



ADAPTATION FUND

AFB/PPRC.35/Inf.41
17 March 2025

Adaptation Fund Board
Project and Programme Review Committee
Thirty-fifth Meeting
Bonn, Germany, 8-9 April 2025

PROPOSAL FOR INNOVATION LARGE GRANT FOR PACIFIC SIDS



ADAPTATION FUND

ADAPTATION FUND BOARD SECRETARIAT TECHNICAL REVIEW OF PROJECT/PROGRAMME PROPOSAL

PROJECT/PROGRAMME CATEGORY: Adaptation Fund Climate Innovation Accelerator

Country/Region: Regional (14 Pacific SIDS) – Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu & Vanuatu.

Project Title: Accelerating effective innovative adaptation actions, and learnings in the Pacific

Thematic Focal Area: Multisector

Implementing Entity: Secretariat of the Pacific Regional Environment Programme (SPREP)

Executing Entities: SPREP & AF member Pacific SIDS

AF Project ID: AF00000415

IE Project ID: **Requested Financing from Adaptation Fund (US Dollars): 4,929,546**

Reviewer and contact person: Alyssa Gomes, Marcus Johanneson **Co-reviewer(s):** Naoki Uozawa

IE Contact Person:

Technical Summary	<p>The project “Accelerating effective innovative adaptation actions, and learnings in the Pacific” aims to incubate and accelerate the upscaling, and replication of innovative adaptation measures in the targeted Pacific SIDS. This will be done through the three components below:</p> <p><u>Component 1:</u> Financing the incubation and acceleration of innovative adaptation measures through a small grants programme (USD 3,246,000);</p> <p><u>Component 2:</u> Technical assistance to incubate and accelerate innovative adaptation measures (USD 477,000);</p> <p><u>Component 3:</u> Enhance learning and sharing of knowledge on innovative adaptation measures including predicted adverse impacts of climate change, and of appropriate responses (USD 466,000)</p> <p><u>Requested financing overview:</u></p> <p>Project/Programme Execution Cost: 354,360 Total Project/Programme Cost: USD 4,543,360 Implementing Fee: USD 386,186</p>
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	<p>Financing Requested: USD 4,929,546</p> <p>The first technical review found that the proposal needs further substantiation in several areas, including the detailed budget presentation, alignment of fees with Adaptation Fund requirements, and clarity on the Environmental and Social Management System (ESMS) for unidentified subprojects. It also requires stronger country-drivenness evidence, enhanced Monitoring and Evaluation (M&E) arrangements, gender-responsive budgeting, and clearer pathways for scaling successful small grants. These and other issues are addressed in the Clarification Requests (CRs) and Corrective Action Requests (CARs) raised in the review.</p> <p>The second technical review finds that while the proposal has addressed some initial concerns, key gaps remain. Stronger justification for country-drivenness, a clearer strategy for scaling successful innovations, and enhanced Monitoring and Evaluation (M&E) arrangements are needed. The Environmental and Social Management System (ESMS) requires further clarity, particularly on risk categorization and mitigation for subprojects. Stakeholder engagement processes must be better articulated, ensuring meaningful participation of vulnerable communities. Gender considerations should be more explicitly integrated into project screening and implementation. Additionally, synergies with other AFCIA programs, especially the SPC initiative, should be clearly defined. Lastly, the budget presentation requires a clearer format and alignment with Adaptation Fund requirements. These and other issues are detailed in the Clarification Requests (CRs) and Corrective Action Requests (CARs).</p> <p><i>Please be advised that the findings of the AFB Secretariat's review of the funding proposal(s) do not reflect, indicate, or prejudge the outcome of the reaccreditation process currently underway. The Implementing Entity (IE) shall acknowledge that the funding proposal will not be approved by the Board if the IE's accreditation has expired, and reaccreditation has not been achieved at the time of the Board's decision. Notwithstanding this potential risk, the IE has elected to proceed with the development of the funding proposal.</i></p>
Date:	March 11, 2025

Review Criteria	Questions	Comments 1 st Review[16 January 2025]	Comment 2 nd Review [11 March 2025]
Country Eligibility	1. Does the proposal include a mechanism that will ensure that the participating countries are party to the Paris	Yes.	-

	Agreement and/or the Kyoto Protocol?		
	<p>2. Does the proposal describe how the IE will involve the participation of developing countries particularly vulnerable to the adverse effects of climate change? Does it specify countries, a region, or two or more regions?</p>	<p>Yes.</p> <p>The proposal describes the involvement of developing countries particularly vulnerable to climate change, specifically targeting Pacific Small Island Developing States (SIDS), which are known for their high vulnerability due to geographical and socio-economic factors.</p> <p>The following countries are explicitly mentioned in the proposal as participating in the program: Federated States of Micronesia (FSM), Tuvalu, Cook Islands, Niue, Samoa, Solomon Islands, Vanuatu, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea (PNG) and Tonga.</p> <p>These countries are identified across various program components, including capacity building, supporting innovation projects, and enhancing learning and knowledge sharing. The proposal also highlights the specific vulnerabilities faced by these countries, such as climate-induced flooding, coastal adaptation needs, and impacts on agriculture and fisheries. The program design aims to include a wide range of stakeholders in these countries, such as women,</p>	<p><u>General Comments on the Proposal</u></p> <p>Page Number Discrepancies</p> <ul style="list-style-type: none"> • There are inconsistencies between the page numbers referenced in the response sheet and the actual structure of the proposal main text. These need to be aligned to ensure clarity and traceability for reviewers. Please conduct a thorough cross-check between the response sheet and the main proposal document to ensure references to page numbers and paragraphs are accurate. <p>Inadequate Reflection of Response Sheet Information in Proposal Main Text</p> <ul style="list-style-type: none"> • Several justifications and details provided in the response sheet are not fully incorporated into the proposal main text. • This weakens the coherence and completeness of the proposal, particularly regarding how country-drivenness, eligibility, selection

		<p>girls, people with disabilities, youth, civil society, and the private sector, ensuring a comprehensive and inclusive approach to adaptation.</p> <p>General comment: Please appropriately number all pages. Kindly complete the fully developed AFCIA proposal template substantively, as the current gaps limit a comprehensive assessment of the proposal.</p>	<p>processes, and implementation arrangements are operationalized.</p> <ul style="list-style-type: none"> • Ensure that all critical details, commitments, and clarifications provided in the response sheet are explicitly integrated into the main proposal document. <p>SPREP Procedures & Annexing Documents</p> <ul style="list-style-type: none"> • The proposal references SPREP procedures (e.g., Grant Policy and Procedures Manual) without sufficient explanation in the main text. • Key procedural documents (e.g., SPREP Grant Policy and Procedures Manual, NDA LOE templates, evaluation criteria) should be included in an Annex for reference. • The main text should summarize key processes (e.g., selection criteria, grant disbursement process) rather than solely relying on external document references. <p>Component Sections Lack Detail for a Fully Developed Proposal</p> <ul style="list-style-type: none"> • The proposal components do not include sufficient detail on

			<p>outputs, activities, and interlinkages necessary for a fully developed proposal.</p> <ul style="list-style-type: none"> • For each component, explicitly list: <ul style="list-style-type: none"> ○ Outputs (specific deliverables for each component) ○ Activities (steps to achieve the outputs) ○ Explanation of how each component is linked to the overall objective and to other components <p><u>For example:</u></p> <p>Component 1 (Small Grants for Incubation): Outline the full process of concept note submission, proposal development, grant selection, and incubation activities.</p> <p>Component 2 (Technical Assistance): Specify who provides technical assistance, how it will be mobilized, and what capacity-building activities will be included.</p> <p>Component 3 (Knowledge & Learning): Detail how knowledge will be captured, documented, and disseminated, and how it will inform future scaling up.</p>
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	<p>1. Does the proposal describe how it will source innovation small grant proposals, and screen them for the potential to support concrete adaptation actions to assist the participating countries in addressing the adverse effects of climate change and build in climate resilience?</p>	<p>Not Cleared.</p> <p>A process is outlined, starting with a call for concept notes from SMEs, researchers, and AF-NDAs across 14 Pacific SIDS. Shortlisted concept notes will lead to full proposals and awards, with specific funding for both the incubator (USD 50,000) and accelerator (USD 200,000) phases. The process includes outreach efforts, leveraging Component 2’s technical assistance, and integration with the Pacific Climate Change Centre (PCCC).</p> <p><u>Screening Mechanisms</u> - Proposals will be assessed through SPREP’s Project Review and Monitoring Group (PRMG) using pre-defined criteria. The incubator phase involves site inspections, progress reports, and evaluation to shortlist 10 projects for the accelerator phase.</p> <p><u>Innovation in climate adaptation</u> - The program targets climate-sensitive sectors and vulnerable communities, integrating social, environmental, and gender considerations. The selection process involves due diligence assessments, compliance with the Environmental and Social Policy and Gender Policy of the Fund, and systematic documentation and</p>	<p>CAR1: Not cleared</p> <p>While the proposal states that the AF NDA-signed letters and national strategies will ensure country alignment (Para 22, SPREP Grant Policy and Procedures Manual Annex 1), this is not adequately reflected in the main text of the proposal. Please revise the main text (Part III: Implementation Arrangements, Para 22) to explicitly state that all 20 shortlisted proposals will require an AF NDA-signed letter before finalizing the grant award. Mention in the M&E section that DA LOEs will be submitted annually with PPRs to maintain compliance with country-driven processes.</p> <p>CR1: Not cleared (Para 7,48, 20-24)</p> <p>The proposal mentions that SMEs, researchers, and AF-National Designated Authorities will participate. However, further clarification is required:</p> <ul style="list-style-type: none"> • National Designated Authorities (DAs) are considered as potential executing applicant and are expected to engage in incubating and accelerating their ideas and businesses alongside other innovators such as SMEs, researchers (para. 17, 20, 58, and 79).
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		<p>knowledge sharing through Component 3.</p> <p>CAR1: While no letters of endorsement need to be submitted to the Board, please provide an explanation of the process on how evidence of country-drivenness will be ensured at a later stage during the aggregator innovation small grants programme approval and implementation. Include provisions for obtaining letters of endorsement from participating countries following a call for expressions of interest, ensuring that copies of such letters are included in reports submitted to the Adaptation Fund secretariat.</p> <p>CR1: Please elaborate further whether collaborations in-between the private sector and academia are foreseen, and if so, how would the program promote these kinds of partnerships?</p> <p>CR2: Please elaborate on the relationship of the programme to the national (and regional) innovation ecosystems, i.e. how the program will help support and strengthen the innovation ecosystem and how the program will tap into the existing ecosystems.</p>	<p>Please note that the primary role of the DA is to endorse the accreditation applications and proposals by Accredited Implementing Entities (IEs) on behalf of their national governments.</p> <p>If "NDA" in the proposal refers to National Implementing Entities (NIEs) rather than National Designated Authorities, please revise accordingly.</p> <p>Alternatively, if the proposal intends for DAs as potential executing applicant, please provide a justification for this approach within the context of each country.</p> <ul style="list-style-type: none"> • The mechanism for engaging private sector actors (e.g., incentives, benefits, outreach strategies) is not well defined. Please provide a clear mechanism for engagement, including how SMEs and research institutions will collaborate, any incentives for private sector participation, and examples of successful partnerships if relevant.
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	<p>CR3: Please clarify how the criteria for evaluating concept notes and proposals specifically ensure alignment with innovative adaptation practices, tools, and technologies that directly enhance climate resilience.</p> <p>CR4: Please provide more detail on how lessons learned from previous SPREP programs or similar initiatives will inform the sourcing and screening processes for small grant proposals under this program.</p> <p>CR5: Please elaborate on the criteria that will be used to assess the innovation potential of concept notes and proposals at both the incubator and accelerator stages.</p> <p>CR6: Please clarify how lessons learned during the incubator phase will inform the scaling strategy in the accelerator phase.</p> <p>CR7: Please provide more detail on how the monitoring and evaluation framework during the incubator phase will measure the effectiveness of ground-truthing and the success of proposed innovations.</p> <p>CR8: Please elaborate on how the technical assistance offered through Component 2 will address capacity gaps during the proposal</p>	<p>CR2: Not cleared. The proposal highlights partnerships with SPREP, PCCC, and the Tomai Pacific network but does not clearly specify how the results and lessons learned of funded measures will be disseminated and fed into national policy making processes, or link with other ongoing innovation programs. (Para 2, 3, 7, 47- 48)</p> <p>The proposal does not adequately explain the process by which the project ensures that innovative adaptation measures align with specific national strategies and policies. While references are made to relevant frameworks, there is no clear mechanism detailing how these innovations will contribute to national priorities or be integrated into existing systems.</p> <p>The proposal should describe the step-by-step process that will be followed to:</p> <ol style="list-style-type: none"> 1. Identify relevant national strategies and policies for each participating Pacific SIDS. 2. Define pathways for integrating successful innovations into existing policy frameworks, sectoral planning, and national adaptation processes.
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		<p>development, screening, and implementation processes.</p> <p>CR9: Please clarify if and how the selected projects will contribute to regional or multi-regional objectives for climate resilience and adaptation, avoiding isolated impacts.</p> <p>CR10: Please include more detailed timelines and specific milestones for key steps in the proposal sourcing and screening process to ensure efficient execution and transparency.</p> <p>CR11: Please clarify how partnerships with regional entities, such as the PCCC Innovation Hub, will ensure alignment with regional adaptation strategies and amplify the reach of scaled innovations.</p> <p>CR12: Please clarify how stakeholder feedback will be incorporated during implementation to ensure adaptive management and course correction.</p> <p>CR13: Please provide further details on how selected innovations will balance short-term implementation feasibility with long-term climate resilience impacts.</p> <p>CR14: Kindly provide a detailed risk management strategy for potential challenges in transitioning projects</p>	<p>3. Leverage existing governance structures (e.g., NDAs, sectoral ministries, local institutions) to facilitate policy uptake and sustainability.</p> <p>CR3: Not Cleared The proposal states that innovation will be assessed through SPREP's evaluation framework (Para 26-28, para 69 Table 3). However, it does not define specific criteria for evaluating innovation potential (e.g., novelty, scalability, feasibility). Please define innovation assessment criteria, including technical feasibility, risk appetite, potential for scaling, and social impact.</p> <p>CR4: Cleared (Para 5, 14-15, 48-50) The proposal references AFCIA's prior work and indicates that lessons from past projects will inform selection criteria.</p> <p>CR5: Not cleared While SPREP's Grant Policy is mentioned, there is no clear methodology for assessing whether an incubated project should move to the accelerator phase. Please provide a scoring system or selection criteria (e.g., performance benchmarks, market feasibility, stakeholder demand) for determining viability.</p>

		<p>from incubation to scaling, including capacity gaps or technical limitations.</p> <p>CR15: Please describe mechanisms to address potential failures of innovations during the incubator and accelerator phases without penalizing grantees for experimenting.</p>	<p>CR6: Not cleared (Para 42-46, Figure 5,) The proposal outlines the transition from incubation to acceleration (from 20 projects to 10). However, it does not clarify how decisions will be made. Please define selection criteria, monitoring mechanisms, and how unsuccessful incubators will receive feedback.</p> <p>CR7: Cleared (Para 91) The M&E framework includes indicators to measure innovation success. <i>(Please note that AF SRF is currently under revision and updates to the SRF pertaining to innovation may need to be reflected in the future versions the proposal.)</i></p> <p>CR8: Not cleared (Para 22-24, Component 2 Design) The proposal mentions SPREP and Tomai Pacifique providing technical support but does not clarify how TA will be allocated and accessed. Please specify TA allocation mechanisms (e.g., targeted training, on-demand consulting, regional workshops).</p> <p>CR9: Not cleared (Para 9-10, 14-15, 24 48-50) The proposal mentions regional integration but does not detail how cross-country collaboration or</p>

			<p>knowledge transfer will occur. Please describe regional collaboration mechanisms, including peer learning, joint scaling initiatives, and policy alignment.</p> <p>CR10: Cleared (Para 38-46, Figures 4 and 5) The proposal now outlines clear timelines.</p> <p>CR11: Cleared (Para 23-24, Component 2 Design).</p> <p>CR12: Not cleared (Para 59-60 44-47, 50, Component 3) Stakeholder engagement is mentioned, but it is unclear how adaptive learning will be incorporated into project decision-making. Please include iterative learning mechanisms such as periodic review cycles or real-time adaptation feedback loops.</p> <p>CR13: Not cleared (Para 53-54, Component 1 and 2 Design). Sustainability is discussed, but financial sustainability beyond AF funding is not addressed. Please outline a broad strategy for securing follow-up funding, integrating projects into national programs, or commercializing successful innovations.</p> <p>CR14: Not Cleared</p>

			<p>The response states that each project will have a tailored risk management strategy, but it does not provide a program-wide framework to ensure that projects transition effectively from the incubator to the accelerator phase. While individual project-level risk assessments are important, a cohesive risk management strategy is required at the program level to proactively address broader capacity gaps, financial risks, and technical limitations.</p> <p>Please consider a program-level risk management strategy covering: What are the common challenges anticipated in transitioning projects from incubation to acceleration? Will additional training, mentorship, or TA support be provided beyond project-specific adjustments? What criteria and process will be used to determine whether a project advances to scaling or requires modifications? How will projects be supported if they are deemed not ready for acceleration but still have potential?</p> <p>CR15: Not Cleared The response mentions that individual projects will have identified risks and mitigation strategies, but it does not explicitly address and elaborate in the</p>
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			<p>proposal how failures of innovations will be handled without penalizing grantees. Given that innovation inherently involves risk-taking and experimentation, a dedicated mechanism is needed to:</p> <ul style="list-style-type: none">- Recognize and document learning from failures,- Provide adaptive support to struggling grantees, and- Ensure accountability without discouraging innovation.- Flexible Performance Metrics: Ensure that performance evaluation criteria are not purely success-based, but also include aspects such as:<ul style="list-style-type: none">▪ Innovation potential,▪ Adaptability of the project, and▪ Value of the lessons learned for future scaling.
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	<p>2. Does the programme contribute meaningfully to the Expected Results under the Innovation Pillar:</p> <p>i. New innovations and risk-taking encouraged and accelerated</p> <p>ii. Successful innovations replicated and scaled up</p> <p>iii. Access and capacities enhanced for designing and implementing innovation.</p> <p>iv. Evidence base generated and shared.</p>	<p>Not cleared.</p> <p><u>New innovations and risk-taking encouraged and accelerated</u></p> <p>The program aims to foster innovation through a structured incubator phase where 20 innovative adaptation measures are supported with grants of USD 50,000 each. It encourages risk-taking by cushioning potential risks in trial-demonstration and ground-truthing efforts during the incubator phase. However, the proposal lacks detailed mechanisms for identifying and mitigating risks associated with implementing new and untested adaptation measures.</p> <p>CR16: Please provide more detail on the mechanisms that will be put in place to identify and mitigate risks associated with implementing new and untested adaptation measures during the incubator phase.</p> <p><u>Successful innovations replicated and scaled up</u></p> <p>The accelerator phase aims to upscale and replicate 10 successful projects from the incubator phase, supported with grants of USD 200,000 each. The program includes mechanisms for scaling by providing additional funding and technical support. There is however insufficient</p>	<p>CR16: Not cleared</p> <p>While Para 26 was revised to indicate that SPREP PRMG TWG will review risks, the proposal lacks clear procedural steps on how new and untested innovations will be systematically assessed for risk. Kindly consider the following:</p> <ul style="list-style-type: none"> • Provide specific criteria for evaluating risks in innovation proposals. • Detail the process flow of risk identification from concept note to project implementation. • Clarify how technical assistance (TA) under Component 2 will specifically help mitigate risks at different project stages. <p>CR17: Not cleared</p> <p>The proposal (para 31) mentions that lessons learned will be documented and published, but it does not explain how these lessons will be systematically integrated into future funding cycles or regional adaptation planning. Kindly consider the following:</p> <ul style="list-style-type: none"> • Outline a formal mechanism for incorporating lessons learned into future funding calls. • Specify how SPREP will engage regional bodies and policymakers to embed
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		<p>clarity on how lessons learned during scaling will be systematically documented and integrated into future funding cycles or regional strategies.</p> <p>CR17: Please elaborate on how lessons learned during the scaling process in the accelerator phase will be systematically documented and integrated into future funding cycles or regional strategies.</p> <p><u>Access and capacities enhanced for designing and implementing innovation</u></p> <p>Technical assistance provided through Component 2 addresses capacity gaps for proposal development, implementation, and monitoring. Participating entities have access to mentoring, training, and the Pacific Climate Change Centre (PCCC) Innovation Hub. While these elements support capacity enhancement, the proposal could further elaborate on how technical assistance will be tailored to address the unique challenges faced by SMEs, researchers, and AF-NDAs.</p> <p>CR18: Please clarify how the technical assistance provided under Component 2 will be tailored to address the unique challenges faced by SMEs, researchers, and AF-NDAs,</p>	<p>successful innovations into national adaptation strategies.</p> <ul style="list-style-type: none"> Define a feedback loop where M&E findings influence future grant cycles. <p>CR18: Not cleared</p> <p>While the response states that TAs will be mobilized based on needs, there is no structured methodology documented in the proposal to ensure tailored support for SMEs, researchers, and AF-NDAs. Kindly consider the following:</p> <ul style="list-style-type: none"> Develop distinct TA tracks addressing the unique challenges of different grantees (e.g., SMEs may need business scaling support, while researchers may need commercial viability guidance). Define metrics to assess the effectiveness of TA in bridging capacity gaps. <p>CR19: Not Cleared</p> <p>The proposal explains how evidence is collected and para 31 briefly mentions regional sharing, However, the proposal does not more clearly articulate how it will be translated into actionable insights for regional or global adaptation efforts. Kindly consider the following:</p>

