'l NGOs	Grant	1,019,600
CI/NEAq*	Int'l NGOs	In kind	360,000
Total Co-financing			1,793,100

7.3 Project cost-effectiveness

201. The cost effectiveness of the project is illustrated both by its capitalisation on the existing PIPA investment (est @\$3.109 Million USD) and its leverage of co-financing (est @\$1,808,000). By the end of the Project the UNEP GEF investment will represent approximately 20% of the project costs since inception. However, the GEF funds are critical, in so much as the timing of their delivery enables Kiribati and its partners time and resources

to secure the first phase of the PIPA endowment. The PIPA's investment in the design and now, supported by the Project, the operation of the sustainable financing vehicle (PIPA Conservation Trust) also exemplifies cost effectiveness in that the GEF investment is leveraging support for the long term sustainable financing of the PIPA.

202. Cost effectiveness is also enabled through the range of partnerships PIPA continues to foster wherein shared learning and networking is focused on. A good example of this is the sister site agreement with PMNM whereby the two sites supported each other through the World Heritage site listing process. The two sites are currently developing a work plan that will increase this sharing of knowledge and resources, including on climate change adaptation (from PIPA to PMNM) and remote surveillance technology (from PMNM to PIPA) as just two examples.

APPENDICES

Appendix 1: Budget by project components and UNEP budget lines

APPENDIX 1 - RECONCILIATION BETWEEN GEF ACTIVITY BASED BUDGET AND UNEP BUDGET LINE (GEF FUNDS ONLY US\$)

Project title: **Phoenix Islands Protected Area (PIPA)**

Project number:

Project executing partner:

Ministry of Environment, Lands and Agricultural Development (MELAD)

Project implementation period:

Expenditure by project component/activity

UNEP Budget Line	From:	To:	Budget by Component					Budget by Year					
			Component 1.1 PIPA Core Operation	Component 1.2 PIPA Strategic Outcomes	Component 2 PIPA Conservation Trust	Component 3 Project Evaluation & Monitoring	Component 4 Project Management	Total	Year 1	Year 2	Year 3	Total	
10 PERSONNEL COMPONENT	1-Aug-11	1-Aug-14											
1100 Project personnel													
1101 PIPA Director (50% GEF funding, 50% cofinance)			57,500	24,500	8,000		15,000	105,000	35,000	35,000	35,000	105,000	
1102 PIPA Education/Information/Media Officer (50% GEF funding, 50% cofinance)			20,000	10,500			5,500	36,000	12,000	12,000	12,000	36,000	
1103 PIPA Finance Officer			24,000	7,000			14,000	45,000	15,000	15,000	15,000	45,000	
1104 PIPA Kanton Director			30,000	18,000			6,000	54,000	18,000	18,000	18,000	54,000	
1190 Sub-total			131,500	60,000	8,000	0	40,500	240,000	80,000	80,000	80,000	240,000	
1200 Consultants													
1201 Land Use Planner (Local)/36: C.1.1.6 SAP 1.12 PIPA Kanton Atoll Sustainable Resource Plan			10,000					10,000	10,000	0	0	10,000	
1202 C.1.2.1 PIPA MP's SAP 2: PIPA Atoll Reef Islands Restoration & Biosecurity				105,000				105,000	105,000	0	0	105,000	
1203 C.1.2.3 PIPA MP's SAP 2.7 PIPA Climate Change				5,000				5,000	5,000	0	0	5,000	
1290 Sub-total			10,000	110,000	0	0	0	120,000	120,000	0	0	120,000	
1300 Administrative Support													
1301 PIPA Administrative Assistant			28,000	2,000			6,000	36,000	12,000	12,000	12,000	36,000	
1302 Kanton Station Assistant			16,000	15,000			4,400	35,000	12,000	12,000	12,000	36,000	
1390 Sub-total			44,000	17,000	0	0	10,400	72,000	24,000	24,000	24,000	72,000	
1600 Travel on official business													
1601 Local travel and subsistence			9,000					9,000	3,000	3,000	3,000	9,000	
1602 International travel			15,000					15,000	5,000	5,000	5,000	15,000	
1690 Sub-total			24,000	0	0	0	0	24,000	8,000	8,000	8,000	24,000	
Component total			210,100	187,000	8,000	0	50,900	456,000	232,000	112,000	112,000	456,000	
20 SUB-CONTRACT COMPONENT													
2200 Sub-contracts (for supporting organizations)													
2201 C.1.1.4 PIPA MP's SAP 1.8 PIPA Surveillance and Enforcement			67,000					67,000	25,000	22,000	20,000	67,000	
2202 C.1.2.2 PIPA MP's SAP 2.4 PIPA Offshore Fisheries				45,000				45,000	15,000	15,000	15,000	45,000	
2203 C.1.1.5 PIPA MP's SAP 1.11 PIPA Tourism Development			40,000					40,000	0	40,000	0	40,000	
2290 Sub-total			107,000	45,000	0	0	0	152,000	40,000	77,000	35,000	152,000	
2990 Component total			107,000	45,000	-	-	-	152,000	40,000	77,000	35,000	152,000	
30 EDUCATION & TRAINING COMPONENT													
3200 Group training													
3201 Project Management Training							3,000	3,000	3,000	0	0	3,000	
3202 C.1.1.3 PIPA MP's SAP 1.9 PIPA Information Management, Education & Outreach			6,000					6,000	2,000	2,000	2,000	6,000	
3290 Sub-total			6,000	0	0	0	3,000	9,000	5,000	2,000	2,000	9,000	
3300 Meetings/Conferences													
3301 PIPA Management Committee Meetings			6,000					6,000	2,000	2,000	2,000	6,000	
3390 Sub-total			6,000	0	0	0	0	6,000	2,000	2,000	2,000	6,000	
3990 Component total			12,000	0	0	0	3,000	15,000	7,000	4,000	4,000	15,000	
40 EQUIPMENT AND PREMISES COMPONENT													

4100 Expendable equipment										
4101 Field & office supplies for PIPA Tarawa Office	3,000					3,000	1,000	1,000	1,000	3,000
4102 Field & office supplies for PIPA Kanton Office	9,000					9,000	3,000	3,000	3,000	9,000
4100 Sub-total	12,000	0	0	0	0	12,000	4,000	4,000	4,000	12,000
4200 Non-expendable equipment										
4201 Computers, printers, camera	10,000					10,000	10,000	0	0	10,000
4202 Communication equipments: sat. phone, CB radio, etc.	12,200					12,200	10,000	0	2,200	12,200
4203 Surveillance boat, bike and motorcycle for Kanton Island	13,000					13,000	13,000	0	0	13,000
4200 Sub-total	35,200	0	0	0	0	35,200	33,000	0	2,200	35,200
4300 Buildings										
4301 PIPA Tarawa Office (incl. 3 year maintenance)	20,000					20,000	16,000	2,000	2,000	20,000
4302 PIPA Kanton Field Station (incl. 3 year maintenance)	80,000					80,000	60,000	15,000	5,000	80,000
4300 Sub-total	100,000	0	0	0	0	100,000	76,000	17,000	7,000	100,000
4999 Component total	147,200	0	0	0	0	147,200	113,000	21,000	13,200	147,200
50 MISCELLANEOUS COMPONENT										
5100 Operation and maintenance of equipment										
5101 Project Management equipment maintenance	10,000					10,000	0	5,000	5,000	10,000
5100 Sub-total	10,000	0	0	0	0	10,000	0	5,000	5,000	10,000
5200 Reporting costs										
5201 Annual audits				2,400		2,400	1,200	1,200	0	2,400
5202 Final audit				2,400		2,400	0	0	2,400	2,400
5200 Sub-total	0	0	0	4,800	0	4,800	1,200	1,200	2,400	4,800
5300 Sundry										
5301 PIPA Conservation Trust Operation			60,000			60,000	10,000	30,000	20,000	60,000
5300 Sub-total	0	0	60,000	0	0	60,000	10,000	30,000	20,000	60,000
5400 Hospitality and entertainment										
5400 Sub-total	0	0	0	0	0	0	0	0	0	0
5500 Evaluation										
5501 Inception/Monitoring/Evaluation/Reporting Workshop				2,000		2,000	2,000	0	0	2,000
5502 Mid-term evaluation				11,000		11,000	0	11,000	0	11,000
5502 Terminal evaluation				12,000		12,000	0	0	12,000	12,000
5500 Sub-total	0	0	0	25,000	0	25,000	2,000	11,000	12,000	25,000
5999 Component total	10,000	0	60,000	20,000	0	99,000	13,200	47,200	30,400	99,000
99 GRAND TOTAL	486,300	232,000	68,000	29,800	53,900	870,000	405,200	261,200	203,600	870,000

Appendix 2

Collecting and label report by project components and UNEP budget lines
 APPENDIX 2 - Co-financing and In-kind support by source and UNEP budget lines.

Project title:

Project number:

Project executing partner:

Project implementation period:

From:

1-Aug-11

To:

1-Aug-14

Phoenix Islands Protected Area (PIPA)

Ministry of Environment, Lands and Agricultural Development (MELAD)
 Expenditure by project component/activity

UNEP Budget Line	GEF		MELAD		CINERAs		Govt Dept		Aid Donor		Total	
	Cash A	In-kind B	Cash C	In-kind D	Cash E	In-kind F	Cash G	In-kind H	Cash I	In-kind J	Cash A+B+D+F+H	In-kind C+E+G+I
10 PERSONNEL COMPONENT												
1100 Project personnel			42,000		300,000		60,000					402,000
1101 PIPA Director (50% GEF funding, 50% cofinance)	105,000			105,000							210,000	0
1102 PIPA Education/Information/Media Officer (50% GEF funding, 50% cofinance)	36,000			36,000							72,000	0
1103 PIPA Finance Officer	45,000										45,000	0
1104 PIPA Kanton Director	54,000										54,000	0
1100 Sub-total	240,000		62,000	135,000	300,000		60,000				375,000	402,000
1200 Consultants												
1201 Land Use Planner (Local) (3E, C1.1 & SAP 1, 12 PIPA Kanton Atoll Sustainable Resource Plan)	10,000						2,000				12,000	2,000
1202 C1.2.1 PIPA MP's SAP 2.1: PIPA Atoll Reef Islands Restoration & Resilience	105,000		15,000		500,000				50,000		670,000	0
1203 C1.2.2 PIPA MP's SAP 2.2: PIPA Climate Change	5,000				10,000						15,000	0
1200 Sub-total	120,000		15,000		510,000		2,000		50,000		697,000	2,000
1300 Administrative Support												
1301 PIPA Administrative Assistant	36,000										36,000	0
1302 Kanton Station Assistant	36,000										36,000	0
1300 Sub-total	72,000										72,000	0
1600 Travel on official business												
1601 Local travel and subsistence	9,000										9,000	0
1602 International travel	15,000										15,000	0
1600 Sub-total	24,000		0	0	0		0				24,000	0
Component total	456,000		77,000	145,000	300,000		62,000		50,000		1,045,000	404,000
20 SUB-CONTRACT COMPONENT												
2200 Sub-contracts (MCA/LOAs for cooperating agencies)												
2201 C1.1.4 PIPA MP's SAP 1.8 PIPA Surveillance and Enforcement	67,000			25,000			60,000				152,000	60,000
2202 C1.2.2 PIPA MP's SAP 2.4 PIPA Offshore Fisheries	45,000		10,000		50,000						105,000	10,000
2204 C1.1.5 PIPA MP's SAP 1.11 PIPA Tourism Development	40,000				0		5,000				45,000	5,000
2200 Sub-total	152,000		10,000	75,000	50,000		65,000				297,000	75,000
2000 Component total	152,000		10,000	75,000	50,000		65,000				297,000	75,000
30 EDUCATION & TRAINING COMPONENT												
3200 Group training												
3201 Project Management Training	3,000										3,000	0
3202 C1.1.3 PIPA MP's SAP 1.8 PIPA Information Management, Education & Outreach	6,000			20,000							26,000	0
3200 Sub-total	9,000			20,000							29,000	0
3300 Meetings/Conferences												
3301 PIPA Management Committee Meetings	6,000										6,000	0
3300 Sub-total	6,000										6,000	0
3000 Component total	15,000			20,000							35,000	0
40 EQUIPMENT AND PREMISES COMPONENT												
4100 Expendable equipment												
4101 Field & office supplies for PIPA Tarawa Office	3,000										3,000	0
4102 Field & office supplies for PIPA Kanton Office	9,000										9,000	0
4100 Sub-total	12,000										12,000	0
4200 Non-expendable equipment												
4201 Computers, printers, camera	10,000										10,000	0
4202 Communication equipments: sat. phone, CB radio, etc.	12,200										12,200	0

4303 Surveillance boat, bike and motorcycle for Kaiteri Island	13,000				13,000	0
4300 Sub-total	35,200				35,200	0
4300 Buildings						
4301 PWA Tarawa Office (incl. 3 year maintenance)	30,000	37,000	10,000		30,000	87,000
4302 PWA Kaiteri Field Station (incl. 3 year maintenance)	80,000	60,000	30,000		110,000	60,000
4300 Sub-total	100,000	97,000	40,000		140,000	87,000
4000 Component total	147,200	97,000	40,000		167,200	87,000
50 MISCELLANEOUS COMPONENT						
5100 Operation and maintenance of equipment						
5101 Project Management equipment maintenance	10,000				10,000	0
5100 Sub-total	10,000				10,000	0
5200 Reporting costs						
5201 Annual audits	2,400				2,400	0
5202 Final audit	2,400				2,400	0
5200 Sub-total	4,800				4,800	0
5300 Sundry						
5301 PWA Conservation Trust Operation	60,000	10,000	234,000	30,000	204,000	60,000
5300 Sub-total	60,000	10,000	234,000	30,000	204,000	60,000
5400 Hospitality and entertainment						
5401						
5400 Sub-total						
5500 Evaluation						
5501 Inception/Monitoring/Evaluation/Reporting/Workshop	2,000	1,000	10,000		2,000	11,000
5502 Mid-term evaluation	11,000	1,000	10,000		11,000	11,000
5503 Terminal evaluation	12,000	1,000	10,000		12,000	11,000
5500 Sub-total	25,000	3,000	30,000		25,000	33,000
5000 Component total	96,800	10,000	234,000	60,000	334,400	70,000
00 GRAND TOTAL	870,000	300,000	1,014,000	380,000	1,572,000	56,000

2,846,200 PROJECT TOTAL

Appendix 3: Incremental cost analysis

Component	Cost in US\$		
	Baseline	Alternative	Increment
<p>COMPONENT 1 PIP Management Plan Implementation.</p> <p><u>Component 1.1 PIPA Core Operation</u> <i>to support the capacity, infrastructure, staffing and equipment as the core basis for implementing the PIPA Management Plan..</i></p>	<p>PIPA Office manned by PIPA Director and office assistant to maintain basic administration functions.</p> <p>PIPA Management Committee (MC) coordinates and monitors multi-agency responsibilities for PIPA's management, including surveillance and monitoring within existing Phoenix EEZ responsibilities and existing government budget.</p> <p>PIPA Management Plan implementation significantly limited by resourcing. Implementation of the Management Plan limited to prioritised activities with available funding.</p> <p>PIPA Baseline Zonation (Phase 1) adopted and implemented.</p> <p>Tourism – increasing interest in tourism activities however PIPA /MELAD/Tourism have no adequate information for planning for tourism, especially Kanton Island, and limited infrastructure.</p> <p>Kanton Atoll government caretaker community's use of marine and terrestrial</p>	<p>Core capacity for PIPA's management developed with expansion of Tarawa office and staff with 3 additional full time PIPA project staff for MPA management, finance, and education/ information roles.</p> <p>Core capacity for PIPA's management developed on Kanton Island with PIPA site facilities and with 2 PIPA project staff.</p> <p>PIPA MC agencies are able to service extra responsibilities for PIPA's implementation eg Kiribati Maritime Police (Surveillance & Enforcement) , Tourism, Fisheries (tuna catch research).</p> <p>PIPA Management Plan: core operational requirements secured and top priorities for strategic outcomes implemented.</p> <p>Conservation Contract designed & adopted and implemented for extended protected area consistent with Phase 2 Zonation of an additional 25% no take zone in PIPA (not contingent on endowment resourcing).</p> <p>PIPA Tourism Plan completed and implemented.</p> <p>Kanton Island infrastructure survey carried out to provide information for future development.</p> <p>Investigation into Kanton Atoll resource use completed and agreement of sustainable resource use reflected in rules for caretaker</p>	<p>Advanced implementation of the PIPA Management Plan 2010-2014. Achieved through enhanced capacity for effective management in the PIPA office in Tarawa and in PIPA on Kanton Island through the building/renovation of facilities and recruitment of additional staff for core operation and desired strategic outcomes . This includes establishment of dedicated Education, Information and Outreach programme for PIPA.</p> <p>Establishment of PIPA field office in PIPA on Kanton Island.</p> <p>Additional surveillance visits of the Kiribati Maritime Patrol Unit to the PIPA area.</p> <p>Kanton Island sustainable resource use plan completed and implemented.</p> <p>Kanton Infrastructure Assessment Report completed.</p> <p>PIPA Tourism Plan completed..</p> <p>PIPA Zonation Phase 2 of the Conservation Contract agreed and implemented (subject securing endowment).</p>

Component	Cost in US\$					
	Baseline		Alternative		Increment	
	resources largely unknown.		community, which are enforced by Kanton PIPA staff.			
	GEF	\$0	GEF	\$486,300	GEF	\$486,300
	GoK/Partners	\$632,500	GoK/Partners	\$659,500	GoK/Partners	\$27,000
	Component total	\$632,500	Component total	\$1,145,800	Component total	\$513,300
COMPONENT 1 PIPA Management Plan Implementation.						
<u>Component 1.2 Strategic Outcomes</u> <i>this focus on the PIPA Management Committee’s prioritized “issues to result” programme – a series of strategic actions to improve and maintain the integrity of PIPA’s ecosystem and biodiversity values.</i>						
Component 1.2.2 PIPA SAP 2.1	Invasive species eradication on 2 PIPA atolls		PIPA Atoll Restoration Programme designed		PIPA Biosecurity Programme designed and	

Component	Cost in US\$		
	Baseline	Alternative	Increment
PIPA Atolls and Reef Islands Restoration and Biosecurity	<p>completed. Monitoring of recovery limited due to limited resources.</p> <p>Completion and implementation of PIPA Biosecurity Programme will be delayed until resources allow.</p> <p>Lack of secured ongoing expertise for mentoring and skill building for Kiribati stakeholders/PIPA staff in invasive alien species management and island restoration.</p>	<p>for PIPA 8 atolls and implemented (including recovery monitoring) implemented in at least 4 atolls.</p> <p>Establishment and implementation of a PIPA Biosecurity Programme to prevent further invasions completed as planned. Includes training of Fisheries Observer and new requirements for fishing vessels.</p> <p>Remaining Atoll restoration priorities determined and agreed for next phase.</p> <p>Ongoing mentoring and expertise secured for this component for the duration of the project (Dr. Ray Pierce).</p>	<p>implemented.</p> <p>Two additional atolls are restored (Enderbury and Birnie).</p> <p>PIPA Atoll Restoration programme fully designed and costed.</p> <p>Priorities for the next management plan period.</p> <p>Mentoring and expertise available for Kiribati stakeholders results in improved IAS and island management in PIPA.</p>
Component 1.2.2 PIPA SAP 2.4 Offshore Fisheries (“reverse fishing license)	<p>PIPA Baseline (Phase 1) Zonation, including no take zone for pelagic fishing around each island to 12 nm and around Kanton to 60 nm (latter excludes USFMT vessels) implemented , equating to ca. 4% of PIPA under full protection (>12,000 sq km).</p> <p>Knowledge of tuna and tuna catch effort in Phoenix EEZ and within PIPA not well understood.</p> <p>Skipjack tuna spawning ground unconfirmed.</p> <p>Conservation Contract yet to be designed and agreed.</p>	<p>PIPA Phase 2 Zonation designed and agreed for not less than 25% increase in marine no-take zonation in the offshore zone.</p> <p>PIPA Phase 2 Zonation implemented before the end of 2014 (subject to securing endowment).</p> <p>Conservation Contract between GoK and PIPA Conservation Trust designed and agreed and implemented for Phase 2 elements.</p> <p>Phoenix EEZ and PIPA tuna catch records monitored and reported.</p> <p>PIPA contribution to tuna spawning ground conservation investigated.</p>	<p>Increased capacity for MELAD/PIPA Office (core operation above) and for the Ministry of Fisheries enables Fisheries services and information needed for improved PIPA management.</p>
Component 1.2.3 PIPA SAP 2.7 Climate Change	<p>Limited data available on climate change impact indicators for large MPAs.</p> <p>First assessment report on PIPA and Climate Change under preparation.</p>	<p>PIPA Climate Change Vulnerability and Resilience assessment in relation to the design and management of PIPA completed.</p> <p>Incorporation of best practice advice on climate change adaptation in the ongoing</p>	<p>PIPA Climate Change Vulnerability and Resilience assessment completed and recommendations under implementation.</p> <p>Assessment and development of PIPA as a ‘natural climate change resource laboratory’</p>

Component	Cost in US\$		
	Baseline	Alternative	Increment
		management of PIPA. This is enabled by additional local capacity supported under the PIPA's Core Operation. Assessment priorities reflected in PIPA management by the time of the Project's mid term review.	completed Design a PIPA Climate Change Research Programme and incorporated into reformulation of PIPA Management Plan post 2014.
	GEF \$0	GEF \$232,000	GEF \$232,000
	GoK/Partners \$581,000	GoK/Partners \$641,000	GoK/Partners \$60,000
	Component total \$581,000	Component total \$873,000	Component total \$282,000
COMPONENT 2 <u>PIPA Sustainable Finance System.</u>	PIPA Conservation Trust Law (2009) under implementation. PIPA Conservation Trust Board established but with limited operation due to resourcing. PIPA Conservation Trust Office and Executive Director established but with limited operational capacity which delays fund raising for PIPA Conservation Trust.	PIPA Conservation Trust Office and staff secured and operational in a shorter period of time. PIPA Sustainable Finance Plan completed (including fund raising strategy) PIPA first Conservation Contract (for Phase 2 Zonation) developed and agreed.	Increased operational capacity of PIPA Trust and its office. Full development of sustainable financing system achieved in significantly less time (years) than the baseline situation. In essence the GEF investment provides three years of PIPA Management Plan implementation and capacity building whilst the Trust Fund (long term sustainable financing mechanism is secured.
	GEF \$0	GEF \$68,000	GEF \$68,000
	GoK/Partners \$389,600	GoK/Partners \$389,600	GoK/Partners \$0
	Component total \$389,600	Component total \$457,600	Component total \$68,000
COMPONENT 3. <u>PIPA Project Monitoring and Evaluation</u>	No GEF <u>Project</u> activity. Note PIPA MC and PIPA Office (Tarawa) provide basic services for PIPA Monitoring	Project integrity and accountability for deliverables (outcomes and outputs) is maintained. This includes to UNEP standards of transparency, accountability and success metrics are objectively	Project Inception Mission and Report completed within the first 3 months of project operation. Quarterly Project Reporting -financial and

Component	Cost in US\$		
	Baseline	Alternative	Increment
	and Evaluation as per requirements of the PIPA Management Plan.	assessed.	output reporting by the PIPA Office completed on time. Project Mid Term Review Mission and Report (including a review by an independent consultant) completed. Final Project Report (financial and outcome/output report by the PIPA Management Group. Project Terminal Evaluation Mission and Report (including a review by an independent consultant).
	GEF \$0 GoK/Partners \$0 Component total \$0	GEF \$29,800 GoK/Partners \$33,000 Component total \$62,800	GEF \$29,800 GoK/Partners \$33,000 Component total \$62,800
<u>Component 4. PIPA Project Management</u>	No GEF Project activity. PIPA management incorporated under PIPA Core Operation.	Effective project management and coordination, monitoring and evaluation systems in place for this GEF PAS project.	Project deliverables produced on time and within budget, reporting, monitoring and evaluation requirements met.
	GEF \$0 GoK/Partners \$0 Component total \$0	GEF \$53,900 GoK/Partners \$70,000 Component total \$123,900	GEF \$53,900 GoK/Partners \$70,000 Component total \$123,900
TOTAL	GEF \$0 GoK/Partners \$1,603,100	GEF \$ 870,000 GoK/Partners \$1,793,100	GEF \$ 870,000 GoK/Partners \$157,000
GRAND TOTAL	\$1,603,100	\$2,663,100	\$1,027,000