		<p>particularly in diverse regional contexts.</p> <p><u>Evidence base generated and shared</u> Component 3 emphasizes knowledge sharing through documentation, local and regional media engagement, and the development of learning products. The program highlights the importance of building an evidence base through systematic monitoring and evaluation in both the incubator and accelerator phases. It is however unclear how this evidence will be translated into actionable insights for broader regional or global use.</p> <p>CR19: Please describe how the evidence base generated through monitoring and evaluation during the incubator and accelerator phases will be translated into actionable insights for broader regional or global use.</p> <p>CR20: Please clarify how the program plans to measure the effectiveness of mentoring, training, and activities offered through the PCCC Innovation Hub in enhancing the capacity of grantees to design and implement innovative adaptation measures.</p>	<ul style="list-style-type: none"> • Develop a structured knowledge-sharing mechanism, ensuring evidence from projects is synthesized into policy recommendations. • Specify which regional and global platforms will receive these insights (e.g., Pacific Islands Forum, UNFCCC reports). • Define an adaptation scaling strategy where promising projects are flagged for further investment. <p>CR20: Not cleared While the M&E framework (para 91) will monitor and validate through progress implementation reports, and mid-term and termination reviews, still the proposal could better clarify how it will measure project success in reference to the quality and impact of PCCC Innovation Hub activities through assessment metrics. Kindly consider the following:</p> <ul style="list-style-type: none"> • Define quantifiable indicators for measuring the impact of mentoring and training (e.g., percentage of grantees improving project design, number of innovations scaled).
	3. Does the proposal describe how it will screen innovation small	Not Cleared.	<p>CR21: Not cleared The proposal lacks a specific and structured methodology for evaluating</p>

	<p>grant proposals for their potential to provide economic, social, and environmental benefits, particularly to vulnerable communities, including gender considerations, while avoiding or mitigating negative impacts, in compliance with the Environmental and Social Policy of the Fund?</p>	<p>Detailed criteria and methodologies for evaluating small grant proposals' economic, social, and environmental benefits are not fully articulated, particularly regarding how these benefits address vulnerable communities and gender considerations. The proposal lacks clarity on how alignment with the Environmental and Social Policy (ESP) and national technical standards will be operationalized during the evaluation process.</p> <p>CR21: Please provide more details on the specific criteria and methodologies that will be used to evaluate the economic, social, and environmental benefits of proposed small grant projects, particularly for vulnerable communities.</p> <p>CR22: Please elaborate more on the foreseen national consultation processes.</p> <p>CR23: Clarify how the Environmental and Social Policy (ESP) of the Fund will be operationalized during the screening process to ensure alignment with the Fund's standards.</p> <p>CR24: Please elaborate on how gender considerations will be incorporated into the screening process to advance gender equality</p>	<p>small grant projects based on economic, social, and environmental benefits including a reference to how the components various activities concretely will contribute to these, particularly for vulnerable communities. This could be strengthened under PART II section D. While it references general evaluation criteria, the process for assessing these benefits in line with the Adaptation Fund's Environmental and Social Policy (ESP) remains unclear.</p> <ul style="list-style-type: none"> • Clearly define quantifiable indicators to measure the economic, social, and environmental benefits of projects. • Outline a step-by-step evaluation process to ensure all proposals are screened for compliance with ESP. • Provide an example scoring framework to illustrate how different proposals will be assessed in terms of benefits to vulnerable communities. <p>CR22: Not Cleared The proposal does not provide a structured approach for conducting national consultations. While it mentions that consultation (Part II Section J) will be conducted at the</p>
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		<p>and the empowerment of women and girls.</p> <p>CR25: Kindly specify mechanisms to ensure that all funded projects avoid or mitigate negative impacts on ecosystems and communities, in compliance with the ESP.</p> <p>CR26: Please specify how the program will ensure inclusivity in the call for proposals, particularly for marginalized groups and remote communities, to overcome barriers like limited technical capacity or geographic isolation.</p> <p>CR27: Please clarify how the innovation process will integrate gender and social equity considerations, ensuring that selected projects benefit vulnerable communities.</p> <p><u>Multiple perspectives</u> There is limited information on how the program incorporates multiple perspectives on innovation, such as inputs from vulnerable communities, researchers, SMEs, and other stakeholders. The framework for ensuring that innovations address the unique adaptation challenges of Pacific SIDS is underdeveloped.</p>	<p>national level, there is no specific strategy or schedule outlined.</p> <ul style="list-style-type: none"> • Provide a timeline for national consultations, specifying at which stages consultations will take place (e.g., before concept note submission, during project selection, mid-project review). • Define who will be consulted (stakeholder groups, marginalized communities, national institutions, etc.) and how feedback will be incorporated into project design. • Clarify how grantees will be required to document consultations as part of the proposal submission process. <p>CR23: Not Cleared While the proposal references the Adaptation Fund’s Environmental and Social Policy (ESP) in para 69 Table 3, it does not detail how ESP will be operationalized during the screening process to ensure all funded projects comply.</p> <ul style="list-style-type: none"> • Describe who is responsible for conducting ESP screening (e.g., SPREP technical teams, external consultants) and what process will be followed. <p>CR24: Not Cleared</p>

		<p>CR28: Please clarify how the program integrates multiple perspectives on innovation, including input from vulnerable communities, researchers, SMEs, and other stakeholders, into the design and implementation of innovative measures.</p>	<p>The proposal states that gender considerations will be incorporated into project screening (Part II Section D), but it does not provide specific details on how it will be conducted.</p> <ul style="list-style-type: none"> • Define specific gender screening criteria for proposal evaluation. • Require all projects to submit a Gender Action Plan as part of the proposal template. • Explain how gender-sensitive indicators (e.g., % of women-led projects, impact on women and girls) will be tracked and reported throughout the project lifecycle. <p>CR25: Not Cleared</p> <p>The proposal lacks clear mechanisms to ensure that all funded projects avoid or mitigate negative environmental and social impacts, in compliance with the ESP.</p> <ul style="list-style-type: none"> • Require Environmental and Social Impact Assessments (ESIA) for all projects at the concept note stage. • Mandate the development of a project-specific Environmental and Social Management Plan (ESMP) for projects with identified risks. • Establish a monitoring system to track ongoing compliance

			<p>with ESP throughout the project lifecycle.</p> <ul style="list-style-type: none"> • Please use the following guidance available at the link - Guidance Document for Project/Programme with Unidentified Sub-Projects <p>CR26: Not cleared The proposal does not outline specific steps to ensure inclusive participation in the call for proposals, particularly for marginalized and remote communities. Kindly consider the following:</p> <ul style="list-style-type: none"> • Provide a detailed outreach strategy, including how information about funding opportunities will be disseminated to marginalized groups. • Offer capacity-building workshops for marginalized groups to help them prepare strong concept notes. • Allow alternative submission formats (e.g., oral or video submissions for communities with low literacy levels). <p>CR27: Not Cleared The proposal does not clarify how the innovation process will integrate gender and social equity considerations to ensure that selected projects actively benefit vulnerable</p>

			<p>communities. Kindly consider the following:</p> <ul style="list-style-type: none"> • Establish a gender and social inclusion quota (e.g., at least 50% of projects must explicitly address gender and social equity). • Require all applicants to submit a gender and social equity impact assessment. • Define monitoring indicators to measure how effectively projects benefit women, youth, and marginalized communities. <p>CR28: Not Cleared</p> <p>There is limited information on how multiple perspectives (vulnerable communities, researchers, SMEs, policymakers) will be systematically integrated into project selection and implementation. This is important as to embrace a truly demand drive innovation process and solutions serving real needs. Kindly consider the following:</p> <ul style="list-style-type: none"> • Clarify the process to demonstrate how projects have incorporated input from diverse stakeholders (e.g., consultations with Indigenous groups, partnerships with research institutions). • Clarify feedback mechanisms where communities can
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			provide input on project implementation and adjustments.
	<p>4. Does the project engage, empower and/or benefit the most vulnerable communities and social groups?</p>	<p>Not cleared.</p> <p>Specific mechanisms to ensure the engagement and empowerment of vulnerable communities and marginalized groups are underdeveloped.</p> <p>There is insufficient detail on how data disaggregated by gender, age, and disability will be collected and utilized to measure the inclusivity of the program.</p> <p>CR29: Please clarify how the program will ensure meaningful engagement and empowerment of the most vulnerable communities and social groups, including disaggregated data collection to track their participation and benefits.</p> <p>CAR2: Describe the measures in place to ensure consultations with vulnerable communities inform the design and implementation of innovative adaptation measures.</p>	<p>CR29: Not Cleared</p> <p>The proposal does not explain how data disaggregated by gender, age, and disability will be collected and used to measure inclusivity. Clarify how the programme will</p> <ul style="list-style-type: none"> • Collect and report disaggregated data on beneficiaries. • Integrate gender, youth, and disability-sensitive indicators into the M&E framework. • Establish a learning platform where data on social inclusion impacts can be shared with policymakers. <p>CAR2: Not cleared</p> <p>The proposal does not provide measures to ensure that consultations and inclusive and participatory processes with vulnerable communities actively shape project design rather than being just a procedural step.</p> <ul style="list-style-type: none"> • Introduce a feedback mechanism ensuring community consultations influence final project selection. • Establish criteria for evaluating the quality of consultations.

			<ul style="list-style-type: none"> Require grantees to submit consultation reports as part of their application.
	<p>5. Does the project advance gender equality and the empowerment of women and girls?</p>	<p>Not cleared</p> <p>CAR3: Please elaborate on specific measures within the program that actively promote gender equality and the empowerment of women and girls during both the incubator and accelerator phases.</p> <p>CAR4: Please include a Strategy for Gender Mainstreaming and Gender Action Plan, including a results framework with indicators that could be used to monitor and measure progress of the gender-responsive approaches and gender-mainstreamed activities.</p> <p>Guidance Document:</p> <ul style="list-style-type: none"> Gender Guidance Document for Implementing Entities on Compliance with the Adaptation Fund Gender Policy (Updated in 2022) 	<p>CAR3 & CAR4: Not Cleared</p> <p>While the proposal states that gender strategies will be developed at the project level, it lacks a program-wide Gender Action Plan and a results framework to track gender outcomes.</p> <ul style="list-style-type: none"> Develop a Gender Action Plan outlining how gender equity is mainstreamed across all program activities. Establish program-wide gender indicators to track progress. Ensure gender-responsive budgeting is reflected in program costs.
	<p>6. Is the project/programme cost-effective?</p> <p>In the case of regional project/programmes, does the regional approach</p>	<p>Not cleared</p> <p>The proposal does not adequately explain how the regional approach enhances cost-effectiveness compared to individual country-level activities.</p>	<p>CR30: Not Cleared (para 47-49)</p> <p>The proposal states that the regional approach is cost-effective but does not provide concrete benchmarks to support this claim. Kindly consider the following:</p> <ul style="list-style-type: none"> Conduct a comparative cost analysis showing how a

	<p>support cost effectiveness? Does the project engage, empower and/or benefit the most vulnerable communities and social groups?</p>	<p>Cost-effectiveness benchmarks or metrics for evaluating the efficiency of the incubator and accelerator phases are not provided.</p> <p>CR30: Please describe how the program ensures cost-effectiveness in its design and implementation, particularly in leveraging regional synergies to achieve scale.</p> <p>CR31: Clarify how the regional approach of this program enhances cost-effectiveness compared to implementing similar activities at a country level.</p>	<p>regional approach is more efficient than national-level projects.</p> <ul style="list-style-type: none"> • Provide case studies or previous examples demonstrating the cost-effectiveness of regional adaptation programs. <p>CR31: Not Cleared (para 47-49)</p> <p>The proposal does not clarify how the regional approach specifically enhances cost-effectiveness compared to implementing similar activities at the national level. Kindly consider the following where applicable:</p> <ul style="list-style-type: none"> • Outline regional synergies, such as shared resources, expertise, and economies of scale. • Specify how regional collaboration reduces administrative and overhead costs. • Provide examples of cross-border knowledge-sharing that would not be possible in isolated national projects.
	<p>7. Does the proposal describe how it will screen innovation small grant proposals for consistency with national or sub-national</p>	<p>Not Cleared.</p> <p>The proposal does not clearly describe the process for ensuring alignment of funded projects with national and sub-national strategies,</p>	<p>CR32: Not Cleared</p> <p>The proposal mentions that projects must align with national and sub-national strategies, but there is no clear mechanism for ensuring this alignment during the projects</p>

	<p>sustainable development strategies, adaptation planning processes, national or sub-national development plans, poverty reduction strategies, national communications and adaptation programs of action, national adaptation plans (NAPs), nationally determined contributions (NDCs), adaptation communications, and other voluntary adaptation reports, where they exist, as well as with the UNFCCC technology framework, and other relevant instruments?</p>	<p>adaptation plans, and frameworks such as NDCs and NAPs. A framework for verifying this alignment during the evaluation phase is absent.</p> <p>CR32: Please clarify how the program will ensure that the proposed small grant projects are aligned with national or sub-national sustainable development strategies, adaptation plans, and other relevant frameworks, including NDCs and NAPs.</p> <p>CR33: Specify how alignment with the UNFCCC technology framework and other relevant instruments will be evaluated during the screening process.</p> <p>CR34: Please consider exploring the alignment and reference to other national/regional cross-cutting plans and strategies that may be relevant such as strategies for Private Sector and SME development, Inclusive Economic Development, and Research & Academia etc.</p>	<p>selection/evaluation process. Please elaborate on the process.</p> <p>CR33: Not Cleared proposal does not specify how alignment with the UNFCCC technology framework and other global instruments will be evaluated. Please clarify the following:</p> <ul style="list-style-type: none"> • Considerations for a technical review process to screen projects for alignment with UNFCCC frameworks. <p>CR34: Not cleared. The proposal has not clarified cross-sectoral linkages, such as private sector engagement, SME development, and academic research integration. Kindly consider the following:</p> <ul style="list-style-type: none"> • A mapping exercise of national/regional cross-cutting strategies that projects should align with. • Explore/develop partnerships with universities, research institutions, and private sector actors to expand innovation. • Incentivize collaboration between multiple sectors (e.g., SMEs + academia + government partnerships).
	<p>8. Does the proposal describe how it will</p>	<p>Not Cleared.</p>	<p>CAR5–CAR6: Not Cleared</p>

	<p>screen innovation small grant proposals for meeting the relevant national technical standards, where applicable, in compliance with the Environmental and Social Policy of the Fund?</p>	<p>CAR5: Please provide more detail on how the program will ensure compliance with national technical standards during the evaluation of concept notes and proposals.</p> <p>CAR6: Kindly elaborate on the role of SPREP and other implementing partners in verifying alignment with national technical standards.</p>	<p>The proposal does not clearly define how compliance with national technical standards will be verified or how duplication with other programs will be systematically prevented.</p> <ul style="list-style-type: none"> • Provide explicit evaluation checklists for technical compliance. • Detail procedures for identifying duplicate funding during proposal evaluation. • Clarify synergies with other AFCIA programs, especially those being developed by SPC.
	<p>9. Is there duplication of project / programme with other funding sources?</p>	<p>Not cleared.</p> <p>The due diligence process to identify potential duplication with other funding sources is not sufficiently detailed. There is no robust mechanism to verify that proposed interventions are not already funded by other programs. Potential synergies with other existing similar programmes are not mentioned.</p> <p>CR35: Please clarify the due diligence process for identifying potential duplication with other funding sources.</p> <p>CAR7: Kindly ensure that a robust system is in place to verify that proposed interventions are not</p>	<p>CR35: Not Cleared</p> <p>The proposal does not clearly outline a due diligence process to identify and prevent duplication with other funding sources. While general screening is mentioned, there is no structured mechanism for verifying that proposed interventions are not already funded elsewhere.</p> <ul style="list-style-type: none"> • Define a systematic due diligence process that includes: <ul style="list-style-type: none"> ○ Cross-checking proposals against existing funding databases. ○ Consultation with key funders operating in the region.

		<p>already funded by other programs or initiatives.</p> <p>CAR8: Clarify synergies and learning opportunities with other AFCIA programmes, especially programme being designed by SPC.</p>	<ul style="list-style-type: none"> ○ Requiring applicants to disclose other funding sources. <p>CAR7: Not Cleared The proposal lacks a robust documentation and verification system to ensure that proposed interventions are not already funded by other programs.</p> <ul style="list-style-type: none"> • Establish a centralized tracking system for ongoing and past adaptation projects in PSIDS. • Clarify a process where SPREP coordinates with other adaptation funding agencies (e.g., GCF, bilateral donors) to prevent overlap. <p>CAR8: Not Cleared There is no mention of synergies or learning opportunities with other AFCIA programs, especially the one being developed by SPC or AFCIA - Partner implemented programmes in the region.</p> <ul style="list-style-type: none"> • Clarify a coordination mechanism with SPC to exchange lessons learned and avoid redundancy. • Describe how AFCIA projects under SPREP and SPC will complement each other in terms of thematic areas,
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			<p>geographic focus, or implementation approach.</p> <ul style="list-style-type: none"> • Consider the possibility for joint learning workshops or information-sharing platforms for cross-program knowledge exchange.
	<p>10. Does the programme have a learning and knowledge management system to capture and disseminate evidence, particularly of effective, efficient adaptation practices, products or technologies generated, as a basis for potential scaling up?</p>	<p>Not Cleared.</p> <p>A clear structure for capturing and disseminating lessons learned and best practices is not outlined. The proposal does not specify how lessons from previous AFCIA programs or similar initiatives will inform this program's knowledge-sharing mechanisms.</p> <p>CR36: Please provide more details on how the knowledge management system will systematically capture and disseminate evidence, particularly lessons learned from the incubator and accelerator phases, for regional and global adaptation efforts.</p> <p>CR37: Clarify how the learning mechanism will integrate lessons from previous AFCIA programs and similar initiatives in the Pacific.</p> <p>CAR9: Kindly elaborate on the mechanisms to ensure accessibility of knowledge products to all stakeholders, including vulnerable</p>	<p>CR36: Not Cleared</p> <p>The knowledge management system is described in broad terms, but it lacks structure for systematically capturing and disseminating knowledge and evidence generated.</p> <ul style="list-style-type: none"> • Establish a clear workflow for collecting, analyzing, and sharing lessons learned. • Define who is responsible for documentation and dissemination (e.g., Knowledge Management Lead, M&E team). • Provide examples of expected learning products (e.g., case studies, policy briefs, regional reports). <p>CR37: Not cleared.</p> <p>The proposal does not explain how lessons from previous AFCIA programs will be integrated into this program's design, implementation and learning mechanisms.</p> <ul style="list-style-type: none"> • Outline a process for analyzing past AFCIA

		<p>communities and marginalized groups.</p>	<p>experiences, including challenges and successes.</p> <ul style="list-style-type: none"> • Require regular learning exchanges with other AFCIA-funded initiatives to adapt best practices. • Include a repository or database where lessons from past programs are compiled and made accessible. <p>CAR9: Not Cleared Mechanisms to ensure broad accessibility of knowledge products are not sufficiently detailed. Please consider the following:</p> <ul style="list-style-type: none"> • Develop a dedicated knowledge-sharing platform accessible to all stakeholders, including marginalized communities. • Partnerships with local organizations to help disseminate findings at the community level.
	<p>11. Has the proposal described what consultative process will take place, and how will it involve all key stakeholders, and vulnerable groups, including gender considerations?</p>	<p>Not cleared.</p> <p>Details on how stakeholder consultations will be conducted and their outcomes integrated into project design and implementation are incomplete. Specific actions to ensure meaningful participation of marginalized groups,</p>	<p>CR38: Not Cleared</p> <p>The proposal does not describe how consultations will be inclusive and meaningful, particularly for marginalized and geographically remote communities.</p> <ul style="list-style-type: none"> • Require all projects to demonstrate consultation efforts at the concept note stage.