Appendix 4: Results Framework

Objective and Outcomes	Indicator	Baseline conditions	Mid-term target	End of project target	Means of verification	Risks and assumptions
<p>Project Objective: To advance implementation of the <u>PIPA Management Plan: 2010-2014</u> with a twin focus on:</p> <p>(i) <u>Core Operation</u> (capacity, infrastructure, zonation, enforcement, tourism, monitoring, evaluation) and <u>Strategic Outcomes</u> (atoll restoration, reverse fishing license, World Heritage site management, climate change adaptation), and</p> <p>(ii) <u>PIPA Conservation Trust</u> - design and operationalise PIPA’s Sustainable Financing system.</p>	<p>Status of management capacity developed.</p> <p>Management plan implementation effectiveness monitoring.</p> <p>Number of Strategic Outcome activities completed from the Management Plan list.</p> <p>Size of PIPA Conservation Trust endowment (goal = \$13.5 M USD by end 2014).</p>	<p>The PIPA Office in Tarawa manned by the Director and assistant undertakes core management functions under the direction of the multi-agency PIPA Management Committee.</p> <p>Some of the SAP activities will be undertaken depending on availability of project funding.</p> <p>PIPA Conservation Trust law is passed, Board created but Trust is not fully operational and endowment not created.</p>	<p>PIPA Management Plan under full implementation including:</p> <p>(i) <u>Core Operation</u> and function in Tarawa and in Kanton with additional 4 PIPA staff trained and operational. At least 3 <u>Strategic Outcome</u> actions are implemented with any arising issues/recommendations incorporated in to the remaining project time.</p> <p>(ii) <u>PIPA Conservation Trust</u> endowment is created with not less than \$5 M USD secured and first Conservation Contract between the Trust and Govt Kiribati agreed and under implementation.</p>	<p>PIPA Management Plan 2010-2014 implemented, reviewed and reformulation for next Management Plan underway.</p> <p>(i) Core Operation -current plan implantation has fully mobilised and trained core operational capacity in both Tarawa and Kanton. All prioritised <u>Strategic Outcomes</u> supported under the GEF funding are successfully implemented with any recommendations/issues arising incorporated into the reformulation of the PIPA Management Plan post 2014.</p> <p>PIPA UNESCO World Heritage site integrity and outstanding universal value maintained and improved (e.g. through invasive species eradications linked to globally important seabird recovery). At least 4 atolls have been restored during the project period.</p> <p>(ii) PIPA Conservation Trust fully operation and endowment at a level to support Phase 2 Zonation</p>	<p>Physical check of Tarawa and Kanton PIPA infrastructure..</p> <p>Number of personnel recruited and trained against the required number.</p> <p>PIPA Management Committee records.</p> <p>PIPA Management Plan implementation reports to PIPA MC (annual).</p> <p>PIPA Conservation Contract.</p> <p>PIPA Conservation Trust meeting records and endowment financial statements.</p> <p>PIPA UNEP/GEF Programme Management Group records and reporting.</p>	<p>Reduction in GoK commitment to the PIPA goals.</p> <p>Limited national capacity for large MPA management.</p> <p>Endowment for Phase 2 zonation not secured.</p>

Objective and Outcomes	Indicator	Baseline conditions	Mid-term target	End of project target	Means of verification	Risks and assumptions
				and PIPA core management costs secured at not less than \$13.5 Million USD. PIPA Phase 2 Zonation (equates to an increase by 25% no take zone from 4% Phase 1 baseline) implemented at total protected of ca. 118,000 sq km inclusive and representative of all island, coastal, seamount, deep sea and open ocean habitat.		
COMPONENT 1 2010-2014 PIPA Management Plan Implementation						
Objective and Outcomes	Indicator	Baseline conditions	Mid-term target	End of project target	Means of verification	Risks and assumptions
<p>Component 1.1 PIPA Core Operation</p> <p>Outcome 1.1</p> <p>Increased management effectiveness for PIPA and for protected areas more widely in Kiribati.</p> <p>1.1.1 PIPA Operation, Tarawa, Gilbert Islands, Kiribati</p> <p>1.1.2 PIPA Operation, Kanton, Phoenix Islands</p>	<p>Status of management capacity developed.</p> <p>Management plan implementation effectiveness monitoring.</p>	<p>The PIPA Office in Tarawa manned by the Director and assistant undertakes core management functions under the direction of the multi-agency PIPA Management Committee. PIPA implementation limited by resources and capacity.</p> <p>Some of the SAP activities will be undertaken depending on availability of project funding.</p>	<p>Core operation of PIPA Management Plan under full implementation including:</p> <p>PIPA Management Committee fully operational and agencies resourced for services required to support PIPA implementation.</p> <p>PIPA Tarawa Office renovated and expanded and additional staffing fully operational.</p> <p>PIPA Kanton Field Station built from renovation of existing buildings and additional staffing fully operational.</p>	<p>PIPA Management Plan implementation well advanced with core capacity & infrastructure mobilized.</p> <p>PIPA Management Committee continues to be effective decision making body.</p> <p>PIPA Tarawa Office and core staff secured and ongoing post 2014.</p> <p>PIPA Kanton Field Station and staff secured and ongoing post 2014.</p>	<p>Physical check of Tarawa and Kanton PIPA infrastructure..</p> <p>Number of personnel recruited and trained against the required number.</p> <p>PIPA Management Committee records.</p> <p>PIPA Management Plan implementation reports to PIPA MC (annual).</p> <p>PIPA UNEP/GEF Programme Management Group records and reporting</p>	As above.

Objective and Outcomes	Indicator	Baseline conditions	Mid-term target	End of project target	Means of verification	Risks and assumptions
1.1.3 PIPA Information Management, Education and Outreach 1.1.4 PIPA Surveillance and Enforcement 1.1.5 PIPA Tourism Development 1.1.6 PIPA Kanton Atoll Sustainable Resource Use Plan			<p>PIPA Information Management, Education and Outreach programme designed, agreed and under implementation within Kiribati and internationally.</p> <p>Increased surveillance and enforcement of PIPA by Kiribati Maritime Police/Fisheries/Kanton Field Office.</p> <p>Draft PIPA Tourism Plan developed for discussion consistent with Kiribati National Tourism Strategy.</p> <p>Initial assessment of Kanton community resource use undertaken.</p> <p>PIPA Phase 2 Zonation plan designed and agreed for priority ecosystem coverage.</p>	<p>Well established ongoing PIPA Info/Edn/Outreach programme secured.</p> <p>Ongoing PIPA surveillance and enforcement programme operational and secured post 2014.</p> <p>At least one form of PIPA Tourism activity developed and operational.</p> <p>Kanton Atoll Sustainable Resource Use Plan in place with associated rules reflected in reformulation of PIPA Management Plan post 2014.</p> <p>PIPA Phase 2 Zonation (increase by 25% no take zone from 4% Phase 1 baseline) implemented at total protected of ca. 118,000 sq km.</p>		
<p>Component 1.2 PIPA Strategic Outcomes:</p> <p>Outcome 1.2.1:</p>	Number of PIPA islands on which rat eradication programme is carried out.	Eradication of some pests has been carried on some of the PIPA atolls – the result of this is being	PIPA’s Enderbury and Birnie atolls have had successful rat eradication missions.	PIPA Atoll Restoration Programme designed for PIPA 8 atolls and implemented in at least 4	PIPA 2011 Enderbury and Birnie Eradication Mission Report. PIPA Atoll Restoration	<p>As above.</p> <p>Reinvasion or new invasion of pests to PIPA islands eg</p>

Objective and Outcomes	Indicator	Baseline conditions	Mid-term target	End of project target	Means of verification	Risks and assumptions
<p>Atoll Reef Island Restoration & Biosecurity</p> <p>Successful eradication of rats on at least 4 PIPA atolls and success for globally important and threatened seabirds and overall atoll restoration needs assessed.</p> <p>No further invasive species introduction with successful prevention measures in place.</p> <p>Development of core capacity in Kiribati to effectively manage invasive species.</p>	<p>Biosecurity Programme for the PIPA, including future priorities for invasive species management..</p> <p>Number of I-Kiribati nationals trained and actively working in Biosecurity.</p>	<p>assessed.</p> <p>Support for further eradication works under development from GoK, partners and donors. Implemtnation of this outcomes limited by capacity and resources.</p>		<p>atolls.</p> <p>Established and operational PIPA Biosecurity Programme to prevent further invasions.</p> <p>Atoll restoration priorities determined and agreed for next phase in reformulation of the PIPA Management Plan post 2014.</p>	<p>– revised priority assessment report.</p> <p>PIPA Management Committee records.</p> <p>Overall at least 4 atolls have had successful invasive species eradication missions and plans costed and feasible for remainder of PIPA islands.</p>	<p>through fishing boat wreck.</p>
<p>Component 1.2 PIPA Strategic Outcomes:</p> <p>Outcome 1.2.2. PIPA Offshore Fisheries</p> <p>No take zone for pelagic fishing implemented for not less than 25% additional of PIPA</p>	<p>Adoption and implementation of the Conservation Contract between the Government of Kiribati and the PIPA Conservation Trust.</p>	<p>No take zone for pelagic fishing exist only for the territorial waters of the PIPA EEZ. No take zone is in force for all the lagoon and near-shore fishery (3.7% of PIPA total area) of all the islands except Kanton Island where harvesting for subsistence use is allowed only.</p>	<p>Draft Conservation Contract prepared.</p>	<p>Conservation Contract between GoK and PIPA Conservation Trust agreed and implemented for Phase 2 elements (additional 25% no take zone) at total area of ca. 118,000 sq km.</p> <p>Phoenix/PIPA /EEZ tuna catch records monitored and reported.</p>	<p>Conservation Contract.</p> <p>PIPA Management Committee records.</p>	<p>As above.</p>

Objective and Outcomes	Indicator	Baseline conditions	Mid-term target	End of project target	Means of verification	Risks and assumptions
offshore area to Phase 1 .		Extension of the no take zone for pelagic fishing beyond the territorial waters will not be possible until the Conservation Contract is adopted and resources and when the PIPA Conservation Trust is able to pay compensation money to the GoK for the assessed lost revenue from DWFN license fees due to the no take zone extension.		PIPA contribution to spawning ground conservation investigated.		
Component 1.2 PIPA Strategic Outcomes: Outcome 1.2.3. Climate Change Adaptation Incorporation of climate change scenarios in the design and ongoing management of PIPA. Pilot project to increase understanding of climate change adaptation for a large MPA.	PIPA Climate Change report completed.	Climate Change effect on PIPA islands has been preliminary established but no significant action undertaken or reflected in PIPA's Management..	Climate Change issues for PIPA (vulnerability, risk, adaptive measures) scopes and a draft assessment produced for discussion.	PIPA Climate Change Vulnerability and Resilience assessment in relation to the design and management of PIPA completed with recommendations incorporated in to the reformulation of PIPA's Management Plan.	PIPA Climate Change report. PIPA Management Committee records.	As above. Baseline data not collected in a timely fashion. PIPA management agencies motivated to participate in data collection, analysis and utilization in their planning processes.
COMPONENT 2 PIPA Sustainable Financing						
Outcome 2:	PIPA Conservation	PIPA Conservation Trust	First PIPA First	Conservation Contract for	PIPA Trust Board	As above.

Objective and Outcomes	Indicator	Baseline conditions	Mid-term target	End of project target	Means of verification	Risks and assumptions
<p>PIPA Sustainable Finance System</p> <p>PIPA Financing Vehicle is operational for Phase 1 and developed and operational for Phase 2 by project end.</p>	Trust Endowment capitalization level.	<p>and Board established but not fully operational.</p> <p>PIPA Phase 1 Zonation (baseline) under implementation (total protection @3.7% of PIPA).</p> <p>PIPA agreed endowment for Phase 2 Zonation target agreed (\$13.5 M endowment for increase of 25% no take zone inclusive of PIPA core management costs and trust operation).</p> <p>Conservation Contract not developed.</p>	<p>Conservation Contract agreed and implemented inclusive of Phase 2 PIPA Zonation implementation design.</p> <p>PIPA Trust Fund endowment established.</p>	Phase 2 and associated endowment level (\$13.5 M USD) secured and operational.	reports	Phase 2 level endowment not fully secured.
COMPONENT 3 Project Evaluation and Monitoring						
<p>Outcome 3.1: PIPA Evaluation & Monitoring</p> <p>Project integrity and accountability for deliverables is maintained.</p> <p>UNEP standards of transparency, accountability and success metrics are objectively assessed</p>	<p>Project Monitoring and Evaluation assessments.</p> <p>Project Audits</p>	N/A	<p>Inception Workshop held.</p> <p>Mid Term Review undertaken.</p> <p>Annual audits (1)</p>	<p>Mid-term evaluation recommendations fully implemented.</p> <p>Terminal Evaluation undertaken.</p> <p>Annual Audit (1) Terminal Audit (1)</p>	<p>PIPA Project Reporting.</p> <p>Inception Mission Report.</p> <p>Mid-term Evaluation Report</p> <p>Terminal Evaluation Report</p> <p>Audit reports (3)</p>	As above.