		<p>particularly in geographically remote areas, are not provided.</p> <p>CR38: Please describe how the program ensures inclusive and meaningful consultation processes that involve all key stakeholders, especially marginalized and vulnerable groups, during the development and implementation phases. This could be aimed at ensuring a truly demand-driven process throughout.</p> <p>CAR10: Kindly specify how the outcomes of stakeholder consultations will influence project design and implementation.</p>	<ul style="list-style-type: none"> • Outline how traditional knowledge holders, women, and Indigenous groups will be included. • Provide a budget and methodology for stakeholder outreach, particularly in rural areas. <p>CAR10: Not Cleared The proposal does not explain how stakeholder consultation outcomes will directly influence project design. Kindly clarify the following:</p> <ul style="list-style-type: none"> • A feedback loop mechanism where consultation findings inform proposal revisions. Require applicants to submit a consultation summary report as part of their proposals. • Detail how stakeholder input will be monitored and integrated into project implementation.
	12. Is the requested financing justified based on full cost of adaptation reasoning?	Yes.	-
	13. Is the project / program aligned with AF's results framework?	<p>Not Cleared.</p> <p>The project aligns with the Adaptation Fund's Strategic Results Framework, particularly Outcome 8, which focuses on innovation in adaptation practices, tools, and technologies. The results</p>	<p>CR39: Not Cleared The proposal lacks specific details on how project outcomes contribute to Fund-level outputs, especially under Outcome 8.</p> <ul style="list-style-type: none"> • Provide clear linkages between program components

		<p>framework provided includes objectives, indicators, and budget allocations that are consistent with Fund-level outcomes. However, the alignment could benefit from more specificity in linking small grants program outputs to broader regional and national goals.</p> <p>CR39: Please specify how each project outcome directly contributes to Fund-level outputs, especially under Outcome 8, to provide clearer alignment with the Fund’s results framework.</p> <p>CAR11: Kindly include measurable benchmarks or targets for each outcome indicator to ensure consistency with the Adaptation Fund’s monitoring and evaluation requirements.</p> <p>CAR12: Please list alignment with all relevant outcomes of the AF strategic results framework that might apply. For example, activities focused on KM and Learning could be aligned with Outcome 3 and activities focused on enhancing institutional capacity may be aligned with outcome 2 and their respective outcome and output indicators. (Results Framework Alignment Table (Amended in March 2019))</p>	<p>and Adaptation Fund outputs using a table format.</p> <ul style="list-style-type: none"> Align each key result area with Fund’s Outcome 8 indicators, including expected targets. Define how project results will be aggregated and reported to the Adaptation Fund. Please note the SRF is currently being updated and further revisions may follow upon its finalization. <p>CAR11: Not cleared. The proposal does not include measurable benchmarks or targets for each outcome indicator. Please consider:</p> <ul style="list-style-type: none"> Setting quantifiable targets for outputs (e.g., number of innovations funded, number of people benefiting from scaled-up solutions). Aligning monitoring indicators with AF M&E framework requirements. Providing a baseline assessment approach to measure progress over time. <p>CAR12: Not Cleared Please consider expanding alignment to include Outcome 2 (Institutional Capacity) and Outcome 3 (Knowledge Management & Learning). Provide an updated results framework table</p>

			explicitly mapping activities to multiple AF outcomes.
	<p>14. Has the sustainability of the programme outcomes been considered when designing the programme, including in the screening of the innovation small grants projects? Does the programme include pathways to scale up successful small grant projects?</p>	<p>Not cleared.</p> <p>The proposal includes an approach for sustainability through local resource use, traditional knowledge integration, and capacity-building components. The pathways for scaling successful innovations are described, with an incubator and accelerator phase designed for replication and upscaling. However, the specific mechanisms to ensure long-term sustainability post-funding are not fully detailed. Measurable benchmarks or indicators for success, particularly in transitioning projects from incubation to scaling, are not included.</p> <p>CR40: Please elaborate on the mechanisms to ensure that successful small grant projects remain sustainable after program funding ends, including partnerships, local resource use, and community engagement strategies.</p> <p>CAR13: Kindly include detailed pathways for scaling up innovative measures to regional or multi-regional levels, including potential support from the Adaptation Fund's financing window for large innovation projects.</p>	<p>CR40: Not cleared</p> <p>The sustainability plan lacks concrete mechanisms to ensure long-term impact beyond the program's funding period.</p> <ul style="list-style-type: none"> • Clarify possibilities for partnership models to sustain small grant projects post-funding. • Ideas for financially sustainable revenue generation models/approaches post project implementation. based on the planned interventions investment in knowledge, capacity and equipment and new innovative practices. • Including local resource mobilization strategies to maintain program activities. • Integrating sustainability into the M&E framework with long-term impact indicators. <p>CAR13: Not Cleared</p> <p>The proposal does not include a pathway for scaling up innovative measures beyond the incubator and accelerator phases.</p> <ul style="list-style-type: none"> • Define how successful projects can transition into

		<p>The incubator and accelerator phases offer pathways for scaling up successful small grant projects, with the accelerator phase providing targeted funding for replication and scaling. However, the proposal does not adequately detail how these pathways will be integrated into broader national or regional strategies.</p> <p>CR41: Please specify how scaled-up projects will align with national or regional adaptation strategies and contribute to systemic change in climate resilience.</p> <p>CR42: Kindly include a strategy for transitioning scaled projects into larger frameworks or funding mechanisms to ensure sustained impact and scalability.</p>	<p>regional or multi-country initiatives.</p> <ul style="list-style-type: none"> • Identify potential external funding sources that post interventions could serve scale up of successful interventions (e.g., GCF, bilateral donors, public funds/subsidies, risk prone lending services and products etc.) . • Provide a sequenced timeline strategy for scaling successful innovations. <p>CR41: Not cleared.</p> <p>The response states that alignment is required from the outset and will be revisited as the innovative measures mature. However, the proposal does not provide a clear process or mechanism for ensuring that scaled-up projects actively contribute to systemic change in climate resilience at national or regional levels. Please consider the following:</p> <ul style="list-style-type: none"> • Clearly define how the selection of projects for scaling will ensure alignment with national/regional adaptation strategies. • Outline a formal review process for ensuring that projects remain aligned as they scale (e.g., collaboration with government agencies,
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			<p>policy adjustments, integration into NAPs/NDCs).</p> <ul style="list-style-type: none"> • A mechanism for periodic assessment of projects' contributions to national priorities and climate resilience goals. <p>CR42: Not cleared.</p> <p>The response suggests that a strategy will be developed near the end of the program, but this lacks a concrete plan or timeline and is also not documented into the proposal. There is no clear roadmap for how successful projects will transition into larger financing windows (Adaptation Fund's large innovation grants, GCF, bilateral/multilateral support). Please consider the following to the extent possible:</p> <ul style="list-style-type: none"> • Clarify an initial framework now rather than waiting for the program's final phase. • Identify potential financing mechanisms (AF's large innovation grants, regional development banks, private sector engagement). • Provide criteria for selecting projects that are ready for transition to larger funding. • A support mechanism for successful grantees, such as technical assistance for
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			<p>proposal development or matchmaking with investors.</p> <ul style="list-style-type: none"> • Ensure PCCC’s role in this process is clearly defined— how will the Innovation Hub actively support transition efforts?
	<p>15. Does the project / programme provide an overview of environmental and social impacts / risks identified, in compliance with the Environmental and Social Policy and Gender Policy of the Fund?</p>	<p>Not Cleared.</p> <p>The section provides an overview of the environmental and social safeguards screening process for the subgrant projects. It outlines the steps for ensuring compliance with the Environmental and Social Policy (ESP) and the Gender Policy of the Adaptation Fund. The table details specific principles and corresponding criteria to assess whether further action is required for compliance. Additionally, it describes how technical assistance will be leveraged to address identified risks during the evaluation and implementation phases.</p> <p>The section generally aligns with the Adaptation Fund's guidance for unidentified sub-projects (USPs). It includes a checklist for screening proposals, a process for risk identification and mitigation, and provisions for technical assistance to address identified issues. However, several gaps in specificity and</p>	<p>CAR14: Not cleared.</p> <p>The methodology for categorizing risks during ESS screening is unclear, and there is no indicative timeline for addressing risks.</p> <ul style="list-style-type: none"> • Please provide an expected timeline for screening, mitigation, and approval of high-risk projects. • Define responsibilities for risk assessment within SPREP and project teams. <p>CAR15: Not Cleared</p> <p>The proposal does not include an Environmental and Social Management System (ESMS) specific to the program.</p> <ul style="list-style-type: none"> • Develop an ESMS document outlining risk mitigation procedures. • Assign specific roles and responsibilities for implementing the ESMS. • Include budget allocations for monitoring and compliance.

		<p>procedural detail prevent a fully comprehensive approach.</p> <p><u>Process clarity</u> The proposal mentions that environmental and social risks will be screened during the evaluation of proposals but does not detail the methodology for risk categorization or the timeline for mitigation measures.</p> <p>CAR14: Please clarify the methodology for categorizing risks during the ESS screening process and provide an indicative timeline for addressing identified risks before the award of grants.</p> <p>The guidance requires a project-specific Environmental and Social Management System (ESMS), which is not explicitly detailed in the section.</p> <p>CAR15: Kindly develop and include an Environmental and Social Management System (ESMS) specific to the program. The ESMS should outline roles, responsibilities, and processes for identifying and managing risks in line with Adaptation Fund guidance.</p> <p>While gender equity is mentioned in the checklist, the proposal does not describe how the Gender Policy will</p>	<p>CAR16: Not Cleared While gender considerations are included, there is no clear mechanism for integrating the Gender Policy into all project phases.</p> <ul style="list-style-type: none"> • Develop a Gender Action Plan for mainstreaming gender at all levels of the project. • Define specific gender-sensitive indicators in the M&E framework.
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		<p>be consistently integrated into the entire project cycle.</p> <p>CAR16: Please include the Gender Assessment and Action Plan and describe the specific mechanisms for integrating the Gender Policy into all phases of the project cycle, from proposal evaluation to implementation.</p>	
Resource Availability	<p>1. Is the requested project funding within the parameters for large grants set by the Board?</p>	<p>Yes. The requested funding of USD 4,929,546.00 is within the Adaptation Fund Board approved parameters for this proposal.</p>	-
	<p>2. Is the Implementing Entity Management Fee at or below 10 per cent of the project/programme for implementing entity (IE) fees and at or below 10 per cent of the project/programme cost for the execution costs?</p>	<p>Cleared</p> <p>The IE fee is capped at 10.0% 8.5% (USD 386,248), and the execution cost for SPREP as part EE is within the allowed cap of USD 14,360. Execution costs for participating Pacific SIDS are also below 10% at USD 340,740.</p> <p>EE comprises SPREP and AF member Pacific SIDS. Please specify which activities will be implemented by SPREP and which will be carried out by other entities. This clarification is crucial to define the cap of IE and EE fees. The total EE fee should remain under 1.5% of the total project cost if the IE and EE are the same.</p>	<p>Not cleared</p> <p>The proposed IE and EE fees are within the cap, so this is cleared. However, further clarification is needed.</p> <p>CAR28 (New): Components 2 (USD 477,000) and 3 (USD 466,000) will be executed by the IE, SPREP. According to the policy, if the IE and EE are the same, the total EE fee should not exceed 1.5% of the total project cost. Based on this, the EE fee should be USD 355,100, and the IE fee should be USD 454,410. However, these figures do not appear to be fully reflected in the requested budget amounts, including Table 1 and the disbursement table. Could</p>

		<p>For example, If IE act as EE (not delegate any part of the EE role), based on the total project components of \$4,189,000, the IE fee would be \$418,900. The cap for the EE fee, which the IE receive in this case, is \$63,791. For your reference, please find the excel file to calculate IE and EE fees from here.</p>	<p>you clarify or update the figures accordingly?</p>
<p>Eligibility of IE</p>	<p>1. Is the programme submitted through an eligible Multilateral or Regional Implementing Entity that has been accredited by the Board? Is the programme submitted by an entity that has been invited by the Board to do so?</p>	<p>Yes. SPREP is an AF accredited regional implementing entity. Accreditation status: In Re-accreditation Process Accreditation Expiration Date: 14 March 2024</p> <p><i>Please be advised that the findings of the AFB Secretariat's review of the funding proposal(s) do not reflect, indicate, or prejudge the outcome of the reaccreditation process currently underway. The Implementing Entity (IE) shall acknowledge that the funding proposal will not be approved by the Board if the IE's accreditation has expired, and reaccreditation has not been achieved at the time of the Board's decision. Notwithstanding this potential risk, the IE has elected to proceed with the development of the funding proposal.</i></p>	<p>-</p>

Implementation Arrangements	1. Does the proposal include adequate arrangement for programme management at the multi-regional/regional and national level, including coordination arrangements within countries and among them? Has the potential to partner with national institutions, and when possible, national implementing entities (NIEs), been considered, and included in the management arrangements?	<p>Not Cleared.</p> <p>The proposal outlines coordination through SPREP sub-regional offices and the Small Grants Coordinator but lacks sufficient detail on how NIEs will be engaged systematically. However, details on collaboration mechanisms with NIEs and national institutions.</p> <p>CAR17: Please clarify how NIEs and national institutions will be systematically engaged in the programme's management and implementation.</p>	<p>CAR17: Not cleared.</p> <p>The response explains that AF-NDAs are engaged in submitting concept notes and endorsing proposals, but it does not clearly explain how NIEs will be systematically engaged in the program's management and implementation.</p>
	2. Are there measures for financial and project/programme risk management?	<p>Not cleared.</p> <p>The proposal outlines SPREP fiduciary systems, due diligence, and financial policies but lacks detailed contingency planning for significant risks.</p> <p>CAR18: Please include management measures/ plan for financial and implementation risks, including underperformance.</p>	<p>CAR18: Not cleared.</p> <p>The response refers to SPREP's fiduciary policies and the Governance Structure in the Grant Policy Manual but does not include specific contingency measures for financial or implementation risks. Please include mitigation measures and assign a categorization (low, medium, high).</p>
	3. Are there measures in place for the management of environmental and social risks, in line with the	<p>Not Cleared.</p> <p>CAR19: Please describe the process for developing ESMPs for sub-projects with identified environmental</p>	<p>CAR19: Not cleared.</p> <p>The response states that ESS considerations are included in the proposal template and that TA is</p>

	<p>Environmental and Social Policy of the Fund?</p>	<p>and social risks during implementation.</p> <p>Please note that the ESMP must include the following:</p> <ul style="list-style-type: none"> ✓ allocated roles and responsibilities for its implementation. ✓ opportunities for consultation and adaptive management ✓ credible budget provisions, as needed, for the implementation of the ESMP. ✓ clear arrangements for the IE to supervise executing entities for implementation of ESMP. ✓ clear monitoring and evaluation arrangements for ESP compliance <p>For your reference: ESP and ESP Guidance</p> <p>CAR20: Please include provisions for a Grievance Mechanism</p>	<p>available to grantees, but it does not explain:</p> <ul style="list-style-type: none"> • How and when ESMPs will be developed for sub-projects. • Who is responsible for ensuring compliance. • How monitoring and adaptive management will be implemented. <p>Kindly:</p> <ul style="list-style-type: none"> • Develop an ESMP process flow, including: <ul style="list-style-type: none"> ○ Screening phase: Identification of projects requiring ESMPs. ○ Implementation phase: Roles and responsibilities of grantees and SPREP. ○ Monitoring phase: How compliance will be tracked. • Ensure ESMP requirements are aligned with AF's ESP and that funding is allocated for mitigation. <p>CAR20: Not cleared. The response sheet refers to SPREP's current grievance mechanism, but the proposal does not clarify how:</p> <ul style="list-style-type: none"> • This mechanism applies to grantees under this program.

			<ul style="list-style-type: none"> • The complaint resolution process will be handled. • Affected communities can access the mechanism and specific procedures for reviewing, escalating, and resolving grievances. • Will ensure that the grievance mechanism is accessible to marginalized groups (e.g., available in local languages, through community outreach).
	<p>4. Are arrangements for monitoring and evaluation clearly defined, including budgeted M&E plans and sex-disaggregated data, targets, and indicators, in compliance with the Gender Policy of the Fund?</p>	<p>Not cleared.</p> <p>The M&E framework includes indicators, but there is no detailed breakdown of the M&E budget, including provisions for mid-term and terminal evaluations, or alignment with the Gender Policy and Environmental and Social Policy.</p> <p>Missing Elements:</p> <ul style="list-style-type: none"> • Detailed M&E budget with breakdown. • Provisions for mid-term and terminal evaluations. • Integration of gender-responsive and environmental risk monitoring. <p>CAR21: Please provide a detailed, budgeted M&E plan with provisions for mid-term and terminal evaluations, alignment with the Gender Policy, and</p>	<p>CAR21: Not cleared.</p> <p>The response outlines the M&E framework within the IE fee but does not provide:</p> <ul style="list-style-type: none"> • A breakdown of the M&E budget (e.g., costs allocated for monitoring, evaluations, gender tracking). • Specific mid-term and terminal evaluation processes/timeline. • A mechanism for integrating gender-responsive monitoring.

		monitoring of environmental and social risks.	
	<p>5. Is a budget on the Implementing Entity Management Fee use included?</p>	<p>Not cleared.</p> <p>The provided IE fee budget includes an allocation of USD 80,000 for mid-term review and terminal evaluation, as well as USD 4,940 for proposal evaluation meetings. While these allocations contribute to M&E activities, there is no explicit linkage in the IE fee breakdown to supervision of the M&E framework or ongoing oversight of M&E implementation. However, a clear explanation of how the IE fee will specifically supervise the implementation of the M&E framework is missing.</p> <p>CAR22: Please clarify how the IE fee will support supervision of the M&E framework, including specific roles, responsibilities, and activities related to M&E oversight.</p>	<p>CAR22: Not cleared.</p> <p>The response states that USD 26,248 per year will go to the SPREP Small Grants Coordinator for M&E. However, please specify:</p> <ul style="list-style-type: none"> • What supervisory activities this funding covers. • How M&E quality assurance will be ensured by the Implementing Entity (IE). • How data from grantees will be reviewed and integrated into program-wide learning.