Objective and Outcomes	Indicator	Baseline conditions	Mid-term target	End of project target	Means of verification	Risks and assumptions
COMPONENT 4 Project Management						
Outcome 4.1: PIPA Project Management Project deliverables produced on time and within budget, reporting and monitoring and evaluation requirements met.	Project Management Group (PMG) meetings and operation. Project 1/4ly financial and project reporting.	N/A	Project Management implementation of PMG function and reporting effective and well supported by PIPA Tarawa Office and staff.	Project Management implementation of PMG function and reporting effective and well supported by PIPA Tarawa Office and staff.	PIPA PMG records. PIPA Project Reporting.	As above.

Appendix 5. Workplan and timetable.

Component	Subcomponent	Key Activities	Mid 2011	2012	2013	Mid 2014
COMPONENT 1 2010-2014 PIPA Management Plan Implementation	<u>1.1 PIPA Core Operation</u>					
	1.1.1 PIPA Operation, Tarawa, Gilbert Islands, Kiribati	• Staff recruitment				
		• PIPA Tarawa office renovation				
		• PIPA Tarawa Office operation				
	1.1.2 PIPA Operation, Kanton, Phoenix Islands	• Staff recruitment				
		• PIPA Kanton Field Office establishment				
		• PIPA Kanton Field Office operation				
	1.1.3 PIPA Information Management, Education and Outreach	• Edn/info/Outreach Programme design				
		• Programme implementation				
	1.1.4 PIPA Surveillance and Enforcement	• Kiribati Maritime Police/Fisheries Surveillance & Enforcement				
	1.1.5 PIPA Tourism Development	• Tourism Plan consultations and development				
		• Tourism Plan implementation				
	1.1.6 Kanton Atoll Sustainable Resource Use Plan	• Kanton community resource use assessment and plan formulation and agreement				
		• Kanton Plan implementation				
		<u>1.2 PIPA Strategic Outcomes</u>				
	1.2.1: PIPA Atoll Reef Island Restoration & Biosecurity	• Enderbury & Birnie Island rat eradication mission.				
		• PIPA Biosecurity Plan finalised, and adopted				
• Updated Atoll Reef Island Restoration Strategy						

		<ul style="list-style-type: none"> Biosecurity Plan implementation and monitoring of eradication success and impact. 				
	1.2.2 PIPA Offshore Fisheries	<ul style="list-style-type: none"> Phoenix EEZ /PIPA tuna catch monitoring & assessment, including assessment of tuna spawning ground information. 				
		<ul style="list-style-type: none"> Phase 2 Zonation for additional 25% no take zone coverage developed and agreed for offshore areas. 				
		<ul style="list-style-type: none"> Conservation Contract development & agreement. 				
		<ul style="list-style-type: none"> Conservation Contract implementation –linked to securing endowment (Component 2). 				
	1.2.3 PIPA Climate Change	<ul style="list-style-type: none"> PIPA Climate Change Vulnerability/Adaptation assessment report completed. 				
		<ul style="list-style-type: none"> Climate change adaptation recommendations incorporated into PIPA Management. 				
COMPONENT 2 PIPA Sustainable Financing						
	<u>2.1 PIPA Conservation Trust office</u>	<ul style="list-style-type: none"> PIPA Conservation Trust office established and operational in Tarawa. 				
	<u>2.2 Conservation Contract implementation</u>	<ul style="list-style-type: none"> Conservation Contract contract developed and agreed between Government of Kiribati and PIPA Conservation Trust Board. 				
	<u>2.3 Conservation Contract implementation</u>	<ul style="list-style-type: none"> Conservation Contract implementation, including for securing endowment(\$13.5 M USD) to enable funding of core recurrent costs of PIPA Management, PIPA Conservation Trust office operation, and addition of 25 % of no take zone for Phase 2 Zonation. 				
COMPONENT 3 PIPA Project Evaluation and						

Monitoring						
	<u>3.1 Project Evaluation and Monitoring</u>	<ul style="list-style-type: none"> • Inception Mission 				
		<ul style="list-style-type: none"> • Mid-term evaluation 				
		<ul style="list-style-type: none"> • Terminal evaluation 				
	<u>3.2. Project Audits</u>	<ul style="list-style-type: none"> • Annual (2) and Terminal Audits 				
COMPONENT 4 PIPA Project Management						
	<u>4.1 Project Management Group</u>	<ul style="list-style-type: none"> • PMG established and operational 				
	<u>4.2. Project Reporting</u>	<ul style="list-style-type: none"> • Quarterly Financial and Project Reporting 				

Appendix 6: Key deliverables and benchmarks

Component	Activity Area	Deliverables	Benchmarks
<p>Component 1 PIPA 2010-2014 Management Plan Implementation</p>			
<p>1.1 PIPA Core Management and Operation</p>	<p>PIPA core operations – developing the infrastructure and capacity for the management of the PIPA and its Management Plan implementation.</p>	<p>PIPA Office on Tarawa expanded with 2 more full time staff for finance and education/awareness/outreach works.</p> <p>Site station on Kanton Island established and staffed with two station workers.</p> <p>Additional maritime surveillance patrol of the PIPA area by the Police Maritime Unit.</p> <p>PIPA Tourism Strategic Development Plan. Kanton Infrastructure Assessment Report</p> <p>Kanton Island Sustainable Resource Use Plan.</p> <p>Phase 2 Zonation Plan completed and implemented.</p> <p>UNESCO World Heritage PIPA site listing annual reports.</p>	<p>PIPA Tarawa office extension and staff recruitment completed within first 6 months.</p> <p>Kanton Station established and manned by end of year 1.</p> <p>Expanded Surveillance Programme produced and implemented from year 2.</p> <p>Both the Tourism Development and the Infrastructure Assessment Report produced by year 1.</p> <p>Kanton Land Use Plan produced by year 2 and under implementation by year 3.</p> <p>Phase 2 Zonation Plan approved by year 2 and implemented from year 3.</p> <p>PIPA World Heritage site integrity & listing maintained.</p>

1.2 PIPA Strategic Outcomes	2.1 Atoll and Islands Restoration and Biosecurity Programme.	<p>Rat eradications on Enderbury and Birnie island carried out successfully</p> <p>PIPA Biosecurity Programme formulated and implemented.</p> <p>Atoll restoration priorities determined and agreed for next plan.</p>	<p>Enderbury and Birnie Islands rat free by end year 1.</p> <p>PIPA Biosecurity Plan endorsed by PIPA Management Committee by mid project.</p> <p>Updated atoll restoration priorities assessed and agreed for implementation by PIPA Management Committee before end year 3.</p>
	2.2 Offshore Fisheries	<p>Phase 2 Zonation Plan completed and adopted in the Conservation Contract.</p> <p>Compensation to GoK under the Conservation Contract paid by PIPA Trust Fund for agreed lost SWFN license fee income.</p> <p>PIPA EEZ tuna catch monitored and reported.</p>	<p>PIPA Phase 2 Zonation for expanded no take zone effective from year 3 at additional 25% by area.</p>
	2.3 Climate Change Adaptation - Incorporating climate change scenarios in the design and on-going management of the PIPA.	<p>PIPA Climate Change Vulnerability and Adaptation assessment.</p>	<p>Recommendations from Climate Change assessment adopted in the reformulation of the PIPA Management Plan by end year 3.</p>
Component 2 PIPA Sustainable Financing	PIPA Sustainable Finance System.	<p>PIPA Conservation Trust Board fully operational and Sustainable Finance Plan/Fund Raising strategy completed and agreed.</p> <p>Conservation Contract agreed and implemented with Phase 2 Zonation developed and agreed for not less than 25% of additional no take zone protection.</p>	<p>Conservation Contract developed and agreed before the end of year 2.</p> <p>Capitalisation and operation of the PIPA Conservation Trust to the level to meet priority Trust obligations achieved by the end of last year of the project.</p>

<p>Component 3 Project Management</p>	<p>Monitoring and Evaluation</p>	<p>Monitoring and Evaluation deliverables (inception workshop, mi-term and terminal evaluation) completed effectively and in a timely fashion.</p> <p>Audits (2 annual and 1 final) completed in a timely fashion with no significant detrimental findings.</p>	<p>Inception workshop held within first 3 months of project implementation. M&E tracking tool developed during inception phase and updated in year 2.</p> <p>Year 1 Audit.</p> <p>Mid term review successfully held at 1.5 years implementation.</p> <p>Year 2 Audit.</p> <p>Terminal evaluation successful held by end of year 3.</p> <p>Final project Audit.</p> <p>Monitoring and Evaluation results documented and shared with stakeholders.</p>
<p>Component 4 Project Management</p>	<p>Establishment and operation of the Project Management Group (PMG)</p> <p>Completion of regular project management reports (financial and narrative) on 1/4ly basis.</p>	<p>PMG regular meetings (at least 6tmonthly).</p> <p>Project Quarterly reports.</p>	<p>PMG Minutes of the meetings documented, approved and circulated to NCC members.</p>

Appendix 7. Costed Monitoring and Evaluation

Appendix 7a – Full M& E Plan.

Objective/Outcome	Outcome/objective level indicator	Baseline conditions	Mid point target (as relevant)	End of project target	Means of verification	Monitoring/ sampling (frequency/size)	Location/ Group	Responsibility	Time frame	Budget (Object of expenditure & cost in USD)
<p>Objective: To advance implementation of the PIPA Management Plan: 2010-2014 with a dual focus on strengthening core capacities for management operations and achieving strategic outcomes in addressing the critical issues identified in the Management Plan.</p>	<p>Status of management capacity developed.</p> <p>Management effectiveness monitoring.</p> <p>Core PIPA management and PIPA Strategic Action Plan (SAP) activities completed from the Management Plan list.</p> <p>Endowment level reached in PIPA Conservation Trust.</p>	<p>The PIPA Office in Tarawa manned by the Director and assistant will continue to perform core management functions under the direction of the multi-agency Management Committee.</p> <p>Some of the SAP activities will be undertaken depending on availability of funding.</p> <p>PIPA Conservation Trust Board established but Trust (Endowment) not yet operational.</p>	<p>PIPA Core Management under full implementation with increased resources and activity for surveillance tourism development.</p> <p>PIPA SAP programme under implementation with at least 2 initiatives implemented.</p> <p>PIPA Conservation Trust fully operational with sustainable finance and fund raising plan agreed.</p>	<p>Have established sufficient capacity in terms of personnel and facilities to effectively perform core management functions for the PIPA.</p> <p>Complete all the SAP approved activities under the GEF funding.</p> <p>PIPA Conservation Trust fully operational with endowment level reached at \$13.5 M USD.</p>	<p>Physical check of facilities constructed.</p> <p>Number of personnel recruited against the required number.</p> <p>Completed SAP activities. And associated reports to the PIPA Management Committee and UNEP Project Management Group.</p> <p>PIPA Conservation Trust Board reports and bank statements.</p>	<p>Annual</p> <p>Annual</p> <p>Annual</p> <p>Annual</p>	<p>Tarawa/ PIPA management team (applies to all)</p>	<p>Project Management Group (PMG), MELAD in consultation with the PIPA MC, CI/NEAq</p>	<p>End of year 3</p>	<p>Total Project Budget: \$870,000 GEF \$1,793,100 CI/NEAq/GoK/ecoOceania</p> <p>Project Monitoring Component:- which is part of mid term review and terminal evaluations total\$29,800 (see Appendices 1 and 2).</p>
COMPONENT 1 PIPA MANAGEMENT PLAN IMPLEMENTATION (CORE AND STRATEGIC ACTION PLAN)										
<p>Outcome 1.1</p> <p>PIPA Core Operation -increased management effectiveness for PIPA and for protected areas more widely in Kiribati</p>	<p>Status of management capacity developed.</p>	<p>The PIPA Office on Tarawa manned by the Director and assistant will continue to perform core management functions under the direction of the multi-agency PIPA Management Committee.</p>	<p>PIPA Tarawa Office renovated and fully staffed (4).</p> <p>PIPA Kanton Office established with 2 staff and buildings under renovation.</p>	<p>PIPA Tarawa and Kanton offices fully staffed and operational. PIPA Core Operation underway within GEF/cofinancing resourcing with management plan implementation well advanced and review of Management Plan underway by last 6 months of the</p>	<p>Project monitoring and evaluation reports.</p> <p>Physical check of facilities constructed.</p> <p>Number of personnel recruited against the required</p>	<p>Annual</p> <p>Annual</p> <p>As per project document specifications</p>		<p>Project Management Group (PMG), MELAD in consultation with the PIPA MC, CI/NEAq</p>	<p>End of year3</p>	

Objective/Outcome	Outcome/objective level Indicator	Baseline conditions	Mid point target (as relevant)	End of project target	Means of verification	Monitoring/ sampling (frequency/size)	Location/ Group	Responsibility	Time frame	Budget (Object of expenditure & cost in USD)
				project. PIPA Core operation outputs designed and project implementation completed (tourism plan, Kanton Sustainable Use Plan, Education, Information and Outreach program implemented. Phase 1 Zonation plan completed and implemented with no take zones covering not less than 25% of total PIPA area.	number.	Check every six months by PIPA management team and UNEP TM Progress verified annually by PIPA management team and UNEP TM				
Outcome 1.2 PIPA Strategic Action Plan Implementation.										
Output 1.2.1 Successful eradication of IAS on at least 4 PIPA atolls and success for globally important and threatened seabirds and overall atoll restoration assessed. No further invasive species introduction with successful prevention measures in place. Development of core capacity in Kiribati to effectively manage invasive species. Output 1.2.2 PIPA's Offshore fisheries. Reverse Fishing Licence. No take zone for pelagic fishing implemented for not less than 25%	Number of islands on which IAS eradication programme is carried out. Existence of a Biosecurity Programme for the PIPA. Number of I-Kiribati nationals trained and actively working in the Biosecurity works. Adoption of the Conservation Contract.	Eradication of some IAS has been carried on some of the PIPA atolls – the result of this is being assessed. Support for further eradication works is forthcoming from GoK development partners subject to the 'GEF' grant support also. Due to the remoteness of the PIPA from the supply sources for the eradication works cost will be a limiting factor. Baseline zonation under implementation with no fishing zone for pelagic	PIPA Atoll Restoration Programme designed with 2 islands restored with invasive species successfully eradicated. Conservation Contract negotiated and agreed.	PIPA Atoll Restoration Programme designed and costed for all PIPA 8 atolls and implemented in at least 4 atolls. Establish and operationalise a PIPA Biosecurity Programme to prevent further invasions. Atoll restoration priorities determined and agreed for next phase. Conservation Contract under full implementation with additional 25% no fishing zone achieved by end of	Project Consultancy reports, PIPA Management Committee progress monitoring reports, PMG reports	Annual monitoring via Project Implementation Review reporting procedure		Project Management Group (PMG), MELAD in consultation with the PIPA MC, CI/NEAq	End of year 3	

Objective/Outcome	Outcome/objective level Indicator	Baseline conditions	Mid point target (as relevant)	End of project target	Means of verification	Monitoring/ sampling (frequency/size)	Location/ Group	Responsibility	Time frame	Budget (Object of expenditure & cost in USD)
<p>of PIPA offshore.</p> <p>Output 1.2.3 Climate Change Adaptation: Incorporation of climate change scenarios in the design and ongoing management of PIPA.</p> <p>Pilot project to increase understanding of climate change adaptation for a large MPA.</p>	<p>Climate Change Vulnerability Assessment and Adaptation report completed and recommendations being used for next PIPA Management Plan.</p>	<p>fishing for the territorial waters of the PIPA EEZ (12 nm around 7 atolls). No take zone s is in force for all the lagoon and near-shore fishery of all the islands except Kanton Island where harvesting for subsistence use is allowed only.</p> <p>No significant work yet undertaken on PIPA and climate change vulnerability except for coral bleaching recovery monitoring.</p>	<p>PIPA Climate Change Vulnerability Assessment complete and recommendations for PIPA Management under review.</p>	<p>year 3.</p> <p>PIPA Management Uses best practice to "climate proof" any PIPA investment and to implement recommendations of PIPA CC Vulnerability Assessment, including long term recommendations for next management plan post 2014.</p>						
COMPONENT 2 PIPA Sustainable Financing										
<p>Outcome 3</p> <p>PIPA Sustainable Finance System. PIPA Financing Vehicle is operational.</p>	<p>PIPA Conservation Trust Account</p>	<p>PIPA Conservation Trust Board established and staff under recruitment.</p>	<p>PIPA Sustainable Finance and Fund raising Plans completed.</p> <p>PIPA Trust Fund established.</p>	<p>First PIPA Conservation Contract agreed and implemented.</p>	<p>PIPA Conservation Trust reports</p>	<p>Annual monitoring via Project Implementation Review reporting procedure</p>		<p>Project Management Group (PMG), MELAD in consultation with the PIPA Conservation Trust Board.</p>	<p>End of Year 3</p>	

Appendix 7b – Specific M& E activities and budget.

M&E Activities	Responsible	Timeframe	Budget * Total (GEF)
Inception workshop	MELAD/PIPA Office/PIPA Project Director UNEP/DGEF-EOU Project manager	First 3 months	\$2,000
Inception Report	MELAD PIPA Project Director	30 days after meeting	\$0
Mid-term independent external evaluation (UNEP budget line 5502) and tracking tool completion	UNEP/DGEF-EOU Project manager External Consultant MELAD/PIPA Office/PIPA Project Director	At project mid-term	\$11,000
Terminal independent external evaluation (UNEP budget line 5502) and tracking tool completion	UNEP/DGEF-EOU Project manager Project facilitator National coordinators Financial officer	At end of project implementation	\$12,000
Audits	Project Manager UNEP/DGEF External consultant(s)	At end of every year	\$ 4,800
Project Final Report	UNEP/DGEF-EOU Project manager P MELAD/PIPA Office/PIPA Project Director Project Steering Group	Within 3 months of project completion date	\$0
TOTAL			\$29,800

Appendix 8. Summary of reporting requirements and responsibilities.

	Due Date	Responsibility
Procurement plan	2 weeks before project inception meeting	PIPA project office in Tarawa in conjunction with PIPA Management Committee (PIPA MC) and PIPA Management Group
Inception report	1 month after project inception meeting	Project Management Group
Expenditure report accompanied by explanatory notes*	Quarterly on or before the following dates each year – 30 April, 31 July, 31 October, and 31 January	PIPA Office in Tarawa in conjunction with PMG
Cash advance request and details of anticipated disbursements*	Quarterly as indicated above for expenditure report or as required	PIPA Office in Tarawa in conjunction with PMG
Progress report*	Half-yearly on or before 31 January and 31 July	PIPA Office in Tarawa in conjunction with PMG
Audited report for annual expenditures ending 31 December of each year	Yearly on or before 30 June	Contracted auditor providing report to PMG
Inventory of non-expendable equipment*	Yearly on or before 31 January	PIPA Office in Tarawa in conjunction with PMG
Co-financing report*	Yearly on or before 31 July	PIPA Office in Tarawa in conjunction with PMG
Project implementation review (PIR) report*	Yearly on or before 31 August	PIPA Office in Tarawa in conjunction with PMG, Task Manager, DGEF, Fund Management Officer (FMO), DGEF
Minutes of PMG meetings	Yearly or as relevant	PMG/PIPA Office
Mission reports and aide memoire for NEA	Within 2 weeks of return	Task Manager, DGEF, FMO, DGEF
Final report*	2 months following project completion date	PIPA Office in Tarawa in conjunction with PMG
Final inventory of non-		PIPA Office in Tarawa in conjunction

expendable equipment*		with PMG
Equipment transfer letter		PIPA Office in Tarawa in conjunction with PMG
Final expenditure statement*	3 months following project completion date	PIPA Office in Tarawa in conjunction with PMG
Mid-term evaluation*	Midway through project	UNEP Evaluation and Oversight Unit (EOU)
Final audited report for project expenditures	6 months following project completion date	Contracted auditor providing report to PMG
Independent terminal evaluation report*	6 months following project completion date	UNEP Evaluation and Oversight Unit (EOU)

Note: * Formats for these reports will be provided at the Project Inception Workshop.

Appendix 9. Standard Terminal Evaluation Terms of Reference

Terminal Evaluation of the UNEP GEF project Phoenix Islands Protected Area

1. PROJECT BACKGROUND AND OVERVIEW

Project rationale

The objective was stated as:

The indicators given in the project document for this stated objective were:

Relevance to GEF Programmes

The project is in line with:.

Executing Arrangements

The implementing agency(ies) for this project was (were) UNEP and [redacted]; and the executing agencies were:

The lead national agencies in the focal countries were:

Project Activities

The project comprised activities grouped in [redacted] components.

Budget

At project inception the following budget prepared:

	<u>GEF</u>	<u>Co-funding</u>
Project preparation funds:		
GEF [redacted] Size Grant		

TOTAL (including project preparation funds)

Co-funding sources:

Anticipated:

1. Objective and Scope of the Evaluation

The objective of this terminal evaluation is to examine the extent and magnitude of any project impacts to date and determine the likelihood of future impacts. The evaluation will also assess project performance and the implementation of planned project activities and planned outputs against actual results. The evaluation will focus on the following main questions:

1. Did the project help to {} among key target audiences (international conventions and initiatives, national level policy-makers, regional and local policy-makers, resource managers and practitioners).
2. Did the outputs of the project articulate options and recommendations for {}? Were these options and recommendations used? If so by whom?
3. To what extent did the project outputs produced have the weight of scientific authority and credibility necessary to influence policy makers and other key audiences?

Methods

This terminal evaluation will be conducted as an in-depth evaluation using a participatory approach whereby the UNEP/DGEF Task Manager, key representatives of the executing agencies and other relevant staff are kept informed and consulted throughout the evaluation. The consultant will liaise with the UNEP/EOU and the UNEP/DGEF Task Manager on any logistic and/or methodological issues to properly conduct the review in as independent a way as possible, given the circumstances and resources offered. The draft report will be circulated to UNEP/DGEF Task Manager, key representatives of the executing agencies and the UNEP/EOU. Any comments or responses to the draft report will be sent to UNEP / EOU for collation and the consultant will be advised of any necessary or suggested revisions.

The findings of the evaluation will be based on the following:

1. A desk review of project documents including, but not limited to:
 - (a) The project documents, outputs, monitoring reports (such as progress and financial reports to UNEP and GEF annual Project Implementation Review reports) and relevant correspondence.
 - (b) Notes from the Steering Group meetings.
 - (c) Other project-related material produced by the project staff or partners.
 - (d) Relevant material published on the project web-site: {}.
2. Interviews with project management and technical support including {}NEED INPUT FROM TM HERE{}

3. Interviews and Telephone interviews with intended users for the project outputs and other stakeholders involved with this project, including in the participating countries and international bodies. The Consultant shall determine whether to seek additional information and opinions from representatives of donor agencies and other organizations. As appropriate, these interviews could be combined with an email questionnaire.
4. Interviews with the UNEP/DGEF project task manager and Fund Management Officer, and other relevant staff in UNEP dealing with {relevant GEF focal area(s)}-related activities as necessary. The Consultant shall also gain broader perspectives from discussions with relevant GEF Secretariat staff.
5. Field visits¹ to project staff

Key Evaluation principles.

In attempting to evaluate any outcomes and impacts that the project may have achieved, evaluators should remember that the project's performance should be assessed by considering the difference between the answers to two simple questions “*what happened?*” and “*what would have happened anyway?*”. These questions imply that there should be consideration of the baseline conditions and trends in relation to the intended project outcomes and impacts. In addition it implies that there should be plausible evidence to **attribute** such outcomes and impacts **to the actions of the project**.

Sometimes, adequate information on baseline conditions and trends is lacking. In such cases this should be clearly highlighted by the evaluator, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

2. Project Ratings

The success of project implementation will be rated on a scale from ‘highly unsatisfactory’ to ‘highly satisfactory’. In particular the evaluation shall **assess and rate** the project with respect to the eleven categories defined below:²

A. Attainment of objectives and planned results:

The evaluation should assess the extent to which the project's major relevant objectives were effectively and efficiently achieved or are expected to be achieved and their relevance.

- *Effectiveness*: Evaluate how, and to what extent, the stated project objectives have been met, taking into account the “achievement indicators”. The analysis of outcomes achieved should include, *inter alia*, an assessment of the extent to which the project has directly or

¹ Evaluators should make a brief courtesy call to GEF Country Focal points during field visits if at all possible.

² However, the views and comments expressed by the evaluator need not be restricted to these items.

indirectly assisted policy and decision-makers to apply information supplied by biodiversity indicators in their national planning and decision-making. In particular:

- Evaluate the immediate impact of the project on {relevant focal area} monitoring and in national planning and decision-making and international understanding and use of biodiversity indicators.
- As far as possible, also assess the potential longer-term impacts considering that the evaluation is taking place upon completion of the project and that longer term impact is expected to be seen in a few years time. Frame recommendations to enhance future project impact in this context. Which will be the major ‘channels’ for longer term impact from the project at the national and international scales?
 - *Relevance*: In retrospect, were the project’s outcomes consistent with the focal areas/operational program strategies? Ascertain the nature and significance of the contribution of the project outcomes to the {relevant Convention(s)} and the wider portfolio of the GEF.
 - *Efficiency*: Was the project cost effective? Was the project the least cost option? Was the project implementation delayed and if it was, then did that affect cost-effectiveness? Assess the contribution of cash and in-kind co-financing to project implementation and to what extent the project leveraged additional resources. Did the project build on earlier initiatives, did it make effective use of available scientific and / or technical information. Wherever possible, the evaluator should also compare the cost-time vs. outcomes relationship of the project with that of other similar projects.