	<p>6. Is an explanation and breakdown of the execution cost included?</p>	<p>Not cleared.</p> <p>The budget includes execution costs for SPREP (USD 14,360) and participating Pacific SIDS (USD 340,740). While the costs are categorized by broad activities (e.g., travel, audits, office equipment), a further detailed breakdown of items such as staffing costs, consultation expenses, and project-related expenditures is absent.</p> <p>Detailed breakdown of execution costs, particularly for project management activities such as monitoring, reporting, and stakeholder consultations is missing.</p> <p>CAR23: Please provide a detailed breakdown of execution costs, what part the SPREP will execute vs others, including specific allocations for staffing, consultations, travel, and monitoring and evaluation activities.</p> <p>CAR24: Please specify all EEs. The AF Agreement cannot be signed without this information</p>	<p>CAR23: Not cleared.</p> <p>The response provides broad budget categories (e.g., travel, audits for execution) but lacks a clear breakdown for each item.</p> <p>CAR24: Not cleared.</p> <p>All EEs need to be identified. For EEs that will be contracted later, the budget would be best placed to include in the components. Alternatively, IE can request a higher budget with a justification note for execution to subcontract EEs at a later stage</p>
	<p>7. Does the M&E Framework include a break-down of how implementing entity IE fees will be utilized in the supervision of the M&E function?</p>	<p>Not cleared. See CAR22.</p> <p>The budget allocates USD 80,000 for mid-term review and terminal evaluation, which is approximately 1.62% of the total project budget (USD 4,929,546.00). This allocation is</p>	<p>Cleared for the budget allocation for M&E.</p>

		within the recommended range of 1-5% for M&E evaluations.	
	8. Is the timeframe for the proposed activities adequate?	<p>Yes.</p> <p>The disbursement schedule includes four time-bound milestones, aligning with the project's implementation phases. The schedule also aligns with the proposed activities over five years. The IE fee distribution across disbursements is clear and rounded to whole numbers.</p>	-
	9. Is a summary breakdown of the budget for the proposed activities included?	<p>Not cleared.</p> <p>The detailed budget is included, but it appears difficult to follow due to formatting or font size, which may impede clarity and review.</p> <p>CAR25: Please provide the detailed budget in a legible and organized format, ensuring appropriate font size and clear formatting to facilitate review and understanding. Additionally, include a summary table of the budget by activities for easy reference.</p>	<p>CAR25: Not cleared.</p> <ul style="list-style-type: none"> • The full budget details need to be properly formatted, ensuring: • A legible font size for easy review. • Consistent structure (e.g., proper column alignment, clear categorization of costs). • A clear breakdown of costs for each component.

	<p>10. Does the project/programme's results framework align with the AF's results framework? Does it include at least one core outcome indicator from the Fund's results framework?</p>	<p>Not cleared.</p> <p>The results framework aligns with the AF framework but lacks details on core impact indicators and quantifiable targets.</p> <p><u>Missing Elements:</u></p> <ul style="list-style-type: none"> • Core indicator: Number of beneficiaries (direct and indirect). • Second core indicator for relevant areas (e.g., assets produced or natural assets protected). <p>CAR26: Please include at least one core impact indicator for the number of beneficiaries (direct and indirect) and a second core indicator aligned with the AF results framework.</p>	<p>CAR26: Not cleared.</p> <p>The AF requires clear impact indicators, particularly:</p> <ul style="list-style-type: none"> • Estimate number of direct and indirect beneficiaries. • A second indicator relevant to the adaptation context, such as: <ul style="list-style-type: none"> ○ Number of assets protected (e.g., infrastructure, agricultural land, ecosystems). ○ <p>For your reference, guidelines on preparing the project/programme results framework is here: Results Framework Alignment Table</p>
	<p>11. Is a disbursement schedule with time-bound milestones included?</p>	<p>Not Cleared</p> <p>CAR27: Please include the Disbursement Schedule using the AF template format. Disbursement Schedule Template</p>	<p>CAR27: Not Cleared (para 95).</p> <p>The budget figures should be rounded to a whole number (no decimals). Please correct each figure in the table. Please also refer to CAR28 (New) above.</p>

Funding Proposal Template for Adaptation Fund Climate Innovation Accelerator (AFCIA) fully-developed programme proposals



ADAPTATION FUND

**PROGRAMME ON INNOVATION:
AFCIA PROGRAMMES**

REQUEST FOR PROJECT FUNDING FROM THE ADAPTATION FUND

The annexed form should be completed and transmitted to the Adaptation Fund Board Secretariat by email.

Please type in the responses using the template provided. The instructions attached to the form provide guidance to filling out the template.

Please note that a project must be fully prepared when the request is submitted.

Complete documentation should be sent to:

The Adaptation Fund Board Secretariat
1818 H Street NW
MSN N7-700
Washington, D.C., 20433
U.S.A
Fax: +1 (202) 522-3240/5
Email: afbsec@adaptation-fund.org

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ADAPTATION FUND

MULTI/ REGIONAL INNOVATION PROJECT/PROGRAMME PROPOSAL

PART I: PROJECT/PROGRAMME INFORMATION¹

Title of Project/Programme:	Accelerating effective innovative adaptation actions, and learnings in the Pacific
Geographic Scope (Multi/Regional):	Regional (14 Pacific SIDS) – Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu & Vanuatu.
Thematic Focal Area ² :	Innovative adaptation measures
Type of Implementing Entity:	Regional
Implementing Entity:	Secretariat of the Pacific Regional Environment Programme (SPREP)
Executing Entities:	participating SPREP & AF member Pacific SIDS
Amount of Financing Requested:	4,929,546.00 (in U.S Dollars Equivalent)

¹ Key policy documents:

- [PROGRAMME ON INNOVATION: OPERATIONAL POLICY AND GUIDANCE TO THE ADAPTATION FUND CLIMATE INNOVATION ACCELERATOR \(AFCIA\) IMPLEMENTING ENTITIES](#)
- [GUIDANCE TO IMPLEMENTING ENTITIES FOR APPLICATION OF INNOVATION INDICATORS FOR FULLY DEVELOPED PROJECT/PROGRAMME PROPOSALS](#) provides guidance on the new indicators that should be referenced when presenting alignment of project objectives and outcomes with the Fund level strategic outcome for innovation (Outcome 8).

² The programme can have a thematic focus or foci, such as the following (i.e. this is not an exhaustive list): Agriculture and food security; Disaster risk reduction and early warning systems; Forests and land use management; Human health, including maternal and child health and welfare etc; Innovative adaptation financing; Local traditional ecological knowledge solutions, including harnessing or revival of indigenous, traditional solutions; Marine, fisheries, and oceans adaptation; Nature-based solutions, including ones that are biodiversity-supporting, in various settings (e.g. urban, peri-urban and non-urbanized); Urban adaptation and Water management.

Project / Programme Background and Context

1. *Securing Climate Financing to build Resilience to Climate Change in the Pacific Region*, a SPREP discussion paper (2021) highlighted the low levels of funding accessed by the Pacific under the three UNFCCC funding mechanisms – the Adaptation Fund (AF), Green Climate Fund (GCF), and the Global Environment Facility (GEF).

2. As of May 2024, funding (grants only) received from the three mechanisms for the Pacific summed up to 10.24% percent of the total funding envelope – Figure 1.

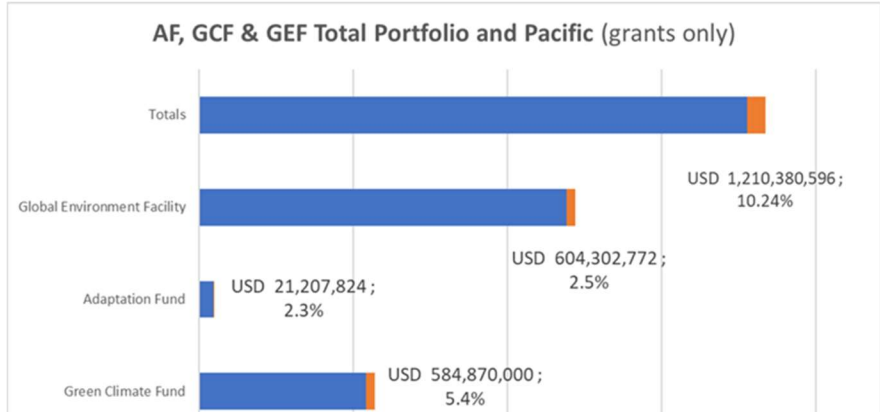


Figure 1. An overview of climate finance, grants only, in the Pacific (USD)

Source: SPREP calculations November 2023. Data sources from the AF, GCF and GEF databases.

3. External finance is critical to the Pacific SIDS to supplement governments' own expenditures through the national budget

process, and it is expected to remain so. However, the evidence suggests there remains an ever-increasing gap between the current levels of adaptation and levels needed to respond to impacts and reduce climate risks – with the estimated adaptation costs and likely adaptation financing needs in developing countries where about five to ten times greater than current international public adaptation finance flows.

4. On the basis of available estimates, in the Pacific subregion of Melanesia the cost of adapting to climate change could vary from USD 30 million to at least USD 4.5 billion across the subregion over a 5- to 10-year period, while the cost of mitigating climate change could vary from USD 170 million to at least USD 2.9 billion. The World Bank estimated coastal adaptation costs by 2040 ranging from USD 3-11 million for Palau to USD 97-347 million for the Solomon Islands. To have climate resilient infrastructure, average annual costs range from USD 0.3 million for Tuvalu to USD 20.2 million for Fiji. Protection against tropical cyclone damage, losses in the agriculture sector (5% of GDP by 2100), changes in fish catch and destruction of coral reefs, and possible relocation due to climate change will add to these costs. For Kiribati alone, the cost of mitigating sea level rise will reach 4-17% of GDP by 2040.

5. At the regional level there are declarations and frameworks such as the 2050 Strategy for the Blue Pacific Continent, the Small Islands Developing States Accelerated Modalities of Action (SAMOA) Pathway, the Framework for Resilience Development in the Pacific (FRDP) and the Boe Declaration on Regional Security to ensure a safe and secure future for the Pacific in the face of climate change.

6. Pacific SIDS have progressed adaptation planning, institutional and systems improvement, national processes, and review of national frameworks to align to climate finance criteria in anticipation of improving access to financing.
7. The small grants programme will be implemented in 14 Pacific SIDS and SPREP anticipates that the small grants programme will have far reaching benefits on populations especially those who are most vulnerable to impacts of climate change. According to 2022 information published by the Pacific Data Hub³, the estimated total population for the targeted countries is 11,906,895. Table 1 demonstrates the proportions in percentage of this total number for each country, from highest to lowest.

Table 1: Population of the targeted Pacific SIDS 2022 (Pacific Data Hub)

#	Country	Population 2022	Percentage
1	Papua New Guinea	9,311,874	78.21
2	Fiji	901,603	7.57
3	Solomon Islands	744,407	6.25
4	Vanuatu	307,941	2.59
5	Samoa	200,999	1.69
6	Kiribati	122,735	1.03
7	Federated States of Micronesia	105,987	0.89
8	Tonga	99,283	0.83
9	Marshall Islands	54,446	0.46
10	Palau	17,976	0.15
11	Cook Islands	15,406	0.13
12	Nauru	11,928	0.10
13	Tuvalu	10,778	0.09
14	Niue	1,532	0.01
		11,906,895	100.00

8. Pacific communities have already begun to respond to these climate change challenges by leading adaptation actions which integrate traditional knowledge and practices with modern sciences to improve their resilience. However, there is limited systematic information on the large-scale effects of these adaptation actions for building resilience to climate change. For this reason and the increasing severity of climate change impacts, there is an urgent call on

³ <https://pacificdata.org/>

scaling adaptation through national policies, research, scientific assessments of the effectiveness of adaptation projects, combining traditional and more recently introduced governance systems, cross-regional exchanges and capacity building, and innovative financing⁴.

9. The livelihoods and economies of Pacific SIDS depend heavily on the ocean and climate-sensitive sectors. Changes in precipitation and cyclone patterns are already having devastating effects on water security, agricultural yields and availability of arable land. Fisheries are under threat owing to loss of coral reef, mangrove and sea grass habitats because of destructive climate-related events and warming of the sea significantly affecting the blue economy which is key in the Pacific. Lives, livelihoods, assets and infrastructure are threatened by several climate-related hazards, which are projected to increase in intensity and frequency due to climate change.
10. The concept of a small grants programme to focus on incubation and an accelerator to up scaling and or replication of innovative adaptation measures in climate sensitive sectors such as agriculture, water, fisheries and food security, disaster risk management, energy, health, water and tourism would be a game changer and a transformational change in Pacific SIDS. The opportunity to have a say on what is required to cope with climate change impacts further stresses the need for inclusiveness as the region forges forward to bridge the gap between adaptation needs and available financing. Where appropriate, the small grants programme will foster partnerships with small and medium enterprises (SMEs), researchers and AF national designated authorities in the above-mentioned climate sensitive sectors..
11. This programme will provide the financing support to coordinate and achieve accelerated innovative adaptation measures and draw on innovative elements of adaptation projects already funded by the AF⁵. An analysis found that these elements targeted the strengthening of governance and coordination processes, applying innovative financial systems (e.g., insurance) for recovery, enforcing ecosystem sustainability, maintaining food and water security, and building capacity. Given the circumstances of the Pacific, such elements will most likely target these same areas.
12. Innovation in the context of this programme is foremost the use of small grants as a new form of financing modality to increase the region's access to adaptation financing and to facilitate support for Pacific SIDS in their responses to climate change. In support of the UNFCCC, the programme recognises the importance of innovation including technology transfer for effective and durable responses to climate change.

⁴ <https://www.frontiersin.org/articles/10.3389/fmars.2019.00289/full>

⁵ <https://www.adaptation-fund.org/wp-content/uploads/2020/09/AF-Innovation-Slides.pdf>

13. While there are various definitions of innovation, it is commonly understood as the application of a new technology, tool or practice that adds value. It also includes the diffusion and deployment to a new place or sector and is a systematic process⁶. The criteria and procedures for assessing proposed interventions and awarding small grants under this programme will be based on these aspects of innovation, while emphasising the region's access to adaptation financing as well as scaling up effective and sustainable responses to climate change.

Project / Programme Objectives

14. The primary objective is to incubate and accelerate the upscaling, and replication of innovative adaptation measures in the targeted Pacific SIDS.
15. Climate change challenges and effects on the Pacific have been well documented over the years. There have been initiatives prior to this programme that emphasised access to climate financing and on adaptation efforts to respond to the effects of climate change. The main aspects which have been discussed in the previous subsection are the needs to improve access to adaptation financing as well as the capability to incubate, upscale and replicate innovative adaptation measures.
16. This programme's objective and components demonstrated by the Theory of Change in Figure 2, stresses the significance of the following areas in response to such aspects:
 - (a) Accessing funds through a targeted small grants programme that recognises the significance of locally designed and incubated innovative adaptation measures to respond to climate change impacts.
 - (b) Learning from and knowledge sharing on the incubated innovative adaptation measures for upscaling, replication, measuring of the impact of interventions and financing at different levels/scales, as well as promoting efforts in the Pacific for innovative adaptation to enhance climate resilience.
 - (c) Accessing resources to build capacity, strengthen processes and coordination, as well as learning and awareness on innovation for sustainable adaptive responses to climate change.

⁶ https://www.adaptation-fund.org/wp-content/uploads/2020/10/AFB.PPRC__26.b.17-Options-for-further-defining-innovation-in-adaptation-1.pdf

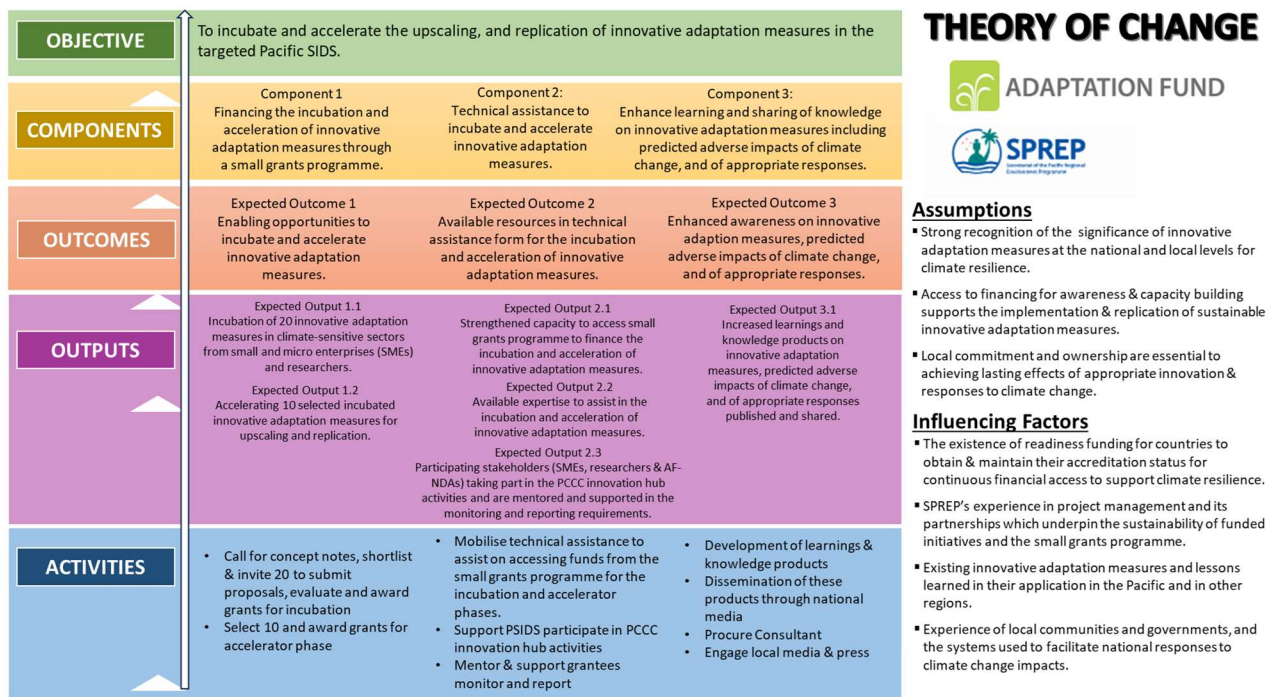


Figure 2. Theory of Change, SPREP-AF Small Grants Programme

17. The three components of the programme as reflected in Figure 2 and provided with details in Table 2 (next subsection), portray the above areas. The outputs have been designed to engage SMEs, researches and AF national designated authorities in the 14 Pacific SIDS who will have key roles in achieving the programme’s objectives. The detailed explanation of each component, outcome and output is provided in Part II Project/Programme Justification, (A).

18. As the programme advances in its implementation with Call for concept notes and proposals on innovative adaptation measures in climate-sensitive sectors, more specific results are expected and aligned to the wider strategic results framework of the Adaptation Fund such as on Outcome 1 reduced exposure to climate-related hazards and threats, and Outcome 3 strengthened awareness and ownership of adaptation and climate risk reduction processes at local level.

Project / Programme Components and Financing

Table 1: Programme Components & Financing

Project/Program me Components	Expected Outcomes	Expected Outputs	Countries	Amount (US\$)
Component 1 Financing the incubation and acceleration of innovative adaptation measures through a small grants programme.	Expected Outcome 1 Enabling opportunities to incubate and accelerate innovative adaptation measures.	Expected Output 1.1 Incubation of 20 innovative adaptation measures in climate-sensitive sectors from small and micro enterprises (SMEs), researchers and AF national designated authorities ⁷ .	Cook Islands, Fiji, FSM, Kiribati, Marshall Islands, Nauru, Niue, Palau, PNG, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.	1,139,000
		Expected Output 1.2 Accelerating 10 selected incubated innovative adaptation measures for upscaling and replication.		2,107,000
Component 2: Technical assistance to incubate and accelerate innovative adaptation measures.	Expected Outcome 2 Available resources in technical assistance form for the incubation and acceleration of innovative adaptation measures.	Expected Output 2.1 Strengthened capacity to access small grants programme to finance the incubation and acceleration of innovative adaptation measures.	Cook Islands, Fiji, FSM, Kiribati, Marshall Islands, Nauru, Niue, Palau, PNG, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.	340,000
		Expected Output 2.2 Available expertise to assist in the execution of activities in the incubation and acceleration of innovative adaptation measures.		
		Expected Output 2.3 Participating stakeholders (SMEs, researchers & AF-NDAs) taking part in the PCCC innovation hub		137,000

⁷ These AF national designated authorities are considered as potential applicants as some Pacific SIDS may not have a formal set up of SMEs and researchers.

Project/Programme Components	Expected Outcomes	Expected Outputs	Countries	Amount (US\$)
		activities; and are mentored and supported in the monitoring and reporting requirements.		
Component 3: Enhance learning and sharing of knowledge on innovative adaptation measures including predicted adverse impacts of climate change, and of appropriate responses.	Expected Outcome 3 Enhanced awareness on innovative adaptation measures, predicted adverse impacts of climate change, and of appropriate responses.	Expected Output 3.1 Increased learnings and knowledge products on innovative adaptation measures, predicted adverse impacts of climate change, and of appropriate responses published and shared.	Cook Islands, FSM, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, PNG, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu	466,000
4. Project/Programme Execution cost (with PSIDS)				340,000
5. IE part Executing Entity				14,360
6. Total Project/Programme Cost				4,543,360
7. Project/Programme Cycle Management Fee charged by the Implementing Entity (SPREP) – 8%				386,186
Amount of Financing Requested			USD	4,929,546

Projected Calendar:

Table 2: Programme Milestones & Dates

Milestones	Expected Dates
Start of Project/Programme Implementation	Q2 2025
Mid-term Review (if planned)	Q3 2027
Project/Programme Closing	Q1 2030
Terminal Evaluation	Q1 2030

PART II: PROJECT / PROGRAMME JUSTIFICATION

A. Describe the project / programme components, particularly focusing on the concrete adaptation activities, how these activities would contribute to climate resilience. Describe also how they would build added value through the regional or multi-regional approach, compared to implementing similar activities in each country individually. Furthermore, show how the combination of individual projects would contribute to the overall increase in resilience.

19. The programme, **accelerating effective innovative adaptation actions, and learnings in the Pacific**, focuses on three key interlinked components to support Pacific SIDS on innovative adaptation measures – reference Figure 3.

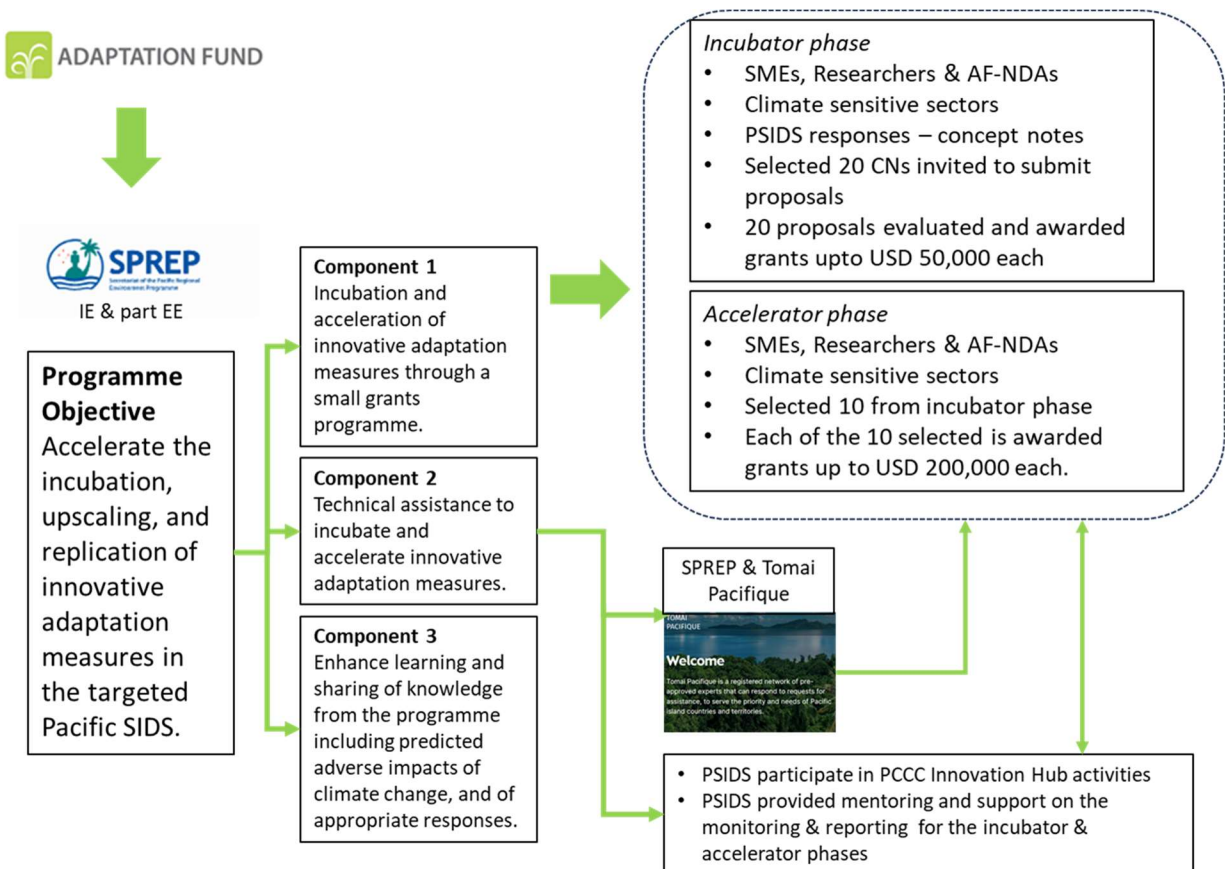


Figure 3: SPREP-Adaptation Fund AFCIA programme design

20. The programme has been designed to provide the opportunity for SMEs, researchers and the Adaptation Fund national designated authorities (AF-NDAs) to incubate and accelerate innovative adaptation measures towards upscaling and replication, the innovative adaptation measures are to focus on climate sensitive sectors such as agriculture and water. The inclusion of AF-NDAs is to enable PSIDS that do not have formal set-up /registered SMEs and or Researchers – hence all donor funded activities are executed through government ministries /departments. Where there is an opportunity for a joint concept note/proposal for

submission (that is, a partnership between SME & Researcher or SME-Researcher & AF NDA, etc), these are to be clearly defined including their respective roles in the proposed project.

21. **Component 1** focuses on small grants which allows small and micro enterprises (SMEs), researchers and AF-NDAs in participating Pacific SIDS to nurture/incubate and accelerate innovative adaptation measures in climate-sensitive sectors (e.g., agriculture and water) including measures that will assist the most vulnerable groups to respond to climate change impacts.
22. *Expected Output 1.1* will incubate 20 innovative adaptation measures in climate-sensitive sectors from small and micro enterprises (SMEs), researchers and AF-NDAs. There will be a call for concept notes from the 14 Pacific SIDS. 20 responses to the call for concept notes⁸ will be shortlisted. The 20 shortlisted concept notes will be invited for proposals following which they will be awarded grants up to USD 50,000 each – the selection of the 20 concept notes and subsequently to 20 proposals will be on a competitive basis – please use the SPREP proposal template that will be provided to the selected 20 concept notes. The selected 20 grantees will have 12-18 months to incubate /nurture /ground-truth the innovative adaptation measures.
23. *Expected Output 1.2*: Following the incubator phase (Expected Output 1.1), 10 incubators will be selected for upscaling and or replication. A grant of up to USD 200,000 will be available for each selected 10 to graduate to the accelerator phase – this will be on a competitive basis. The accelerator phase will have up to 24 months to execute. In addition to the USD 200,000, each of the selected 10 will be entitled to a project execution cost of up to 8.5% of total activities costs – that is, cost of all activities plus execution costs will be up to USD 200,000.
24. **COMPONENT 2**: will address the current limited human resource capacity at the regional and national levels to provide technical assistance to Component 1. The technical assistance will be two-tiered: (i) Specialists/expertise from SPREP and the Tomai Pacifique to assist Pacific SIDS access finance to realise Expected Outputs 1.1 and 1.2 – e.g., technical assistance to develop concept notes and proposals – total budget of USD 340,000; and (ii) provide resources to assist participating Pacific SIDS access activities offered through the Pacific Climate Change Centre (PCCC) innovation hub and SPREP assistance on mentoring and support to report on the execution of the grant activities – total budget at USD 137,000.
25. **COMPONENT 3**: will enhance outreach, learning and knowledge management on innovative adaptation measures including predicted adverse impacts of climate change, and of appropriate responses. There will be specific attention on the experiences from Component 1 and the participation of the local media and press in the awareness activities. A total of USD 466,000 has been budgeted. SPREP will procure a Communications /Information Services consultant to lead activities in Component 3 and support the SPREP Small Grants Coordinator.

⁸ The draft SPREP Grants Policy refers to the responses to a CfP as concept notes – hence the reference made here.

B. Describe how the project /programme would contribute meaningfully to the Expected Results under the Innovation Pillar (i.e. (i) New innovations and risk-taking⁹ encouraged and accelerated; (ii) Successful innovations replicated and scaled up; (iii) Access and capacities enhanced for designing and implementing innovation and (iv) Evidence base generated and shared)

26. New innovations and risk-taking encouraged and accelerated.

Component 1 will provide the opportunity for SMEs, researchers and AF-NDAs to incubate 20 innovative adaptation measures and cushion selected risk elements that could be associated with the trial-demonstration and ground-truthing with the USD 50,000 available to each grantee. The review of the proposals by the PRMG TWG will further assess risks on each project as these may depend on the type of innovative measures.

27. Successful innovations replicated and scaled up.

10 successful and outstanding innovative adaptation measures of the 20 incubated or showcased innovative adaptation measure(s) from Output 1.1 will be selected and provided the opportunity to accelerate for upscaling and replication. Each of the 10 selected will be provided a grant up to USD 200,000.

28. Access and capacities enhanced for designing and implementing innovation.

Component 2 provides the SMEs, researchers and AF-NDAs access to experts/specialists from SPREP including Tomai Pacifique register on cost recovery basis to supplement the limited capacities to design and implement innovative adaptation measures. USD 200,000 have been budgeted for 400 working days at USD 500/day for technical assistance to enable participating PSIDS to access these experts/specialists.

29. Additionally, grantees will have access to specific activities such as trainings provided by the Pacific Climate Change Centre (PCCC) Innovation Hub and, SPREP mentoring and support to report on the execution of grant activities.

30. The *accelerating effective innovative adaptation actions, and learnings in the Pacific* programme has tremendous potential to enhance the work that PCCC has already started in the innovation space. In October 2022, PCCC hosted the first Pacific Virtual Innovative Exhibition which featured nine main exhibitors and other organisations. There was extensive interest and participation to learn about potential innovative solutions to climate change challenges in the region. The virtual space enabled people to connect and find out about both Pacific and global innovative solutions that have helped in responses to climate risks¹⁰.

31. Evidence base generated and shared.

Component 1 has an incubation phase to trial and showcase innovative adaptation measures such as technology transformation, techniques, innovative finance, practices, and mechanisms. There will be 20 selected concept notes and proposals to be funded for the incubation phase which will form the evidence and basis to select 10 for upscaling and replication as part of the accelerator phase. These results will be documented, shared across the region, and inform further upscaling and replication efforts. Component 3 is dedicated to ensuring that the learnings are documented, and knowledge and experience shared across

⁹ For some clarifications on the concept of risk, please see [INNOVATION PROJECT DESIGN ELEMENTS AND FURTHER CLARIFICATION ON THE CONCEPT OF RISK](#).

¹⁰ <https://www.sprep.org/news/pacific-climate-change-centre-supports-the-pacific-to-access-climate-innovative-solutions>

the region through regional and local media and press. Component 3 budget includes a consultancy of an information services consultant over 600 w/days.

- C. Describe how the project/programme will source innovation small grant proposals, and screen them for the potential to support concrete adaptation actions to assist the participating countries in addressing the adverse effects of climate change and build in climate resilience.

The programme will administer small grants which should not exceed US\$ 250,000. The proposal should provide details on the planned outreach effort and sourcing of innovation proposals, such that it would be ensured that innovation would not be restricted, and that the initiative would allow for various types of innovation (technologies, techniques, innovative finance for adaptation, practices, mechanisms and other.) Innovation may include the involvement of new or non-conventional stakeholders in the innovation process and/or the project develops incorporate new ideas "ways of doing things", create or enhance social relationships or form new collaborations/ partnerships to address the adaptation challenge etc. (i.e. social innovation.) The proposals should include details on the process for awarding small grants, such as the approach, criteria, and timeline. Details on the proposed monitoring and evaluation arrangements of the small grants, results management, and, very importantly, the learning and sharing aspect of the programme. Provision of technical assistance should also be detailed in the design.

32. To access the *accelerating effective innovative adaptation actions, and learnings in the Pacific* programme, the IE through its part EE functions will administer the following:

33. Component 1: Incubator phase, there will be a call for concept notes from small and micro enterprises (SMEs), researchers and AF-NDA¹¹ to propose innovative adaptation measures in climate-sensitive sectors such as agriculture and water from the 14 Pacific SIDS. 20 concept notes will be shortlisted and invited to submit proposals and awarded grants up to USD 50,000 each and 12-18 months to demonstrate, incubate and ground-truth the proposed innovative adaptation measures on a competitive basis.

34. Component 1: Accelerator phase – 10 projects from incubator phase will be selected and awarded grants up to USD 200,000 each for scaling up and replication.

35. Technical assistance through Component 2 will be available on as-needs-basis for the incubator and accelerator phases. As required and requested by the PSIDS (SMEs, researchers and AF-NDA), the technical assistance will be mobilised from SPREP and Tomai Pacifique register of experts/specialists on a cost recovery basis.

36. Component 2 further enables participating grantees (SMEs, Researchers and AF-NDA) to access specific activities such as training through the Pacific Climate Change Centre (PCCC) innovation hub and mentoring and support from SPREP to report on the execution of grant activities – a budget of USD 137,000 is available for these purposes.

37. Component 3, outreach, learning and knowledge management including predicted adverse impacts of climate change, and of appropriate responses for the *accelerating effective innovative adaptation actions, and learnings in the Pacific* programme will be directly executed by the SPREP with a dedicated Consultant to support the Small Grants Coordinator.

¹¹ These national AF designated authorities are considered as potential applicants as some Pacific SIDS may not have a formal set up of SMEs and researchers. Hence every 14 Pacific SIDS has an equally opportunity to participate in this programme.

D. Describe how the project / programme would screen innovation small grant proposals for their potential to provide economic, social and environmental benefits, particularly to vulnerable communities, including gender considerations, while avoiding or mitigating negative impacts, in compliance with the Environmental and Social Policy and Gender Policy of the Fund.

38. All responses to the call for concept notes and proposals (Component 1 Incubator phase) will be subject to an assessment process to shortlist 20 that will be required to submit proposals and subsequently awarded with a USD 50,000 each to participate in the incubator phase.
39. More specifically, the shortlisted 20 concept notes will then be invited to submit proposals which will be evaluated by SPREP (the PRMG¹² technical working group¹³). The evaluation exercise is guided by the SPREP Grants Policy and Procedures Manual.
40. The evaluation results will identify proposals to be considered for grant award. Following the evaluation, a due diligence assessment will be conducted on the 20 grantees. A list of the successful 20 proposals will be recommended to the SPREP PRMG Leadership Group for endorsement.
41. Once endorsed by PRMG, the SPREP Small Grants Coordinator will proceed to finalising and signing of financing agreements with the 20 grantees.

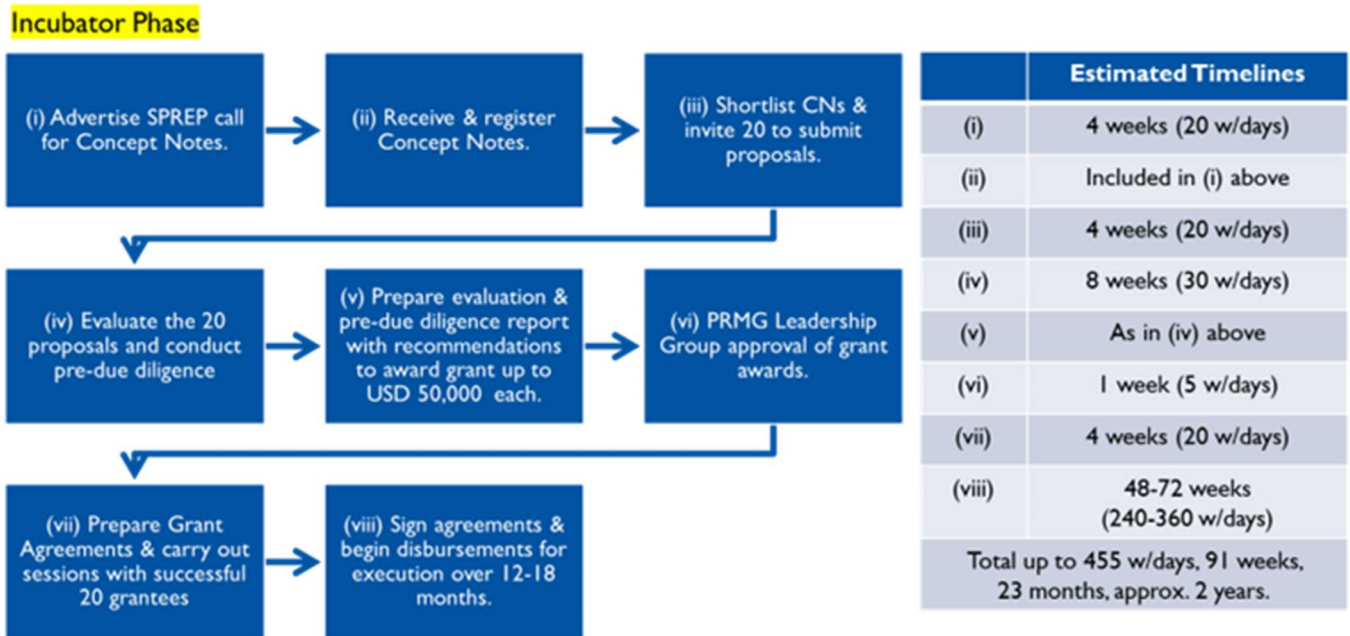


Figure 4. Process flow in the selection of 20 concept notes and proposals for the incubator phase

¹² PRMG – project review and monitoring group. The PRMG is chaired by the SPREP Deputy Director General and meets once at the end of each quarter – 3 in-person PRMG meetings annually.

¹³ PRMG technical working group meets twice in a quarter and is chaired by the Director Strategic Planning, Partnerships & Resource Mobilisation (DSPPR) – 8 in-person TWG meetings annually

42. The incubator phase is 12-18 months in timeframe following which the accelerator phase will be administered. The incubator phase will have a total of 2 years to complete as presented in Figure 4. Please note that this is a 5-year programme.
43. There will be 10 selected proposals /projects from the incubator phase to be accelerated for upscaling and or replication.
44. Conduct site inspection and review progress reports of the 20 proposals /projects in the incubator phase.
45. Evaluate and select 10 proposals /projects to be considered for the accelerator phase. Invite the 10 selected from the incubator phase to review their proposals with the view to be accelerated for upscaling and replication – technical assistance to review the proposals are available through Component 2.
46. Have PRMG LG to approve the 10 proposals and prepare grant agreements for signing and execution. The accelerator phase has a total of 2.5 years. The timelines have been outlined to accommodate delays including 6 months for a completion and closure.

Accelerator Phase

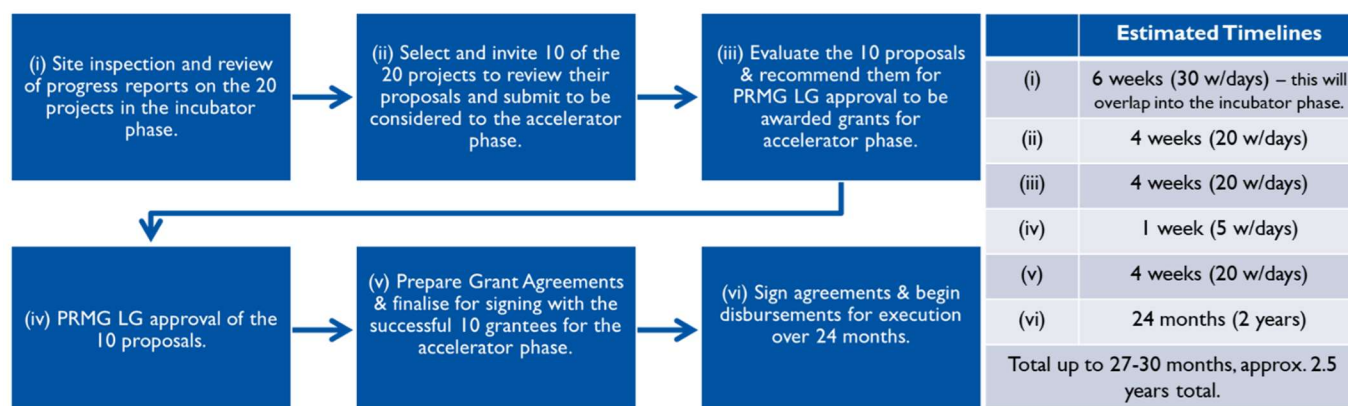


Figure 5. Process flow in the selection of 10 proposals /projects for the accelerator phase

E. Describe or provide an analysis of the cost-effectiveness of the proposed project / programme and explain how the regional or multi-regional approach would support cost-effectiveness.