B. Sustainability:

Sustainability is understood as the probability of continued long-term project-derived outcomes and impacts after the GEF project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends. Some of these factors might be outcomes of the project, e.g. stronger institutional capacities or better informed decision-making. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes. The evaluation should ascertain to what extent follow-up work has been initiated and how project outcomes will be sustained and enhanced over time.

Five aspects of sustainability should be addressed: financial, socio-political, institutional frameworks and governance, environmental (if applicable). The following questions provide guidance on the assessment of these aspects:

- *Financial resources*. Are there any financial risks that may jeopardize sustenance of project outcomes? What is the likelihood that financial and economic resources will not be available once the GEF assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project’s outcomes)? To what extent are the outcomes of the project dependent on continued financial support?

- *Socio-political*: Are there any social or political risks that may jeopardize sustenance of project outcomes? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?
- *Institutional framework and governance*. To what extent is the sustenance of the outcomes of the project dependent on issues relating to institutional frameworks and governance? What is the likelihood that institutional and technical achievements, legal frameworks, policies and governance structures and processes will allow for, the project outcomes/benefits to be sustained? While responding to these questions consider if the required systems for accountability and transparency and the required technical know-how are in place.
- *Environmental*. Are there any environmental risks that can undermine the future flow of project environmental benefits? The TE should assess whether certain activities in the project area will pose a threat to the sustainability of the project outcomes. For example; construction of dam in a protected area could inundate a sizable area and thereby neutralize the biodiversity-related gains made by the project; or, a newly established pulp mill might jeopardise the viability of nearby protected forest areas by increasing logging pressures; or a vector control intervention may be made less effective by changes in climate and consequent alterations to the incidence and distribution of malarial mosquitoes.

C. Achievement of outputs and activities:

- Delivered outputs: Assessment of the project's success in producing each of the programmed outputs, both in quantity and quality as well as usefulness and timeliness.
- Assess the soundness and effectiveness of the methodologies used for developing the technical documents and related management options in the participating countries
- Assess to what extent the project outputs produced have the weight of scientific authority / credibility, necessary to influence policy and decision-makers, particularly at the national level.

D. Catalytic Role

Replication and catalysis. What examples are there of replication and catalytic outcomes? Replication approach, in the context of GEF projects, is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources). Specifically:

- Do the recommendations for management of {project} coming from the country studies have the potential for application in other countries and locations?

If no effects are identified, the evaluation will describe the catalytic or replication actions that the project carried out.

E. Assessment monitoring and evaluation systems.

The evaluation shall include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The Terminal Evaluation will assess whether the project met the minimum requirements for ‘project design of M&E’ and ‘the application of the Project M&E plan’ (see minimum requirements 1&2 in *Annex 4* to this Appendix). GEF projects must budget adequately for execution of the M&E plan, and provide adequate resources during implementation of the M&E plan. Project managers are also expected to use the information generated by the M&E system during project implementation to adapt and improve the project.

M&E during project implementation

- *M&E design.* Projects should have sound M&E plans to monitor results and track progress towards achieving project objectives. An M&E plan should include a baseline (including data, methodology, etc.), SMART indicators (see Annex 4) and data analysis systems, and evaluation studies at specific times to assess results. The time frame for various M&E activities and standards for outputs should have been specified.
- *M&E plan implementation.* A Terminal Evaluation should verify that: an M&E system was in place and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period (perhaps through use of a logframe or similar); annual project reports and Progress Implementation Review (PIR) reports were complete, accurate and with well justified ratings; that the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs; and that projects had an M&E system in place with proper training for parties responsible for M&E activities.
- *Budgeting and Funding for M&E activities.* The terminal evaluation should determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.

F. Preparation and Readiness

Were the project’s objectives and components clear, practicable and feasible within its timeframe? Were the capacities of executing institution and counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in the project design? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place?

G. Country ownership / drivenness:

This is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements. The evaluation will:

- Assess the level of country ownership. Specifically, the evaluator should assess whether the project was effective in providing and communicating biodiversity information that catalyzed action in participating countries to improve decisions relating to the conservation and management of the focal ecosystem in each country.
- Assess the level of country commitment to the generation and use of biodiversity indicators for decision-making during and after the project, including in regional and international fora.

H. Stakeholder participation / public awareness:

This consists of three related and often overlapping processes: information dissemination, consultation, and “stakeholder” participation. Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the GEF- financed project. The term also applies to those potentially adversely affected by a project. The evaluation will specifically:

- Assess the mechanisms put in place by the project for identification and engagement of stakeholders in each participating country and establish, in consultation with the stakeholders, whether this mechanism was successful, and identify its strengths and weaknesses.
- Assess the degree and effectiveness of collaboration/interactions between the various project partners and institutions during the course of implementation of the project.
- Assess the degree and effectiveness of any various public awareness activities that were undertaken during the course of implementation of the project.

I. Financial Planning

Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project’s lifetime. Evaluation includes actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co- financing. The evaluation should:

- Assess the strength and utility of financial controls, including reporting, and planning to allow the project management to make informed decisions regarding the budget and allow for a proper and timely flow of funds for the payment of satisfactory project deliverables.
- Present the major findings from the financial audit if one has been conducted.
- Identify and verify the sources of co- financing as well as leveraged and associated financing (in co-operation with the IA and EA).
- Assess whether the project has applied appropriate standards of due diligence in the management of funds and financial audits.
- The evaluation should also include a breakdown of final actual costs and co-financing for the project prepared in consultation with the relevant UNEP/DGEF Fund Management Officer of the project (table attached in *Annex 1* to this Appendix Co-financing and leveraged resources).

J. Implementation approach:

This includes an analysis of the project's management framework, adaptation to changing conditions (adaptive management), partnerships in implementation arrangements, changes in project design, and overall project management. The evaluation will:

- Ascertain to what extent the project implementation mechanisms outlined in the project document have been closely followed. In particular, assess the role of the various committees established and whether the project document was clear and realistic to enable effective and efficient implementation, whether the project was executed according to the plan and how well the management was able to adapt to changes during the life of the project to enable the implementation of the project.
- Evaluate the effectiveness and efficiency and adaptability of project management and the supervision of project activities / project execution arrangements at all levels (1) policy decisions: Steering Group; (2) day to day project management in each of the country executing agencies and {lead executing agency}.

K. UNEP Supervision and Backstopping

- Assess the effectiveness of supervision and administrative and financial support provided by UNEP/DGEF.
- Identify administrative, operational and/or technical problems and constraints that influenced the effective implementation of the project.

The *ratings will be presented in the form of a table*. Each of the eleven categories should be rated separately with **brief justifications** based on the findings of the main analysis. An overall rating for the project should also be given. The following rating system is to be applied:

HS	= Highly Satisfactory
S	= Satisfactory
MS	= Moderately Satisfactory
MU	= Moderately Unsatisfactory
U	= Unsatisfactory
HU	= Highly Unsatisfactory

3. Evaluation report format and review procedures

The report should be brief, to the point and easy to understand. It must explain; the purpose of the evaluation, exactly what was evaluated and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should be presented in a way that makes the information accessible and comprehensible and include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

The evaluation will rate the overall implementation success of the project and provide individual ratings of the eleven implementation aspects as described in Section 1 of this TOR. The ratings will be presented in the format of a table with brief justifications based on the findings of the main analysis.

Evidence, findings, conclusions and recommendations should be presented in a complete and balanced manner. Any dissident views in response to evaluation findings will be appended in an annex. The evaluation report shall be written in English, be of no more than 50 pages (excluding annexes), use numbered paragraphs and include:

- i) An **executive summary** (no more than 3 pages) providing a brief overview of the main conclusions and recommendations of the evaluation;
- ii) **Introduction and background** giving a brief overview of the evaluated project, for example, the objective and status of activities; The GEF Monitoring and Evaluation Policy, 2006, requires that a TE report will provide summary information on when the evaluation took place; places visited; who was involved; the key questions; and, the methodology.
- iii) **Scope, objective and methods** presenting the evaluation's purpose, the evaluation criteria used and questions to be addressed;
- iv) **Project Performance and Impact** providing *factual evidence* relevant to the questions asked by the evaluator and interpretations of such evidence. This is the main substantive section of the report. The evaluator should provide a commentary and analysis on all eleven evaluation aspects (A – K above).
- v) **Conclusions and rating** of project implementation success giving the evaluator's concluding assessments and ratings of the project against given evaluation criteria and standards of performance. The conclusions should provide answers to questions about whether the project is considered good or bad, and whether the results are considered positive or negative. The ratings should be provided with a brief narrative comment in a table (see *Annex 1* to this Appendix);
- vi) **Lessons (to be) learned** presenting general conclusions from the standpoint of the design and implementation of the project, based on good practices and successes or problems and mistakes. Lessons should have the potential for wider application and use. All lessons should 'stand alone' and should:
 - Briefly describe the context from which they are derived
 - State or imply some prescriptive action;
 - Specify the contexts in which they may be applied (if possible, who when and where)
- vii) **Recommendations** suggesting *actionable* proposals for improvement of the current project. In general, Terminal Evaluations are likely to have very few (perhaps two or three) actionable recommendations.

Prior to each recommendation, the issue(s) or problem(s) to be addressed by the recommendation should be clearly stated.

A high quality recommendation is an actionable proposal that is:

1. Feasible to implement within the timeframe and resources available
2. Commensurate with the available capacities of project team and partners
3. Specific in terms of who would do what and when
4. Contains results-based language (i.e. a measurable performance target)
5. Includes a trade-off analysis, when its implementation may require utilizing significant resources that would otherwise be used for other project purposes.

viii) **Annexes** may include additional material deemed relevant by the evaluator but must include:

1. The Evaluation Terms of Reference,
2. A list of interviewees, and evaluation timeline
3. A list of documents reviewed / consulted
4. Summary co-finance information and a statement of project expenditure by activity
5. The expertise of the evaluation team. (brief CV).

TE reports will also include any response / comments from the project management team and/or the country focal point regarding the evaluation findings or conclusions as an annex to the report, however, such will be appended to the report by UNEP EOU.

Examples of UNEP GEF Terminal Evaluation Reports are available at www.unep.org/eou

Review of the Draft Evaluation Report

Draft reports submitted to UNEP EOU are shared with the corresponding Programme or Project Officer and his or her supervisor for initial review and consultation. The DGEF staff and senior Executing Agency staff are allowed to comment on the draft evaluation report. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks feedback on the proposed recommendations. UNEP EOU collates all review comments and provides them to the evaluators for their consideration in preparing the final version of the report.

4. Submission of Final Terminal Evaluation Reports.

The final report shall be submitted in electronic form in MS Word format and should be sent to the following persons:

Segbedzi Norgbey, Chief,
UNEP Evaluation and Oversight Unit
P.O. Box 30552-00100
Nairobi, Kenya

Tel.: +(254-20)762-4181
Fax: +(254-20)762-3158
Email: Segbedzi.Norgbey@unep.org

With a copy to:

Maryam Niamir-Fuller,
Director
UNEP/Division of GEF Coordination
P.O. Box 30552-00100
Nairobi, Kenya
Tel: +(254-20)762-4166
Fax: +(254-20)762-4041/2
Email: Maryam.Niamir-Fuller@unep.org

{Name}
[Task Manager](#)
{Contact details}

The Final evaluation will also be copied to the following GEF National Focal Points.

{Insert contact details here}

The final evaluation report will be published on the Evaluation and Oversight Unit's web-site www.unep.org/eou and may be printed in hard copy. Subsequently, the report will be sent to the GEF Office of Evaluation for their review, appraisal and inclusion on the GEF website.

5. Resources and schedule of the evaluation

This final evaluation will be undertaken by an international evaluator contracted by the Evaluation and Oversight Unit, UNEP. The contract for the evaluator will begin on **ddmmyyy** and end on **ddmmyyyy** (# days) spread over # weeks (# days of travel, to **{country(ies)}**, and # days desk study). The evaluator will submit a draft report on **ddmmyyyy** to UNEP/EOU, the UNEP/DGEF Task Manager, and key representatives of the executing agencies. Any comments or responses to the draft report will be sent to UNEP / EOU for collation and the consultant will be advised of any necessary revisions. Comments to the final draft report will be sent to the consultant by **ddmmyyyy** after which, the consultant will submit the final report no later than **ddmmyyyy**.

The evaluator will after an initial telephone briefing with EOU and UNEP/GEF conduct initial desk review work and later travel to {country(ies)} and meet with project staff at the beginning of the evaluation. Furthermore, the evaluator is expected to travel to {country(ies)} and meet with representatives of the project executing agencies and the intended users of project's outputs.