47. The investment through the *accelerating effective adaptation actions, innovation and learning in the Pacific* will directly cushion financial, technical, capacity and coordination barriers to the effective absorbance of innovative adaptation measures with Pacific SIDS. This builds on ongoing similar interventions and existing mechanisms such as small grants presence at the national level, and the pooled register of experts /specialists with SPREP and the Tomai Pacifique at the regional level.

48. Although direct revenue will not be realised of all components of this investment, this programme is expected to explore and develop innovative adaptation measures that will reduce costs associated with climate change impacts. The knowledge and learnings from these will inform the upscaling and replication of such measures at the national and regional levels.
49. A full cost benefit analysis will be conducted once specific projects are selected into the accelerator phase. This will be organised by SPREP Small Grants Coordinator with the outcome of this analysis informing similar programmes in the future.

F. *Describe how the project / programme is consistent with national or sub-national sustainable development strategies, adaptation planning processes, national or sub-national development plans, poverty reduction strategies, national communications and adaptation programs of action, national adaptation plans (NAPs), nationally determined contributions (NDCs), adaptation communications, and other voluntary adaptation reports, where they exist, as well as with the UNFCCC technology framework, and other relevant instruments.*

50. Part I of this proposal has described in detail the relevant regional frameworks and strategies which underpin the relevance of this programme. The justifications provided of the programme's objective and components highlight clear linkages to the UNFCCC technology framework and the Paris Agreement.

51. The Pacific SIDS responses to the call for concept notes and proposals will have the requirement(s) to be aligned to the applicable national or sub-national sustainable development strategies, adaptation planning processes, national or sub-national development plans, poverty reduction strategies, national communications and adaptation programs of action, national adaptation plans (NAPs), nationally determined contributions (NDCs), adaptation communications, and other voluntary adaptation reports. The same alignment must be made to the key priorities of this programme, particularly in the context of innovative adaptation measures that are inclusive, sustainable, and beneficial for a wide range of beneficiaries, especially the most vulnerable people in communities.

52. The implementation arrangements in Part III of this proposal outlines the requirement of government participation /endorsement in all the funded projects. Such arrangements will ensure that the innovative adaptation measures proposed are pre-screened and aligned to country priorities – also, will signify the participating country's endorsement.

G. *Describe how the project / programme would screen innovation small grant proposals for meeting the relevant national technical standards, where applicable, in compliance with the Environmental and Social Policy of the Fund.*

53. The Pacific SIDS responses to the call for concept notes and proposals will have each concept note state the national technical standard requirements (e.g., national building standards; energy efficiency standards, etc) that the innovative adaptation intervention is aligned to, as applicable, among other specifications. This information will be verified during the evaluation process.

54. On compliance with the Environmental and Social Policy of the Fund, the selected 20 proposals will be subject to an ESS screening during the evaluation process by SPREP. The screening process will be conducted in line with the Environmental and Social Policy of the Fund and SPREP Environment and Social Safeguards Policy, noting the checklist/framework

presented in N (Table 4) below and the evaluation template described in the SPREP Grants Policy and Procedures Manual.

H. *Describe if there is duplication of project / programme with other funding sources, if any.*

55. The modality of small grants programme in the Pacific is not new however the respective scope and focuses differ. This programme objective underscores the introduction of innovative adaptation measures, incubating and ground-truthing these and upscale and or replicate as applicable. The definition criteria of what is innovative provides the uniqueness including a modular structure for future expansion in terms of funding. There is a due diligence process as part of the evaluation of proposals that will also identify duplication if any. As such, the possible duplication in terms of programme scope including the modular structure will be at minimum to none.

56. For proposed interventions to be funded under this programme, the call for concept notes and proposals have a requirement in the criteria that activities proposed by SMEs, researchers and AF-NDAs are not already funded by another programme. The evaluation process, ESS screening and the due diligence processes will verify that prospective grantees are not double dipping and interventions are not duplicated.

I. *Describe the learning and knowledge management system to capture and disseminate evidence, particularly of effective, efficient adaptation practices, products or technologies generated, as a basis for potential scaling up.*

The learning and sharing knowledge management mechanism developed should be useful, accessible, sustainable, and, to the extent possible, minimize inefficiencies and duplication. The AFCIA MIEs and RIEs are expected to coordinate closely to help bring about the optimal solution that would best serve the eligible recipient countries' innovation-for-adaptation knowledge needs, including knowledge already generated under AFCIA so far.

57. Component 3 is dedicated to ensuring that the learnings and knowledge from the programme is captured, documented, and disseminated across the region. This component will be coupled with the functions of the Pacific Climate Change Centre (PCCC) Innovation Hub at SPREP and the SPREP presence across the region with its sub-regional offices in Majuro, RMI and Suva Fiji and the present partnership arrangements with sister organisations in the Pacific and other regions such as the Caribbean further strengthens the dissemination avenues.

J. *Describe the consultative process that would take place, and how will it involve all key stakeholders, and vulnerable groups, including gender considerations.*

58. Consultative processes will be a crucial part of the procedures when rolling out this programme from its initiation to its conclusion. Inclusivity and engagement of a wide range of relevant stakeholders, reference the principles to be mindful of as in Section 1.4 of the SPREP Grants Policy and Procedures Manual, will be encouraged through SPREP's partnership with its member countries. For promoting the programme and its activities, key channels of communication will be the SPREP official website and accounts on social media platforms, email notices, letter notifications, as well as publications via newspaper where appropriate will be highlighted in promotional materials for the programme and the call for concept notes

and proposals. At the country level, SMEs, researchers and AF national designated authorities are encouraged to ensure that the beneficiaries of the proposed innovative measures are consulted when developing the concept notes and proposals – 14 national consultations /workshops at a budget of USD 14,000 has been allocated for the incubation phase and an additional 10 workshops /consultations at a budget of USD 20,000 for the accelerator phase. Each participating PSIDS to organise these consultations. These consultation funds are in addition to the USD 50,000 per Pacific SIDS during the incubator phase and USD 200,000 per Pacific SIDS during the accelerator phase. It is to be noted that the SPREP Grants Policy and Procedures Manual Section 2.4 has specific allowance to include extra costs to accommodate participation of people living with disabilities.

59. To access funds from this initiative, consultations will be held to promote the launching of the programme, including awareness raising workshops in Pacific SIDS for the call for concept notes and subsequently proposals. There will also be meetings and other forms of communications between SPREP and the Pacific SIDS. Besides these government agencies, opportunities for one-to-one meetings with prospective grantees will also be provided for guidance and support on the procedures and requirements. These consultations with key stakeholders including identified beneficiaries form the basis for the development of concept notes and proposals to be submitted. This is further enhanced with the provision of technical assistance to potential grantees that include funding allocation for stakeholder consultations in the development of concept notes and proposals.

60. Furthermore, there are mandatory requirement for grant recipients (grantees) to keep registers and other evidence of the beneficiaries' involvement in consultative processes to measure the engagement of stakeholders and vulnerable groups (disaggregated by gender, age, and persons living with disability). The same information is anticipated when tracking implementation and results for monitoring and reporting purposes.

K. *Describe how the project/programme draws on multiple perspectives on innovation from e.g., communities that are vulnerable to climate change, research organizations, or other partners in the innovation space, in the context in which the project/programme would take place.*

61. The programme is targeting SMEs, researchers and AF-NDAs in the 14 Pacific SIDS to participate and focus on the climate sensitive sectors such as agriculture and water. The innovative measures that will be proposed for incubation will have multiple and various beneficiaries. The budget allows for these beneficiaries to provide their respective perspectives on the proposed innovative adaptation measures at the incubation phase and the accelerator phase. Additionally, there will be the organisation/entity (SMEs, researchers & AF-NDAs) and the sector perspectives (participating climate sensitive sectors) to be considered.

L. *Provide justification for funding requested, focusing on the full cost of adaptation reasoning.*

Neither the programme, nor the individual small grant projects will be required to provide co-financing, in line with the Fund's mandate to finance the full cost of adaptation. However, co-financing would be considered a positive addition to the initiative, including top-ups of the programme.

62. In the context of the programme, there is opportunity for participating countries to develop new /innovative measures on adaptation through SMEs, researchers and the AF-NDA to demonstrate, incubate and ground-truth some innovative adaptation measures that are often

not possible to be trialled in large adaptation initiatives. There is also the opportunity to have the beneficiaries have a direct say to the design and implement initiatives that are tailored and manageable to suit their circumstances and subsequently protect them from the impacts of climate change. These small interventions are usually not considered in large adaptation initiatives given the economics and the matrix of investment.

63. External finance is critical to the Pacific particularly for targeted beneficiaries at the forefront of being impacted by climate change to supplement governments' own expenditures through the national budget process, and it is expected to remain so. More importantly, this programme has the provision for the targeted beneficiaries to have a say in the design and implementation of the proposed measures.
64. Co-financing will not be required for this inaugural small grant programme, however, there will be opportunity for the SMEs, researchers and AF-NDAs including the participating climate sensitive sector of interest to record and report on cash and/or in-kind contributions.
65. The approved funding for individual small grant projects may not entirely cover the activities which are expected to occur on the ground, particularly for logistics such as local travel, natural resources, etc. Therefore, the grant recipients will have to contribute to these costs for the successful completion of interventions. Such expectation for the grant recipients would encourage ownership of the projects and the innovative adaptive measures which will be born out of the interventions.

M. *Describe how the sustainability of the programme outcomes has been taken into account when designing the programme, including in the screening of the innovation small grants projects. Describe the pathways to scale up successful small grants projects.*

The programme should include, in its design, pathways for scaling up, i.e. the process by which successful or promising innovations will be directed towards replication and/or scaling up, including for Adaptation Fund's financing window Large Innovation Projects/Programmes for the exceptionally promising small grants.

66. This programme has been designed to have an incubator phase where innovative adaptation measures will be nurtured and ground-truth before a selection of successful and outstanding incubators to progress to the accelerator phase to scale-up and or replicate. The innovative adaptation measures are to be for the climate-sensitive sectors such as agriculture and water.
67. The sustainability aspects of the proposed innovative adaptation measures involve consideration of approaches that the beneficiaries can manage and use locally available resources including traditional knowledge to adapt to the impacts of climate change. Where feasible, beneficiaries will also access tools and technologies together with capacity building support to strengthen their innovative adaptation responses. There is evidence that AF-funded projects in other countries with innovative elements were successful and sustainable because of the capacity building component.

N. *Provide an overview of the environmental and social impact and risk screening process that will be put in place for the subgrant project.*

68. Within the existing SPREP institutional arrangements for projects portfolio, the Projects Review and Monitoring Group (PRMG) Leadership Group¹⁴ will be responsible for the approval /endorsement of recommended proposals to grant award. Prior to this approval process all proposals will be subject to a technical evaluation that includes ESS assessments/screenings and due diligence on potential grantees.

69. The ESS screening exercise will have the following checklist noting that the yet-to-be identified projects will undergo the process during technical evaluation, ESS screening and a due diligence assessment on the potential grantee prior to grants-award.

Table 3: Environmental & Social Safeguards Checklist

Checklist of environmental and social principles	No further assessment required for compliance	Potential impacts and risks – further assessment and management required for compliance
<i>Compliance with the Law</i>	Project(s) supported shall follow all applicable domestic and international law.	Minor risk as relevant national and local authorities are consulted during the development of applications to the incubator phase to ensure compliance with all relevant laws and national standards. Proposed activities will be implemented in alignment and compliance with national and international regulatory and policy frameworks.
<i>Access and Equity</i>	<p>Project(s) supported shall provide fair and equitable access to benefits in a manner that is inclusive and does not impede access to basic health services, clean water and sanitation, energy, education, housing, safe and decent working conditions, and land rights.</p> <p>Projects should not exacerbate existing inequities, particularly with respect to marginalised or vulnerable groups.</p>	<p>Minor risk as the sites for activities – there is a risk of inequitable or restricted access. To avoid this risk the ESMP for each project considered for grant-ward to provide mitigation measures including and requires ongoing screening during site selection.</p> <p>The programme design understands this risk and is developed on the basis of equitable access and will be a crucial guiding principle for the selection of all sites and the process of allocating access to these project benefits will be fair and impartial. A fair process treats people equally without favouritism or discrimination, and an impartial process treats all rivals or disputants equally.</p> <p>Equitable access requirements of the activities will be clearly and transparently communicated with beneficiaries.</p> <p>Ongoing environmental and social screening during incubator and accelerator phases will ensure ongoing compliance with this Principle.</p>

¹⁴ The PRMG LG composers of all SPREP programme Directors, Legal Counsel chaired by the Deputy Director General.

Checklist of environmental and social principles	No further assessment required for compliance	Potential impacts and risks – further assessment and management required for compliance
<i>Marginalised and Vulnerable Groups</i>	<p>Project(s) supported shall avoid imposing any disproportionate adverse impacts on marginalised and vulnerable groups including children, women and girls, the elderly, indigenous people, tribal groups, displaced people, refugees, people living with disabilities, and people living with HIV/AIDS.</p> <p>In screening any proposed activities shall assess and consider particular impacts on marginalised and vulnerable groups.</p>	<p>Minor risks as through its equitable access approach, the programme focuses on marginalised and vulnerable groups (women, youth, elderly, people with disabilities, etc.) and aims to assist them to improve their resilience to climate change impacts through innovative measures. In this way, all vulnerable groups are expected to be positively impacted.</p>
<i>Human Rights</i>	<p>Project(s) shall respect and where applicable promote international human rights.</p>	<p>Minor risk as proposal evaluation and the implementation cycle will ensure that the following are not in the projects.</p> <ul style="list-style-type: none"> • Activities lead to adverse impacts on enjoyment of the human rights of the affected population and particularly of marginalised groups. • local communities or individuals are not given the opportunity to raise concerns regarding the project during the stakeholder engagement process. • there is the risk of exacerbating conflicts among and/or the risk of violence to affected communities or individuals.
<i>Gender Equity and Women's Empowerment</i>	<p>Project(s) supported shall be designed and implemented in such a way that both women and men</p> <ol style="list-style-type: none"> a) can participate fully and equitably b) receive comparable social and economic benefits c) do not suffer disproportionate adverse 	<p>The programme is designed and aligned to the SPREP Grant Policy and Procedures Manual which champions this principle and have measures throughout the design, evaluation, implementation, monitoring cycles to ensure that the following will not happen.</p> <ul style="list-style-type: none"> • Likelihood that the programme would have adverse impacts on gender equality, and/or the situation of women and girls. • Women's groups/leaders not given the opportunity to raise gender equality concerns

Checklist of environmental and social principles	No further assessment required for compliance	Potential impacts and risks – further assessment and management required for compliance
	effects during the development process.	<p>regarding the project during the stakeholder engagement process.</p> <ul style="list-style-type: none"> • Activities potentially limit women's ability to access or use natural resources upon which they depend for a livelihood.
<i>Core Labour Rights</i>	Project(s) supported shall meet the core labour standards as identified by the International Labor Organisation.	Minor risk as 11 Pacific SIDS (Cook Islands, Fiji, Kiribati, Marshall Islands, Palau, PNG, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu) are ILO member states. The programme will be implemented in compliance with legislation – no child labour nor forced labour is expected to result from the innovative adaptation measures to be incubated and accelerated for replication and scaling up.
<i>Indigenous Peoples</i>	Project(s) are consistent with the rights and responsibilities set forth in the UN Declaration on the Rights of Indigenous Peoples and other applicable international instruments relating to indigenous peoples.	<p>Minor risk as the programme will not support any projects that will trigger further assessment – such projects that may be</p> <ul style="list-style-type: none"> • Located on or commercially develop natural resources on lands traditionally owned by Indigenous Peoples. • Activities require the relocation of Indigenous Peoples from lands and natural resources subject to traditional ownership or customary use. • Significantly impact critical cultural heritage for indigenous peoples. • Use such cultural heritage for commercial purposes.
<i>Involuntary Resettlement</i>	Project(s) supported shall be designed and implemented in a way that avoids or minimises the need for involuntary resettlement.	Minor risk as the programme will not be considering any project that will trigger this principle.
<i>Protection of Natural Habitats</i>	<p>The Fund shall not support project(s) that would involve unjustified conversion or degradation of critical natural habitats, including those that are</p> <p>a) legally protected</p>	Minor risk as the evaluation of proposals will not consider projects that will trigger this principle.

Checklist of environmental and social principles	No further assessment required for compliance	Potential impacts and risks – further assessment and management required for compliance
	<ul style="list-style-type: none"> b) officially proposed for protection c) recognised by authoritative sources for their high conservation value, including as critical habitat d) recognised as protected by traditional or indigenous local communities 	
<i>Conservation of Biological Diversity</i>	Project(s) shall be designed and implemented in a way that avoids any significant or unjustified reduction or loss of biological diversity or the introduction of known invasive species.	<ul style="list-style-type: none"> • Minor risk as the evaluation of proposals will not consider projects that triggers such principles.
<i>Climate Change</i>	Projects can adapt to climate change.	<p>The main drivers of climate change that are considered by the AF under this principle are the emission of carbon dioxide gas from the use of fossil fuel and from changes in land use, methane and nitrous oxide emissions from agriculture, emission of hydrofluorocarbons, perfluorocarbons, sulphur hexafluoride, other halocarbons, aerosols, and ozone.</p> <p>This is not anticipated to be applicable to the proposed activities of the programme.</p>
<i>Pollution Prevention and Resource Efficiency</i>	There are no significant waste generation from the projects.	<ul style="list-style-type: none"> • Minor risk • Mitigation measures – the evaluation of proposals process checks against environment and social policies and standards thus any proposed activity that triggers this will not be supported.
<i>Public Health</i>	Activities supported shall be designed and implemented in a way that avoids potentially significant negative impacts on public health.	<p>Minor risk.</p> <p>Mitigation measures – the evaluation of proposals includes checks on the proposal contents against environment and social policies and standards that includes health aspects. with adaptation measures</p>

Checklist of environmental and social principles	No further assessment required for compliance	Potential impacts and risks – further assessment and management required for compliance
		such as in the water sector can address water-related diseases and vectors.
<i>Physical and Cultural Heritage</i>	Activities supported shall be designed and implemented in a way that avoids the alteration, damage, or removal of any physical cultural resources, cultural sites, and sites with unique natural values recognized as such at the community, national or international level. Activities should also not permanently interfere with existing access and use of such physical and cultural resources.	<p>Sites will be selected to avoid any physical or cultural heritage.</p> <p>Minor Risk</p> <p>Mitigation measures – the due diligence process from SPREP referred to in paragraph 46, Figure 5 includes a site visit prior to selection of proposals for accelerator phase. The incubator phase in paragraph 41 also has a due diligence process in Figure 4 where similar checks are conducted.</p>
<i>Lands and Soil Conservation</i>	Activities supported shall be designed and implemented in a way that promotes soil conservation and avoids degradation or conversion of productive lands or land that provides valuable ecosystem services	<p>There are no fragile lands that would be lost nor degraded by the activities.</p> <p>A minor risk.</p> <p>Mitigation – the evaluation of projects will screen to ensure that this is not trigger.</p>

70. The evaluation of proposals by the PRMG TWG will help identify if the principles and or safeguards are triggered and should the proposal make the recommended list for funding, the proponent will be given the opportunity to address these. Technical assistance from Component 2 will be available to assist the proponents if required.

PART III: IMPLEMENTATION ARRANGEMENTS

A. Describe the arrangements for project / programme management at the regional and multi-regional level, including coordination arrangements within countries and among them. Describe how the potential to partner with national institutions, and when possible, national implementing entities (NIEs), has been considered, and included in the management arrangements.

71. The SPREP Small Grants Coordinator will be assigned the day-to-day coordination of this programme and placed within SPREP HQ in Apia Samoa at the Strategic Planning Partnerships and Resource Mobilisation Department (SPPRD). The Coordinator is responsible for all SPREP-led activities including the monitoring, evaluation, reporting and learnings in the small grants programme. The design has SPREP as the implementing entity (IE) and part executing entity (EE). The part EE role is due to Components 2 and 3.