In accordance with UNEP/GEF policy, all GEF projects are evaluated by independent evaluators contracted as consultants by the EOU. The evaluator should have the following qualifications:

The evaluator should not have been associated with the design and implementation of the project in a paid capacity. The evaluator will work under the overall supervision of the Chief, Evaluation and Oversight Unit, UNEP. The evaluator should be an international expert in {} with a sound understanding of {} issues. The consultant should have the following minimum qualifications: (i) experience in {} issues; (ii) experience with management and implementation of {} projects and in particular with {} targeted at policy-influence and decision-making; (iii) experience with project evaluation. Knowledge of UNEP programmes and GEF activities is desirable. Knowledge of {specify language(s)} is an advantage. Fluency in oral and written English is a must.

6. Schedule Of Payment

The consultant shall select one of the following two contract options:

Lump-Sum Option

The evaluator will receive an initial payment of 30% of the total amount due upon signature of the contract. A further 30% will be paid upon submission of the draft report. A final payment of 40% will be made upon satisfactory completion of work. The fee is payable under the individual Special Service Agreement (SSA) of the evaluator and **is inclusive** of all expenses such as travel, accommodation and incidental expenses.

Fee-only Option

The evaluator will receive an initial payment of 40% of the total amount due upon signature of the contract. Final payment of 60% will be made upon satisfactory completion of work. The fee is payable under the individual SSAs of the evaluator and is **NOT** inclusive of all expenses such as travel, accommodation and incidental expenses. Ticket and DSA will be paid separately.

In case, the evaluator cannot provide the products in accordance with the TORs, the timeframe agreed, or his products are substandard, the payment to the evaluator could be withheld, until such a time the products are modified to meet UNEP's standard. In case the evaluator fails to submit a satisfactory final product to UNEP, the product prepared by the evaluator may not constitute the evaluation report.

Annex 1 to Appendix 9: OVERALL RATINGS TABLE

Criterion	Evaluator's Summary Comments	Evaluator's Rating
A. Attainment of project objectives and results (overall rating) Sub criteria (below)		
A. 1. Effectiveness		
A. 2. Relevance		
A. 3. Efficiency		
B. Sustainability of Project outcomes (overall rating) Sub criteria (below)		
B. 1. Financial		
B. 2. Socio Political		
B. 3. Institutional framework and governance		
B. 4. Ecological		
C. Achievement of outputs and activities		
D. Monitoring and Evaluation (overall rating) Sub criteria (below)		
D. 1. M&E Design		
D. 2. M&E Plan Implementation (use for adaptive management)		
D. 3. Budgeting and Funding for M&E activities		
E. Catalytic Role		
F. Preparation and readiness		
G. Country ownership / drivenness		
H. Stakeholders involvement		
I. Financial planning		
J. Implementation approach		
K. UNEP Supervision and backstopping		

RATING OF PROJECT OBJECTIVES AND RESULTS

Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Please note: Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results **may not be higher** than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

RATINGS ON SUSTAINABILITY

A. Sustainability will be understood as the probability of continued long-term outcomes and impacts after the GEF project funding ends. The Terminal evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends. Some of these factors might be outcomes of the project, i.e. stronger institutional capacities, legal frameworks, socio-economic incentives /or public awareness. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes.

Rating system for sustainability sub-criteria

On each of the dimensions of sustainability of the project outcomes will be rated as follows.

Likely (L): There are no risks affecting this dimension of sustainability.

Moderately Likely (ML). There are moderate risks that affect this dimension of sustainability.

Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability

Unlikely (U): There are severe risks that affect this dimension of sustainability.

According to the GEF Office of Evaluation, all the risk dimensions of sustainability are deemed critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an Unlikely rating in any of the dimensions then its overall rating cannot be higher than Unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

RATINGS OF PROJECT M&E

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation is the systematic and objective assessment of an on-going or completed project, its design, implementation and results. Project evaluation may involve the definition of appropriate standards, the examination of performance against those standards, and an assessment of actual and expected results.

The Project monitoring and evaluation system will be rated on ‘M&E Design’, ‘M&E Plan Implementation’ and ‘Budgeting and Funding for M&E activities’ as follows:

Highly Satisfactory (HS): There were no shortcomings in the project M&E system.

Satisfactory(S): There were minor shortcomings in the project M&E system.

Moderately Satisfactory (MS): There were moderate shortcomings in the project M&E system.

Moderately Unsatisfactory (MU): There were significant shortcomings in the project M&E system.

Unsatisfactory (U): There were major shortcomings in the project M&E system.

Highly Unsatisfactory (HU): The Project had no M&E system.

“M&E plan implementation” will be considered a critical parameter for the overall assessment of the M&E system. The overall rating for the M&E systems will not be higher than the rating on “M&E plan implementation.”

All other ratings will be on the GEF six point scale.

GEF Performance Description	Alternative description on the same scale
HS = Highly Satisfactory	Excellent
S = Satisfactory	Well above average
MS = Moderately Satisfactory	Average
MU = Moderately Unsatisfactory	Below Average
U = Unsatisfactory	Poor
HU = Highly Unsatisfactory	Very poor (Appalling)

Annex 2 to Appendix 9: Co-financing and Leveraged Resources

Co-financing (basic data to be supplied to the consultant for verification)

Co financing (Type/Source)	IA own Financing (mill US\$)		Government (mill US\$)		Other* (mill US\$)		Total (mill US\$)		Total Disbursement (mill US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
- Grants										
- Loans/Concessional (compared to market rate)										
- Credits										
- Equity investments										
- In-kind support										
- Other (*)										
-										
-										
-										
-										
-										
TOTALS										

* Other is referred to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.

Leveraged Resources

Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO’s, foundations, governments, communities or the private sector. Please briefly describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project’s ultimate objective.

Table showing final actual project expenditure by activity to be supplied by the UNEP Fund management Officer. (insert here)

Review of the Draft Report

Draft reports submitted to UNEP EOU are shared with the corresponding Programme or Project Officer and his or her supervisor for initial review and consultation. The DGEF staff and senior Executing Agency staff provide comments on the draft evaluation report. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. UNEP EOU collates the review comments and provides them to the evaluators for their consideration in preparing the final version of the report. General comments on the draft report with respect to compliance with these TOR are shared with the reviewer.

Quality Assessment of the Evaluation Report

All UNEP GEF Mid Term Reports are subject to quality assessments by UNEP EOU. These apply GEF Office of Evaluation quality assessment and are used as a tool for providing structured feedback to the evaluator.

The quality of the draft evaluation report is assessed and rated against the following criteria:

GEF Report Quality Criteria	UNEP EOU Assessment	Rating
A. Did the report present an assessment of relevant outcomes and achievement of project objectives in the context of the focal area program indicators if applicable?		
B. Was the report consistent and the evidence complete and convincing and were the ratings substantiated when used?		
C. Did the report present a sound assessment of sustainability of outcomes?		
D. Were the lessons and recommendations supported by the evidence presented?		
E. Did the report include the actual project costs (total and per activity) and actual co-financing used?		
F. Did the report include an assessment of the quality of the project M&E system and its use for project management?		
UNEP EOU additional Report Quality Criteria	UNEP EOU Assessment	Rating
G. Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
H. Quality of the recommendations: Did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can they be implemented? Did the recommendations specify a goal and an associated performance indicator?		
I. Was the report well written? (clear English language and grammar)		
J. Did the report structure follow EOU guidelines, were all requested Annexes included?		
K. Were all evaluation aspects specified in the TORs adequately addressed?		
L. Was the report delivered in a timely manner		

GEF Quality of the MTE report = 0.3*(A + B) + 0.1*(C+D+E+F)
EOU assessment of MTE report = 0.3*(G + H) + 0.1*(I+J+K+L)
Combined quality Rating = (2* 'GEF EO' rating + EOU rating)/3
The Totals are rounded and converted to the scale of HS to HU

Rating system for quality of terminal evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.

GEF Minimum requirements for M&E

Minimum Requirement 1: Project Design of M&E³

All projects must include a concrete and fully budgeted monitoring and evaluation plan by the time of Work Program entry (full-sized projects) or CEO approval (medium-sized projects). This plan must contain at a minimum:

- SMART (see below) indicators for project implementation, or, if no indicators are identified, an alternative plan for monitoring that will deliver reliable and valid information to management
- SMART indicators for results (outcomes and, if applicable, impacts), and, where appropriate, corporate-level indicators
- A project baseline, with:
 - a description of the problem to address
 - indicator data
 - or, if major baseline indicators are not identified, an alternative plan for addressing this within one year of implementation
- An M&E Plan with identification of reviews and evaluations which will be undertaken, such as mid-term reviews or evaluations of activities
- An organizational setup and budgets for monitoring and evaluation.

³ <http://gefweb.org/MonitoringandEvaluation/MEPoliciesProcedures/MEPTools/meptstandards.html>

Minimum Requirement 2: Application of Project M&E

- Project monitoring and supervision will include implementation of the M&E plan, comprising:
- Use of SMART indicators for implementation (or provision of a reasonable explanation if not used)
- Use of SMART indicators for results (or provision of a reasonable explanation if not used)
- Fully established baseline for the project and data compiled to review progress
- Evaluations are undertaken as planned
- Operational organizational setup for M&E and budgets spent as planned.

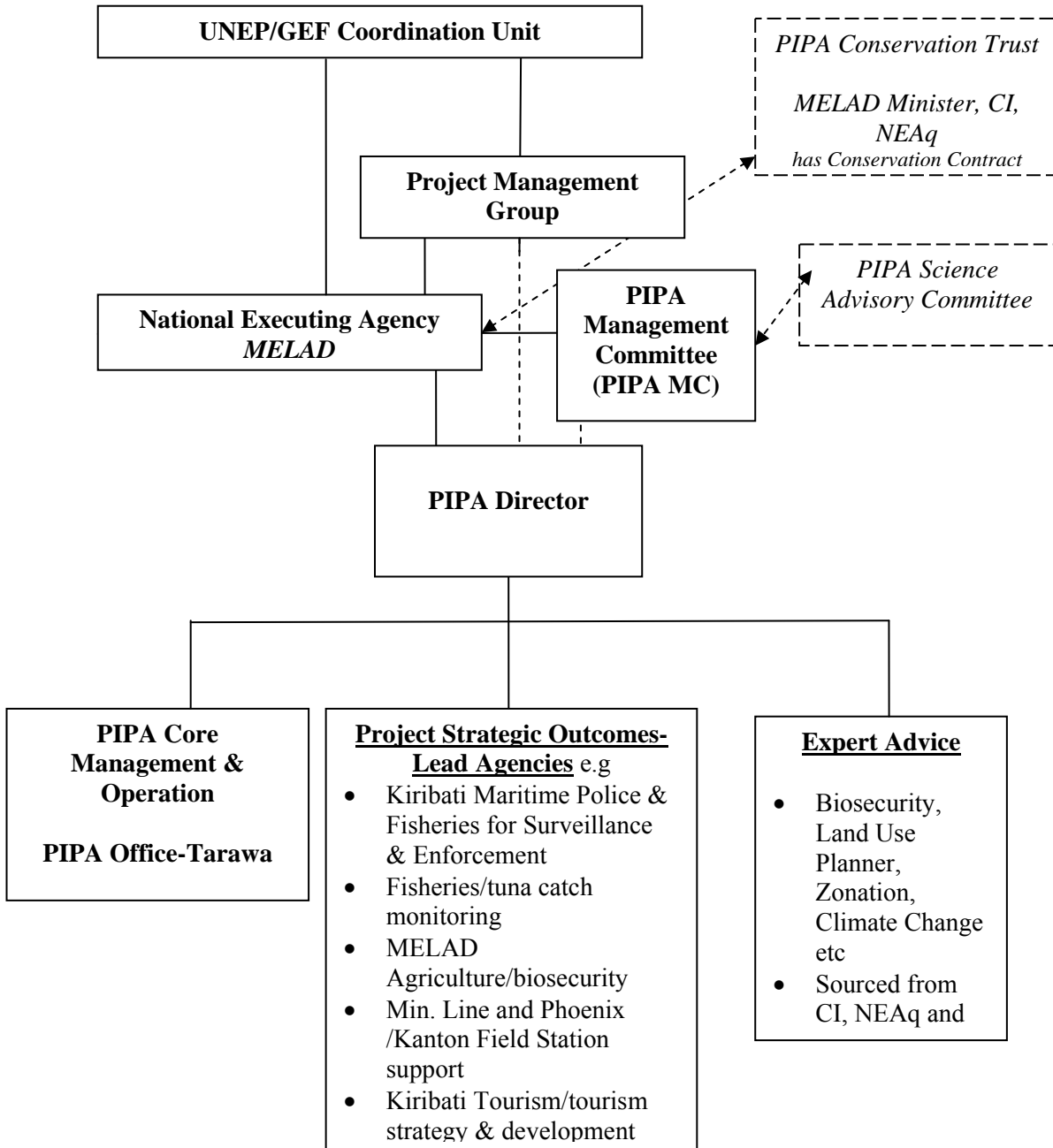
SMART INDICATORS GEF projects and programs should monitor using relevant performance indicators. The monitoring system should be “SMART”:

1. **Specific:** The system captures the essence of the desired result by clearly and directly relating to achieving an objective, and only that objective.
2. **Measurable:** The monitoring system and its indicators are unambiguously specified so that all parties agree on what the system covers and there are practical ways to measure the indicators and results.
3. **Achievable and Attributable:** The system identifies what changes are anticipated as a result of the intervention and whether the result(s) are realistic. Attribution requires that changes in the targeted developmental issue can be linked to the intervention.
4. **Relevant and Realistic:** The system establishes levels of performance that are likely to be achieved in a practical manner, and that reflect the expectations of stakeholders.
5. **Time-bound, Timely, Trackable, and Targeted:** The system allows progress to be tracked in a cost-effective manner at desired frequency for a set period, with clear identification of the particular stakeholder group to be impacted by the project or program.