72. The programme will utilise the existing regional presence of SPREP such as the sub-regional offices in Majuro, Marshall Islands and Suva, Fiji for better coordination at the sub-regional level. The Small Grants Coordinator will facilitate and administer the programme activities with the grantees, offer support to participating Pacific SIDS (grantees), and report to SPREP and the AF.

73. SPREP as a regional accredited and implementing entity for the Adaptation Fund (AF) and Green Climate Fund (GCF), and an executing entity to the Global Environment Facility (GEF) is well-placed to coordinate and lead on a regional small grants programme dedicated to innovative adaptation measures.

74. The operations of the small grants programme will be guided by the SPREP Grants Policy and Manual including other institutional processes and policies such as the Financial Policy, Grievance Redress Mechanism, Gender, Disability and Social Inclusion (GEDSI), Environment and Social Safeguards policy and the Child Protection Policy.

75. The programme has Component 2 to supplement capacity at the regional and national levels through SPREP Experts/staff and the Tomai Pacific, a register of experts /specialists on a cost recovery basis. Component 2 also has dedicated budget for all participating Pacific SIDS (grantees) take part in specific activities with the Pacific Climate Change Centre (PCCC) innovation hub and supported /mentored by SPREP on the monitoring and reporting on the execution of activities funded by the programme.

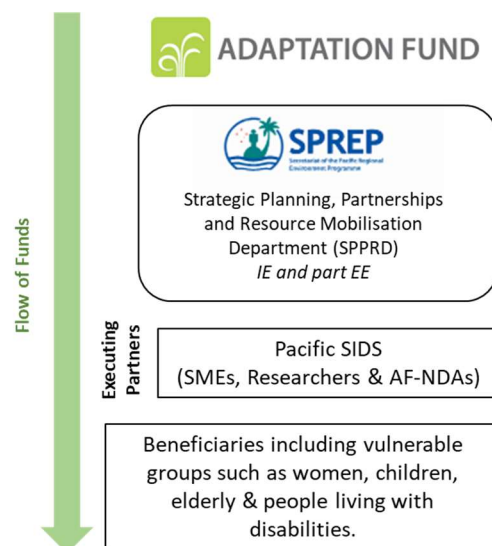


Figure 6: Programme management arrangements

As per Document AFB/B.25/6/Rev.2, regional project and programme proposals are allowed a higher and more flexible maximum level for administration costs, to help ensure regional cooperation, and, as such, the maximum level for the

implementing entity management fee. For regional projects/programmes, the administrative costs (Implementing Entity Management Fee and Project/ Programme Execution Costs) at or below 10 per cent of the project/programme for implementing entity (IE) fees and at or below 10 per cent of the project/programme cost for the execution. In case the IE is serving as EE, which is acceptable AFB/PPRC.24/4 9 only under exceptional circumstances and must be well-justified, the execution cost should be limit to 1.5% of the part of the project/programme executed by the implementing entity. If the actual execution costs of the IE exceed the 1.5% cap a justification should be provided. As with regional projects and programmes, proposals for AFCIA programmes need to provide budgets for these two categories.

76. The programme is requesting a total of USD 4,929,546.00 from the Adaptation Fund. The summary budget for programme execution is presented in Table 5.

Table 4: Programme Execution Budget

Budget Areas		Budget	Totals		Y1	Y2	Y3	Y4	Y5
Programme Execution Costs (PEC) - SPREP as part EE	Office equipment, supplies, etc.	3,000	14,360	Cap of USD 14,360 as per fee calculation sheet	2,000	200	300	200	300
	Coms, internet, etc.	1,360			300	300	300	300	160
	Contribution to Audit costs	10,000			2,000	2,000	2,000	2,000	2,000
Programme Execution costs (PEC) - participating PSIDS (grantees) as EE	Office equipment, supplies, furniture, etc	25,000	340,000	Cap of USD 340,740 (refer to fee calculation sheet)		20,000	5,000		
	Communication /internet costs/Utilities	20,000			4,000	5,000	5,000	5,000	1,000
	Financial Audits @ PSIDS as EE	45,000			9,000	12,000	12,000	12,000	
	Support to 10 National Coordinators @ PSIDS	250,000			62,500	62,500	62,500	62,500	

77. The total programme execution costs are two-tied with (i) for SPREP as part EE role; and (ii) Pacific SIDS (grantees) as EE. The AF fees calculation matrix allows SPREP as IE with part EE an operation budget of maximum USD 14,360 (please note that this is in addition to SPREP IE fee) and Pacific SIDS as EE with a total budget of up to USD 340,740.

78. The programme budget has also allocated 8.5% as Programme Cycle Management Fee, also referred to as IE fee of USD 386,248.

The arrangements for ensuring country-drivenness, in case where Letters of Endorsement from the Designated Authorities of the Fund are not provided at submission, should be described, including a timeline and point in process where such letters will be obtained and when and how they would be submitted to the AFB secretariat.

79. The Implementing Entity, SPREP, has provided an outline of the proposed programme with the Adaptation Fund national designated authorities in the 14 Pacific SIDS. Additionally in response to the call for concept notes and proposals participating Pacific SIDS (SMEs, Researchers and AF-NDAs) will submit these with government endorsement. All interventions /activities to be funded by the programme are country-led designed that will be driven through the national consultations. SPREP through Component 2 will assist the design with technical assistance to develop concept notes, proposals and facilitate national consultations.

80. It is to be noted that the AF-NDA will also participate in the call for concept notes and proposals processes more to enable country participation that do not have formally registered SMEs or Researchers. This programme is designed to have the AF-NDA involved comprehensively in the process and supported to enhance their role.

B. *Describe the measures for financial and project / programme risk management.*

81. Pacific SIDS already have some experiences in small grants management and there is existing understanding of the obligations and responsibilities associated with the correct and appropriate use of the funds for approved interventions.

82. Figure 6 above illustrates the flow of funds with the Governments (AF-NDAs) having key roles in ensuring that the funded activities address country adaptation priorities. The AF-NDA, function as the leading agents to coordinate on ground executing partners and interventions, will be pertinent in managing financial and project/programme risks when the small grants are rolled out for implementation.

83. The SPREP Financial Policy and fiduciary requirements and the Grants Policy and Manual sets out the legal and regulatory framework for providing grants and minimises financial risks such as inappropriate use of funds by the on-ground partners.

84. The due diligence assessment in the evaluation process prior to finalising the grant agreement with grantees is another layer to ensure that there are national processes in place to administer funds.

85. The AF -NDA will be the primary focal point to support the execution by the participating SMEs and researchers. The monitoring of funds and project activities will also be coordinated by these national agencies and shall report back to SPREP as required under the financing agreements with grantees.

86. All participating Pacific SIDS (grantees) will be mentored and supported on the monitoring and reporting on activities funded by this programme – the mentoring and support will be coordinated by the SPREP Small Grants Coordinator through Component 2.

C. *Describe the measures for environmental and social risk management, in line with the Environmental and Social Policy of the Adaptation Fund.*

The safeguard policies of the Fund will apply to the programmes. The small grant can be considered unidentified subprojects (USP) and, as such, the Fund policies regarding USPs, namely as per the “Guidance document for Implementing Entities on compliance with the Adaptation Fund Environmental and Social Policy” and “Updated Guidance for Implementing Entities on the Use of Unidentified Sub-Projects” (Document AFB/PPRC.30/54) will apply. This includes, for example, that, “for projects/programmes with activities/sub-projects unidentified at the time of submitting a proposal for funding, the IE will develop an Environmental and Social Management System (ESMS) for the project/programme and describe it with details in the proposal. In such cases, the project/programme ESMS will contain a process for identifying environmental and social risks for the unidentified activities/sub-projects and, when needed, the development of commensurate environmental and social management elements that will complement and be integrated in the overall ESMP. The project/programme ESMS will specify any other related procedures, roles, and responsibilities.”

87. SPREP, as an accredited entity with the Adaptation Fund has an Environmental and Social Management System (ESMS) that is under review to strengthen and better align to multilateral entities such as the Adaptation Fund Environmental and Social Policy. This programme has referenced an Environmental and Social Management System Framework in Table 4 noting that all successful proposals will be subject to an environmental and social safeguard (ESS) screening during the evaluation process. The ESS screening will determine further required assessments as necessary and these will be aligned to the Adaptation Fund Environmental and Social Policy as well.

88. If there is a trigger of the ESS during the screening and the applications are considered for funding, the proponent /proposed grantee will be provided the opportunity to develop an ESMP and resubmit the proposal. All ESMPs of funded projects will be integrated to the overall small grants programme and ESS provisions will be highlighted in the funding agreements for approved small grant projects. The grantees can request technical assistance through Component 2 for the development of an ESMP if required.

D. *Describe the monitoring and evaluation arrangements and provide a budgeted M&E plan.*

89. A Monitoring and Evaluation (M&E) Framework, reference below, has been developed to provide a 'ready-to-go' system that can be immediately introduced and implemented from commencement of the programme.

90. The M&E Framework for the programme provides:

- a simple set of parameters to track progress and ensure that the broader activities funded by the small grants contribute to the overall programme objective.
- participating PSIDS (SMEs, researchers & AF-NDAs) and the Small Grants Coordinator at SPREP with logical, self-explanatory lists that specify the types of information that are required to collect so as to inform the AF indicators.
- the Small Grants Coordinator at SPREP to maintain a 'satellite' tracking view across all small grants funded projects with access to a complete form of project information (measurement – variables, baseline, mid-term target and end line target), status verification evidence, summary display options and the ability to see and respond to important issues, and to report to the Adaptation Fund.
- information relevant to be captured and report accordingly against the AF results framework.

91. The M&E framework will be further refined at the inception phase of the programme when the proposals are evaluated and grant agreements finalised by SPREP.

Programme Outputs	Activity(ies)	Indicators	Measurement (variables)	Baseline level	Mid-term Target	End line Target	Data source	Monitoring and validation	Responsible Party	Small grants Activity Budget
<i>Expected results on the output and outcome level of each activity.</i>	<i>Activity to be carried out /led by the Programme Execution Team placed with the Implementing Entity (IE), SPREP</i>	<i>Indicators required to examine whether the result was achieved.</i>	<i>Variables required to measure each of the indicators. All proposals submitted by the respective execution partners are to address these variables.</i>	<i>Baseline value of the indicator (i.e., the intervention by the small grants programme)</i>	<i>Midline value of the indicator</i>	<i>End line value of the indicator</i>	<i>Specify the primary source of data that will be used to measure the indicators.</i>	<i>Specify a secondary source of data that will be used to validate findings reported by the primary source. This may include third party evaluations, monitoring data, survey data etc.</i>	<i>The party responsible for collecting and reporting results for every indicator</i>	<i>USD</i>
Output 1.1 Incubation of 20 innovative adaptation measures in climate-sensitive sectors from small and micro enterprises (SMEs), researchers and AF national designated authorities.	Incubation Phase Activity 1.1.1 Call for concept notes from Pacific SIDS (small and micro enterprises (SMEs) Researchers & AF-NDAs) - note: technical assistance will be available to assist PSIDS develop their responses to the call through Component 2.	Number of concept notes (CNs).	Who are the applicants? (SMEs /Researchers /AF NDA) What are the focussed climate-sensitive sectors?	0	> 20	20	Number of responses/CNs as recorded by SPREP Registry.	Funding Agreements	Coordinator @ SPREP Grantees	1,139,000
	Activity 1.1.2 Shortlist 20 of the responses (concept notes) in Activity 1.1.1 and invite the 20 concept notes to submit proposals.	Types (thematic /sector) of shortlisted concept notes.	Are the targeted beneficiaries' information in desegregated form? (gender, age, people living with disabilities)	0	20	20	Shortlisting report	Midterm Review and Terminal Review reports		
	Activity 1.1.3 Evaluate the 20 proposals, conduct due	Type of grantees (SMEs, Researchers & AF-NDAs) participating in the incubator phase.	The selected 20 concept notes /proposals pass the due diligence assessment?	0	20	20	Grant-award agreements with the 20 grantees.	Implementation progress reports		

Programme Outputs	Activity(ies)	Indicators	Measurement (variables)	Baseline level	Mid-term Target	End line Target	Data source	Monitoring and validation	Responsible Party	Small grants Activity Budget
<i>Expected results on the output and outcome level of each activity.</i>	<i>Activity to be carried out /led by the Programme Execution Team placed with the Implementing Entity (IE), SPREP</i>	<i>Indicators required to examine whether the result was achieved.</i>	<i>Variables required to measure each of the indicators. All proposals submitted by the respective execution partners are to address these variables.</i>	<i>Baseline value of the indicator (i.e., the intervention by the small grants programme)</i>	<i>Midline value of the indicator</i>	<i>End line value of the indicator</i>	<i>Specify the primary source of data that will be used to measure the indicators.</i>	<i>Specify a secondary source of data that will be used to validate findings reported by the primary source. This may include third party evaluations, monitoring data, survey data etc.</i>	<i>The party responsible for collecting and reporting results for every indicator</i>	<i>USD</i>
	diligence and recommend them to PRMG for approval to award grants of USD 50,000 each. Activity 1.1.4 Work towards finalising and signing of the grant award agreement with the grantees.		There is endorsement by the national government through the AF NDA. What are the focused sectors that have been chosen for the accelerator phase?							
Output 1.2 Accelerating 10 selected incubated innovative adaptation measures for upscaling and replication.	Accelerator Phase Activity 1.2.1 Select 10 successfully incubated innovative adaptation measures from the Incubation Phase. Activity 1.2.2	Number of incubators available for selection into the accelerator phase		20	10	10	1. Report on the selection of 10 innovative adaptation measures for the accelerator phase. 2. Full documentation for each selected 10 (e.g., proposal) 3. Record(s) of PRMG	Implementation progress reports		2,107,000

Programme Outputs	Activity(ies)	Indicators	Measurement (variables)	Baseline level	Mid-term Target	End line Target	Data source	Monitoring and validation	Responsible Party	Small grants Activity Budget
<i>Expected results on the output and outcome level of each activity.</i>	<i>Activity to be carried out /led by the Programme Execution Team placed with the Implementing Entity (IE), SPREP</i>	<i>Indicators required to examine whether the result was achieved.</i>	<i>Variables required to measure each of the indicators. All proposals submitted by the respective execution partners are to address these variables.</i>	<i>Baseline value of the indicator (i.e., the intervention by the small grants programme)</i>	<i>Midline value of the indicator</i>	<i>End line value of the indicator</i>	<i>Specify the primary source of data that will be used to measure the indicators.</i>	<i>Specify a secondary source of data that will be used to validate findings reported by the primary source. This may include third party evaluations, monitoring data, survey data etc.</i>	<i>The party responsible for collecting and reporting results for every indicator</i>	<i>USD</i>
	Provide technical assistance (through Component 2) to further develop and finalise the necessary documentation (e.g., logframe, results framework, etc) for the 10 selected innovative adaptation measures. Activity 1.2.3 Recommend the selected 10 to PRMG for endorsement. Activity 1.2.4 Work towards finalising and signing of the grant-award agreement with the grantees.	Number of grant-awarded proposals for the acceleration phase		20	10	10	endorsement (e.g. meeting minutes) 4. Ten grant-award agreements 5. Implementation progress reports including financial.			

Programme Outputs	Activity(ies)	Indicators	Measurement (variables)	Baseline level	Mid-term Target	End line Target	Data source	Monitoring and validation	Responsible Party	Small grants Activity Budget
<i>Expected results on the output and outcome level of each activity.</i>	<i>Activity to be carried out /led by the Programme Execution Team placed with the Implementing Entity (IE), SPREP</i>	<i>Indicators required to examine whether the result was achieved.</i>	<i>Variables required to measure each of the indicators. All proposals submitted by the respective execution partners are to address these variables.</i>	<i>Baseline value of the indicator (i.e., the intervention by the small grants programme)</i>	<i>Midline value of the indicator</i>	<i>End line value of the indicator</i>	<i>Specify the primary source of data that will be used to measure the indicators.</i>	<i>Specify a secondary source of data that will be used to validate findings reported by the primary source. This may include third party evaluations, monitoring data, survey data etc.</i>	<i>The party responsible for collecting and reporting results for every indicator</i>	<i>USD</i>
Output 2.1 Strengthened capacity to access small grants programme to finance the incubation and acceleration of innovative adaptation measures.	Activity 2.1.1 /2.2.1 Call for expression of interest and associated cost estimates from the Tomai Pacifique register of prescreened experts /specialists, as required by PSIDS for the Incubation and Accelerator Phases.	No. and type of viable innovative adaptation measures progressed towards upscaling and replication.	Who are the participating PSIDS? What are the selected viable adaptation measures to be accelerated for upscaling and replication? How are these viable adaptation measures accelerated?	0	20 Incubator phase 10 Accelerator phase	20 Incubator phase 10 Accelerator phase	1. Selection of experts /specialists Reports 2. Technical assistance /consultancy agreements. 3. Progress reports /deliverables.	Financing Agreements Midterm Review and Terminal Review reports	Coordinator @ SPREP Participating PSIDS	340,000
Output 2.2 Available expertise to assist in the execution of activities in the incubation and acceleration of innovative adaptation measures.	Activity 2.1.2 /2.2.2 Select the technical assistance and award service contracts and deploy accordingly.			0	20 Incubator phase 10 Accelerator phase	20 Incubator phase 10 Accelerator phase				

Programme Outputs	Activity(ies)	Indicators	Measurement (variables)	Baseline level	Mid-term Target	End line Target	Data source	Monitoring and validation	Responsible Party	Small grants Activity Budget
<i>Expected results on the output and outcome level of each activity.</i>	<i>Activity to be carried out /led by the Programme Execution Team placed with the Implementing Entity (IE), SPREP</i>	<i>Indicators required to examine whether the result was achieved.</i>	<i>Variables required to measure each of the indicators. All proposals submitted by the respective execution partners are to address these variables.</i>	<i>Baseline value of the indicator (i.e., the intervention by the small grants programme)</i>	<i>Midline value of the indicator</i>	<i>End line value of the indicator</i>	<i>Specify the primary source of data that will be used to measure the indicators.</i>	<i>Specify a secondary source of data that will be used to validate findings reported by the primary source. This may include third party evaluations, monitoring data, survey data etc.</i>	<i>The party responsible for collecting and reporting results for every indicator</i>	<i>USD</i>
Output 2.3 Participating stakeholders (SMEs, researchers & AF-NDAs) taking part in the PCCC innovation hub activities and are mentored and supported in the monitoring and reporting requirements.	Activity 2.3.1 Inform SMEs, researchers & AF-NDAs on the PCCC Innovation Hub activities and organise for their participation as appropriate. Activity 2.3.2 Provide mentoring and support to all grantees on the monitoring and reporting requirements on their respective activities.	Number of participants and types of activities /training.	Who are the participating entities? Which sectors? Which PSIDS?	0	5	10		Training reports	PCCC innovation hub PSIDS Small Grants Coordinator	137,000
Output 3.1 Increased learnings and knowledge products on innovative adaptation measures, predicted adverse impacts of	Activity 3.1.1 Develop and finalise the terms of reference - will outline all activities associated with this component including deliverables and timelines - with	Number. of news outlets in the local press and media that participated in the awareness activities.	Terms of Reference - clearly articulating the activities for Component 3. Engagement details with the participating local news &	0	5	10	1. Specific deliverables as per terms of reference - includes learnings and knowledge products on innovative adaptation measures,	Products produced. Details of engagement with local press & media.	Small Grants Coordinator	466,000

Programme Outputs	Activity(ies)	Indicators	Measurement (variables)	Baseline level	Mid-term Target	End line Target	Data source	Monitoring and validation	Responsible Party	Small grants Activity Budget
<i>Expected results on the output and outcome level of each activity.</i>	<i>Activity to be carried out /led by the Programme Execution Team placed with the Implementing Entity (IE), SPREP</i>	<i>Indicators required to examine whether the result was achieved.</i>	<i>Variables required to measure each of the indicators. All proposals submitted by the respective execution partners are to address these variables.</i>	<i>Baseline value of the indicator (i.e., the intervention by the small grants programme)</i>	<i>Midline value of the indicator</i>	<i>End line value of the indicator</i>	<i>Specify the primary source of data that will be used to measure the indicators.</i>	<i>Specify a secondary source of data that will be used to validate findings reported by the primary source. This may include third party evaluations, monitoring data, survey data etc.</i>	<i>The party responsible for collecting and reporting results for every indicator</i>	<i>USD</i>
climate change, and of appropriate responses published and shared.	the Information services Consultant. Activity 3.1.2 Procure for the consultant and deliver on the ToR accordingly.	Types of information products produced /published.	media. Evidence of type of products produced and disseminated				predicted adverse impacts of climate change, and of appropriate responses. 2. Evidence of participation of local media & press.			