List of intended additional recipients for the Terminal Evaluation (to be completed by the IA Task Manager).

Name	Affiliation	Email
Aaron Zazueta	GEF Evaluation Office	azazueta@thegef.org
Government Officials		
GEF Focal Point(s)		
Executing Agency		
Implementing Agency		
Carmen Tavera	UNEP DGEF Quality Assurance Officer	

Appendix 10: Project Decision-making flowchart and organizational chart



**Appendix 11. Terms of Reference for the Project Management Group and Project Staff
Summary of Roles.**

Project Management Group (UNEP GEF PAS PIPA project):

Membership: UNEP BD Task Manager (Greg Sherley), MELAD (Kiribati), CI, NEAq
Secretary: PIPA Director, MELAD
Reporting to: UNEP, quarterly reporting
Duration: Project inception until the submission, review and acceptance of the Terminal Report
Meets: Annually in Tarawa, Kiribati , with not less than quarterly meeting via phone conference or skype.

Function: The UNEP GEF PAS PIPA Project Management Group (PMG) is constituted as the technical supervisory body for the UNEP GEF PAS PIPA project. Its primary function is to provide technical and financial oversight to the implementation and monitoring of the progress of the UNEP GEF PAS PIPA project. In particular it will:

- Provide strategic and policy guidance and the necessary scientific, technical, financial and administrative support to the work of the PIPA project, working in close cooperation with the MELAD, PIPA project team, the PIPA Management Committee and the PIPA Conservation Trust,
- Approve the detailed workplan and budget produced by the PIPA Project Team;
- Ensure that regular reports, financial accounts, and requests are submitted to UNEP,
- Review all documentation deriving from the UNEP GEF PAS PIPA project and any other relevant documentation to ensure that these are produced according to standards prescribed by UNEP,
- Mobilize necessary expertise, as needed for the proper execution of the UNEP GEF PAS PIPA project outputs;
- Provide overall policy advice on the implementation of the UNEP GEF PAS PIPA project;
- Review and advise on the main outputs of the UNEP GEF PAS PIPA project;
- Assist in mobilizing available data and ensure a constant information flow between all concerned parties;
- Review and approve the UNEP GEF PAS PIPA project outputs and documents.

Project Team (Local and International Consultants) – Summary of Roles

<i>Position Titles</i>	<i>Role</i>
Local Consultants	
Project Coordinator /PIPA Director (50% GEF, 50% CI/NEAq)	<p><u>Project Management:</u> Secretariat role to the Project Management Group, overall responsibility for Project information input to the Project inception report, midterm review, terminal report and quarterly Project expenditure and annual Project implementation review reports.</p> <p><u>Technical Assistance:</u> Overall in-country responsibility for implementation of GEF and cofinance investment in the PIPA Management Plan’s implementation for core operation and strategic outcomes. Also responsible for provision of PIPA and project information for the PIPA Conservation Trust.</p>
PIPA Education/Information/Media Officer (50% GEF, 50%	<p><u>Project Management:</u> Lead on Project information (Education, Information, Media) input to the Project inception report, midterm review, terminal report and annual Project</p>

CI/NEAq))	implementation review reports. <u>Technical Assistance:</u> Lead on Project design and implementation for the Education, Information, Media) and Outreach initiative.
PIPA Finance Officer	<u>Project Management:</u> Lead on Project information (Finance) input to the Project inception report, midterm review, terminal report and quarterly Project expenditure and annual Project implementation review reports. <u>Technical Assistance:</u> Lead on day to day financial management, payment, and records for the Project.
PIPA Administrative Assistant	<u>Project Management:</u> Administrative support to Secretariat role to the Project Management Group and project reporting. <u>Technical Assistance:</u> Administrative support to the Project Team.
PIPA Kanton Director	<u>Project Management:</u> Lead on Project information (Education, Information, Media) input to the Project inception report, midterm review, terminal report and annual Project implementation review reports. <u>Technical Assistance:</u> Lead on day to day Project implementation on Kanton/Phoenix Islands.
PIPA Kanton Station Assistant	<u>Project Management:</u> Assistance with the above to the PIPA Kanton Director. <u>Technical Assistance:</u> Assistance with the above to the PIPA Kanton Director.
PIPA Kanton Atoll Sustainable Resource Plan consultant.	Local consultant responsible to develop PIPA Kanton Atoll Sustainable Resource Plan. Travel costs will be required from Tarawa to Kanton (boat). \$10,000 total budget, \$2000 travel costs included.
International Consultants	Role
Climate Change Advisor	Preparation of a PIPA Climate Change Vulnerability Assessment with recommendations for adaptation and fostering resilience to climate change in PIPA.
PIPA Atoll and Reef Islands Restoration & Biosecurity consultants (2)	Lead technical role and advice on PIPA island restoration and biosecurity work. Total project budget \$105,000, including \$85,000 for time based fees, remaining \$20,000 for travel and related operational costs of island restoration work.

**Appendix 12. Cofinance letters from project partners:
Appendix 12a. CI NEAQ GEF PIPA Cofinancing Letter**

Mrs. Monique Earbut
GEF Secretariat
1818 H Street, NW
Washington, DC 20433
USA
Fax: (202)522-3240/3245
Email: secretariat@thegef.org

3 May 2011

Dear Mrs. Barbut,

This letter confirms the support of Conservation International (CI) and New England Aquarium (NEAQ) for the national project *Phoenix Islands Protected Area (PIPA) (Government of Kiribati)* (the "Project"), proposed through UNEP for funding by the Global Environment Facility (GEF) and pre-approved by the GEF as part of the GEF Pacific Alliance for Sustainability (GEF PAS).

Terms used in this letter that are specifically defined in the Phoenix Islands Protected Area Project Document shall have the same meaning as set forth in the said Project Document.

CI and NEAQ participated in the development of the Project Identification Form (PIF) and the Project Preparation Grant (PPG) phase of the project in Kiribati, and intend to be fully involved in the Medium Sized Project (MSP). Our commitment builds on a longstanding cooperation of more than ten years with the Government of Kiribati to design, establish and manage PIPA, and an investment in this cooperation of more than \$3 million USD. Our foreseen involvement in the MSP includes:

- Participation in the Project Management Group.
- Continued support of the PIPA Management Committee – the decision-making body for PIPA.
- Assisting with the implementation of project activities as prioritised under the 2010-2014 PIPA Management Plan by the PIPA Management Committee.
- Continued participation in the PIPA Conservation Trust Board.

We recognise that the proposed activities in the Project will significantly build capacity for PIPA's implementation and are vitally important in fostering learning at the national, regional and international scales for this, the Pacific Ocean's largest marine protected area. We currently endeavour to raise the funds to support the Project with cofinancing totalling US\$ 1,379,600, of which US\$ 1,019,600 will be in cash financing for project activities and US\$ 360,000 will be in in-kind contributions.

Sincerely,



Niels Crone
Chief Operating Officer
Conservation International



Bud Ris
President and CEO
New England Aquarium



Appendix 12b. EcoOceania Cofinancing Letter

Eco Oceania Pty Ltd
165 Stoney Creek Road
Speewah
Queensland 4881
AUSTRALIA
Ph +61740930784
raypierce@bigpond.com

Mrs. Monique Barbut
GEF Secretariat
1818 H Street, NW
Washington, DC 20433
USA
Fax: (202)522-3240/3245
Email: secretariat@thegef.org

20 April 2011

Dear Mrs. Barbut,

This letter confirms that my company Eco Oceania Pty Ltd is fully supportive of the project: *Phoenix Islands Protected Area (PIPA) (Government of Kiribati)* proposed through UNEP for funding by the Global Environment Facility (GEF).

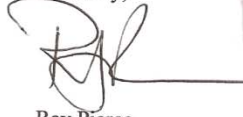
As company director I have worked closely with Government of Kiribati staff on biodiversity projects at Phoenix Islands, Kiritimati (Christmas Is) and at Tarawa since 2006. These projects have been supported financially and logistically by CI, CEPF, SPREP, NZAID, NZ Department of Conservation and many consultants.

Currently (2011) my focus is in two parts:

- Restoration of Enderbury and Birnie islands in the PIPA via rat eradication
- Biodiversity capacity building with GoK staff on particularly at Kiritimati.

The capacity building project is funded by NZAID and administered through NZDOC and involves \$NZ75000 (est \$56,000 USD in PIPA UNEP GEF project document) over three years to drive my work with staff. It can be regarded as co-finance for the PIPA project because the many benefits to PIPA stem from training of staff for biosecurity and pest eradication work at the PIPA and Kiribati generally.

Sincerely,



Ray Pierce
Director

Appendix 12c. Govt Kiribati cofinance/in kind support letter.



GOVERNMENT OF KIRIBATI

**MINISTRY OF ENVIRONMENT, LANDS AND
AGRICULTURE DEVELOPMENT**

P.O. Box 234, Bikenibeu, Tarawa, Republic of Kiribati
Telephone Number: (686)28211, Fax Number: (686)28334

22nd December, 2010

Ms Maryam Niamir-Fuller
Director
Division of Global Environment Facility Coordination
United Nations Environment Programme (UNEP)
Nairobi, KENYA

This is to confirm that the Government of Kiribati is committed to provide in-kind support to the equivalent value of US\$357,500 over the duration of the Global Environment Facility funded project "Phoenix Islands Protected Area" as detailed in that project's Project Document written for the Global Environment Facility and Division of Global Environment Facility Coordination, UNEP.

Yours Sincerely,


Tarsu Murdoch.
Secretary for Environment, Lands and Agricultural Development

Appendix 13. Endorsement letter of GEF National Focal Point



GOVERNMENT OF KIRIBATI

MINISTRY OF ENVIRONMENT, LANDS AND AGRICULTURE DEVELOPMENT

P.O. Box 234, Bikenibeu, Tarawa, Republic of Kiribati

Telephone Number: (686)28211, Fax Number: (686)28334

Our File Ref: MELAD

30 April, 2011

Maryam Niamir-Fuller
Director, UNEP/GEF
Nairobi, Kenya

Re: Endorsement for the Phoenix Islands Protected Area (PIPA) - Kiribati

In my capacity as GEF Political Focal Point for Kiribati, I confirm that the above project proposal (a) is in accordance with the Government's national priorities and commitments made by Kiribati under the relevant global environmental conventions and (b) has been discussed with relevant stakeholders, including the global environmental convention focal points, in accordance with GEF's policy on public involvement.


Accordingly, I am pleased to endorse the preparation of the above project proposal with the support of the United Nations Environment Programme (UNEP). The Project will be implemented by the PIPA Office, Ministry of Environment, Lands and Agriculture Development. Further, I request UNEP to provide a final copy of the project document for information of this Office before it is submitted to the GEF Secretariat for CEO endorsement.

I understand that the total GEF financing being requested for this project is US\$890,000 inclusive of the project preparation grant (PPG) and Agency Fee (10%) to UNEP for project cycle management services associated with this project.

I consent to the utilization of the following indicative allocations available to Kiribati in GEF-4, preapproved within the GEF Pacific Alliance for Sustainability (PAS) under the GEF Resource Allocation Framework to cover the GEF project preparation and implementation as well as the associated Agency fees for this project.

GEF Agency	Focal Area	Country	In (\$)			
			Project Preparation	Project	Fee	Total
UNEP	Biodiversity	Kiribati	20,000 (incl. Agency fee)	870,000	87,000	890,000

Sincerely,



Wiriki Tooma
GEF Operational Focal Point and UNCBD Convention Focal Point
Chairperson, PIPA Management Committee.