E. Include a results framework for the project / programme proposal, including milestones, targets, and indicators.

92. A results framework, reference F below, has been developed to align the overall small grants programme objective, outcomes, and outputs with that of the Fund. The small grants programme indicators have also been developed to measure the necessary information /results from the small grants programme funded activities against the Fund's indicators.

F. Demonstrate how the project / programme aligns with the Results Framework of the Adaptation Fund
Project outcomes should be aligned with the Fund level outcome for innovation (Outcome 8) of the Strategic Results Framework and all others that may apply in the context of the project /programme. Please follow additional guidance provided in Document AFB/PPRC.29/44.¹⁵

¹⁵ Available at: https://www.adaptation-fund.org/wp-content/uploads/2022/03/AFB.PPRC_29.44-Guidance-to-IEs-for-inclusion-of-objectives-and-Indicators-for-Innovation.pdf

Small Grants Programme Objective	Objective Indicator(s)	Fund Outcome	Fund Outcome Indicator	Budget (USD)
Objective The primary objective is to incubate and accelerate the upscaling, and replication of innovative adaptation measures in the targeted Pacific SIDS.	Objective Indicator 1 Evidence of viable innovative adaptation measures supported by the programme	Fund Outcome 8 Support the development and diffusion of innovative adaptation practices, tools, and technologies.	Fund Outcome Indicator 8 Innovative adaptation practices are rolled out, scaled up, encouraged and/or accelerated at regional, national and/or subnational level.	4,189,000
	Objective Indicator 2 Evidence of targeted beneficiaries with desegregated data where available. (number of people and number & type of climate-sensitive sectors)			

Outcomes	Outcome Indicator	Measurement (variables)	Fund Output	Fund Output Indicator	Budget (USD)
Outcome 1 Enabling opportunities to	Outcome Indicator 1.1 a) 20 applicants selected and grant awarded for the incubation phase b) 10 incubators selected, and grant awarded for up scaling and replication	Who and number of PSIDS participating? Number of SMEs Number of Researchers Number of AF NDAs Which selected innovative measures are potential for scaling up to regional levels?	Fund Output 8 Viable innovations are rolled out, scaled-up, encouraged	Fund Output Indicator 8.2 No. of key findings on effective, efficient adaptation practices,	3,246,000

Outcomes	Outcome Indicator	Measurement (variables)	Fund Output	Fund Output Indicator	Budget (USD)
incubate and accelerate innovative adaptation measures.	Outcome Indicator 1.2 Number. of people (desegregated by gender, age groups and people living with disabilities) benefiting from the funded innovative adaptation measures.	Who are the beneficiaries? Desegregated by gender, age including people living with disabilities.	and/or accelerated.	products and technologies generated.	
	Outcome Indicator 1.3 Number and type of climate sensitive sectors targeted by the innovative adaptation measures.	What are the focused /dominant climate sensitive sectors?			
Outcome 2 Available resources in technical assistance form for the incubation and acceleration of innovative adaptation measures.	Outcome Indicator 2.1 Number and type of technical assistance provided to PSIDS.	What technical assistance were requested by the PSIDS? How effective have these being for the Objective of the programme?			340,000
	Outcome Indicator 2.2 Number and type of activities for PSIDS through the PCCC innovation hub.	What are the PCCC innovation hub activities (e.g., trainings) for PSIDS? How many PSIDS participated?			137,000

Outcomes	Outcome Indicator	Measurement (variables)	Fund Output	Fund Output Indicator	Budget (USD)
	Outcome indicator 2.3 Number of grantees mentored /supported on monitoring and reporting.				
Outcome 3 Enhanced awareness on innovative adaption measures, predicted adverse impacts of climate change, and of appropriate responses.	Outcome Indicator 3.1 Percentage of the targeted population participating in awareness activities on innovative adaptation measures.	No. of people (desegregated data by gender and people living with disabilities) targeted by the awareness activities. Type of learnings and knowledge products on innovative adaptation measures developed /published.	Fund Output 3.1 Targeted population groups participating in adaptation and risk reduction awareness activities.	Fund Output Indicator 3.1 No. of news outlets in the local press and media that have covered the topic.	466,000
	Outcome Indicator 3.2 Number & type of local news outlets participating.	No. of news outlets in the local press and media that have covered the topic.			

G. Include a detailed budget with budget notes, broken down by country as applicable, a budget on the Implementing Entity management fee use, and an explanation and a breakdown of the execution costs.

93. The summary budget is presented below – a separate Annex on this is enclosed for ease of visual. The budget is also in yearly form with proposed disbursements discussed below, H.

Components & Outcomes	Outputs	Budget
Component 1 Outcome 1 Enabling Opportunities to incubate and accelerate innovative adaptation measures	Output 1.1 Incubation of 20 innovative adaptation measures in climate-sensitive sectors from small and micro enterprises (SMEs), researchers and AF national designated authorities .	1,139,000
	Output 1.2 Accelerating 10 selected incubated innovative adaptation measures for upscaling and replication.	2,107,000
Component 2 Outcome 2 Available resources in technical assistance form for the incubation and acceleration of innovative adaptation measures	Output 2.1 Strengthened capacity to access small grants programme to finance the incubation and acceleration of innovative adaptation measures. Output 2.2 Available expertise to assist in the execution of activities in the incubation and acceleration of innovative adaptation measures.	340,000
	Output 2.3 Participating stakeholders (SMEs, researchers & AF-NDAs) taking part in the PCCC innovation hub activities, and are mentored and supported in the monitoring and reporting requirements.	137,000
	Output 3.1 Increased learnings and knowledge products on innovative adaptation measures, predicted adverse impacts of climate change, and of appropriate responses published and shared.	466,000
Total activities		4,189,000

94. Implementing Entity fee budget – as required by the Fund, the IE fee budget is also presented as follows.

Programme Cycle Management Fee charged by the Implementing Entity (8.5%)

Budget Breakdown as required by AF proposal	Total (USD)
SPREP Small Grants Coordinator - contribution to the employment package @ USD 26,248 per 12 months for 60 months	131,240.00
Expansion of programme - new partnerships, new funding, etc	5,000.00
Midterm review & terminal evaluation	80,000.00
Support to IE Executives, Legal, Project Review & Monitoring Group	80,000.00
Proposal evaluation meetings (PRMG TWG)	4,940.00
SPREP Finance & Procurement cost recovery	65,000.00
SPREP support functions such as IT, HR etc	20,000.00
Total	386,180.00

H. Include a disbursement schedule with time-bound milestones.

95. The proposed disbursement schedule as below. The proposed disbursements have been aligned to the incubator (12-18 months) and accelerator (24 months) phases

	Upon signature of Agreement	One Year after Project Start	Year 2	Year 3	Year 4	Total
Scheduled date	1/06/2025	1/06/2026	1/06/2027	1/06/2028	1/06/2029	
Project Funds	1,399,675.00	1,000,000.00	1,730,225.00	386,230.00	27,230.00	4,543,360.00
Implementing Entity Fees	118,972.38	85,000.00	147,069.13	32,829.55	2,314.55	386,185.61
Total	1,518,647	1,085,000	1,877,294	419,060	29,545	4,929,546

PART IV: ENDORSEMENT BY GOVERNMENTS AND CERTIFICATION BY THE IMPLEMENTING ENTITY

Record of endorsement on behalf of the government¹⁶: *Letters of endorsement may be provided at a later stage, if not possible to include with the fully-developed programme*¹⁷. *In that case, the proposal should describe how the IE plans to secure governments' endorsements of the initiative and when the IEs will provide the letters in the reports to the secretariat.*

<i>(Enter Name, Position, Ministry)</i>	Date: <i>(Month, day, year)</i>
<i>(Enter Name, Position, Ministry)</i>	Date: <i>(Month, day, year)</i>
<i>(Enter Name, Position, Ministry)</i>	Date: <i>(Month, day, year)</i>

96. Given that this is a small grants programme, country participation and specific support letters will be provided by those participating Pacific SIDS responding to the call for concept notes and subsequently proposals – the letter will be a requirement for all concept notes and proposals.

⁶ Each Party shall designate and communicate to the secretariat the authority that will endorse on behalf of the national government the projects and programmes proposed by the implementing entities.

¹⁷ The letter of endorsement could be requested, for instance, following a call for expressions of interest for countries to participate in the provision of small grants opportunities. Such plans should be outlined in Section III, Implementation Arrangements (A).

B. Implementing Entity certification Provide the name and signature of the Implementing Entity Coordinator and the date of signature. Provide also the project/programme contact person's name, telephone number and email address

<p>I certify that this proposal has been prepared in accordance with guidelines provided by the Adaptation Fund Board, and prevailing National Development and Adaptation Plans including other national frameworks such as the National Determined Contributions and subject to the approval by the Adaptation Fund Board, <u>commit to implementing the project/programme in compliance with the Environmental and Social Policy of the Adaptation Fund</u> and on the understanding that the Implementing Entity will be fully (legally and financially) responsible for the implementation of this project/programme.</p>	
<p>Rupeni Mario Implementing Entity Coordinator</p>	
<p>Date: <i>December 18 2024</i></p>	<p>Tel. and email: +685 21929 (ext 277); rupenim@sprep.org</p>
<p>Project Contact Person: Rupeni Mario and Christina Taua</p>	
<p>Tel. And Email: +685 21929; rupenim@sprep.org; christinat@sprep.org</p>	

**SECRETARIAT OF THE PACIFIC
REGIONAL ENVIRONMENT
PROGRAMME
(SPREP)**

Grant Policy and Procedures Manual

December 2024

Distribution List and Document Version Control

I hereby approve the Grant Policy and Procedures Manual for SPREP.

This Manual will strengthen SPREP's role as an Implementing Agency and/or Executing Agency in the region and guide all grant functions provided by SPREP.

Sefanaia Nawadra
Director General

Date: December 2025

This table tracks all revisions and updates to this policy from time to time. It attempts to capture the date of when the policy and procedures manual has been reviewed and updated together with the official designation and signature of the Director General or proxy for approval. A rationale and summary of the changes that are made to this policy should be provided in a separate form and attached as an "Addendum".

Policy and Procedures Manual Reviewed and Updated			
Date	Designation	Signature	Addendum Number

Acronyms Index

AF	Adaptation Fund
ARC	Audit and Risk Committee
CBO	Community Based Organisations
CfC	Call for Concepts
COI	Conflict of Interest
CSO	Civil Society Organisation
DA	Designated Account
DDG	Deputy Director General
DG	Director General
ESS	Environmental and Social Safeguards
EU	European Union
FAD	Finance and Administration Department
GCF	Green Climate Fund
GMU	Grant Management Unit
HACT	Harmonized Approach to Cash Transfers
IFC	International Finance Corporation
IMF	International Monetary Fund
NGO	Non-Government Organisation
PCU	Project Coordination Unit
PEFA	Public Expenditure and Financial Accountability
PRMG	Project Review and Monitoring Group
RfP	Request for Proposal
SEAH	Sexual Exploitation, Sexual Abuse, and Sexual Harassment
SLT	Senior Leadership Team
SPPRD	Strategic Planning, Partnerships, and Resource Mobilisation Department
SPREP	Secretariat of the Pacific Regional Environment Programme
ToR	Terms of Reference
TWG	Technical Working Group
VAT	Value Added Tax
WB	World Bank

Glossary

Item	Description
Beneficiary	Individual or group that receives the benefits or services provided through grant-funded projects led by grantees or grant recipients.
Branding and Visibility	Efforts to promote and enhance the public profile of grant-funded projects and the funding organization.
Call for Concepts	Official request inviting eligible parties to submit concept notes for grant funding consideration.
Concept Note	Brief document that outlines the preliminary ideas, objectives, and rationale for a proposed grant-funded project.
Conflict of Interest	A situation in which an individual's personal interest conflicts with the organisation's interests, resulting in an unjustified advantage or disadvantage.
Financial Appraisal	Evaluation of a project's financial viability and sustainability to ensure effective use of funds.
Financial Stewardship	Responsible management and oversight of grant funds to ensure their effective and efficient use.
Fund Transfer Modality	Method used to disburse grant funds to recipients.
Grant	Financial award given to an eligible entity to support a specific project or purpose either through a competitive or non-competitive process. Such award is most often not required to be repaid like loans.
Grant Agreement	Formal contract outlining the terms and conditions under which grant funds are awarded and managed.
Grant Implementation Modality	Method or approach used to execute and manage grant-funded projects.
Grant Programme	Structured initiative designed to distribute funds to projects or organisations that meet specific criteria after undergoing the grant application, review, and selection process.
Grant Project	Specific initiative funded under a grant programme, aimed at achieving defined goals and outcomes.
Grant Renewal	Action of extending the period of validity and provision of additional funding.
Grantee	A member country, organisation or group that has been awarded funds through SPREP to conduct a grant-funded project after successfully undergoing the grant application,

	review, and selection process. A grantee is otherwise known as a 'recipient' of grant funding.
Knowledge Management	Systematic process of capturing, organising, and sharing project information to enhance decision-making and efficiency.
Knowledge Sharing	Practice of distributing and exchanging information and insights among stakeholders.
National Focal Point	Government ministry staff who serves as a focal point that is responsible for national cooperation of SPREP's work programme.
National Priority Project	Initiative deemed essential to achieving the strategic goals outlined in a country's national development plan or equivalent document.
National Small Grants Steering Committee	Committee responsible for providing overall guidance and direction to the country grant programme, including the development, periodic revision and implementation of the country programme strategy.
No-Cost Extension	Project end date is extended (changed to a later date) but no additional funds are added by the funder to cover the extension period.
Non-Retroactivity	A principle that means a grant cannot be used for actions which have been completed or occurred in the past, prior to the signing of a grant agreement with SPREP.
Policy	Set of principles and guidelines that govern decision-making, and actions related to grant administration.
Policy and Procedures Manual	Set of rules or guidelines for the organisation and employees to follow in relation to the administration of grants.
Pre-Due Diligence Assessment	Process used to assess the appropriateness and capacity of potential or intended recipients of a grant
Procedures	Specific steps and actions required to implement the policies effectively.
Profit	Surplus of total actual receipts over the total actual costs of the action
Project Cycle	Series of phases a project undergoes, from initiation and planning to implementation, monitoring, and completion.
Request for Proposal	Official call for eligible entities to apply for funding by submitting proposals for specific projects or initiatives.
Scalability	Ability of a project to expand and be implemented on a larger scale while maintaining efficiency and effectiveness.

Sub-Delegate	Entity or individual authorised by a primary delegate (grantee) to carry out specific tasks or responsibilities related to the management and implementation of a grant.
Sub-Partner Agreement	Formal contract outlining the terms and responsibilities between the primary grant recipient and its sub-partnering organizations.
Sub-Partner Organisation	An organisation that collaborates with a grant recipient to achieve project goals, providing resources, expertise, or support while sharing responsibilities for project execution and outcomes.
Sustainability	Requirement for projects to be environmentally responsible and socio-economically beneficial for long-term viability.
Target Community	Specific group of individuals or organisations that the grant aims to support and benefit.
Technical Appraisal	Evaluation of a project's technical aspects to determine its feasibility and potential for success.

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PART 1: GRANT POLICY

Section 1: Purpose, Scope, & Principles

1.1 Introduction & Policy Statement

The Secretariat of the Pacific Regional Environment Programme (SPREP) is the Pacific region's major intergovernmental organisation mandated to protect and improve Pacific environments and to ensure sustainable development for present and future generations. SPREP is made up of 26 Member States and its main Headquarter is in Apia, Samoa.

In alignment with SPREP's ongoing commitment to excellence and progression, the Grant Policy and Procedures Manual replaces the existing SPREP Grant Mechanism Procedures, established in December 2016. The Policy and Procedures Manual has been benchmarked with the grant frameworks of the European Union (EU), Green Climate Fund (GCF), Adaptation Fund (AF), World Bank (WB), regional inter-governmental agencies and international best practices. Lastly, the Policy and Procedures Manual covers processes, systems, approaches, and mechanisms for Grants Programme, irrespective of size (small, medium, and large).

SPREP is committed to ensuring its grant programme yields environmental benefits, is fit for purpose, and the management of grants complies with international standards and best practice.

1.2 Purpose of the Policy

The purpose of the policy is to establish a clear and comprehensive framework for the administration and management of grants at the programme and project level, ensuring a standardised process for SPREP when engaging with partners and grantees. SPREP recognises that ensuring a disciplined approach to granting is an important factor in strengthening institutional processes and governance. All grant activities are to be undertaken in compliance with the established grant practices and procedures as well as all related SPREP policies and procedures, including among others Code of Conduct, Financial Regulations, Conflict of Interest (COI), environment and safeguard policies, child protection policies, gender, disability, social inclusion, and international fiduciary standards and procedures.

Granting decisions should be governed by the objectives and guiding principles of SPREP in promoting cooperation in the Pacific region and providing assistance to protect and improve its environment and to ensure sustainable development for present and future generations. Additionally, granting decisions will also be governed by requirements of respective donor funders of grant programmes provided through SPREP.

1.3 Application of the Policy

This policy applies to:

1. *The Director General (DG) and Deputy Director General (DDG)*: accountable for all organisation granting decisions. While they may delegate their authority to staff and

other delegated entities, they remain ultimately accountable for all the organisation's granting decisions.

2. *The Strategic Planning, Partnerships, and Resource Mobilisation Department (SPPRD)*: responsible for oversight of the granting functions to ensure that all activities are performed in compliance with the Grant Policy and Procedures Manual. While the Director of SPPRD may delegate their authority to others, they remain accountable for all SPREP's granting functions.
3. *The Finance and Administration Department (FAD)*: plays a crucial role in the administrative and financial management of grants. The FAD is responsible for monitoring fund allocations, reviewing compliance with stipulated financial controls, and checking maintenance of financial and administrative transparency and accountability in grant administration.
4. *Programme Directors and other senior staff*: accountable to the DG for all grant related responsibilities delegated to them. This also includes ensuring that staff reporting to them are made aware of the Grant Policy and Procedures Manual.
5. *Grant Applicants and Recipients*: member countries, departments, or organisations applying for grants must adhere to the policy and procedure guidelines to ensure their proposals meet the necessary criteria and that they comply with the terms and conditions outlined in the Grant Policy and Procedures Manual. Recipients are to ensure compliance with stipulated financial controls and that they maintain financial and administrative transparency and accountability in the grant funds they manage.

It is important to note that this policy does not extend to cover the specific arrangements between SPREP and any applicable donor partners.

1.4 Principles

SPREP grant principles are fundamental guidelines that govern the effective management and utilisation of grant funding. These principles ensure that grants are administered transparently, responsibly, and in alignment with the objectives of the organisation and any specific requirements from donor funders. Together, these principles create a robust framework that maximises the effectiveness and integrity of grant-funded projects.

1. **Transparency and Accountability**: The operations of a grant fund should be managed in a manner to provide information about opportunities, decisions, and results of projects to the general public and interested stakeholders. Call for Concepts and the award of grants shall be made public. Applicants should be provided with feedback including justification for non-award, and recommendations for improvement. Additionally, project proposals can be revised for resubmission if capacity building is required. However, this will only be permitted depending on the grant programme and availability of funding. Recipients of grant funds should be made publicly accountable for the use of funds and outcomes of actions. This will ensure all potential applicants have equal access to all relevant information and enable SPREP's granting decisions to stand up to internal and external scrutiny. Lastly, both SPREP and the grantees will commit themselves to actively promote the achievements and media visibility of their projects. This effort aims to enhance the branding and image of SPREP and its donors, ensuring that the positive impacts and successes are widely recognised and celebrated.

2. **Equity and Inclusion:** All applicants and grantees are afforded the same opportunities, resources, and consideration throughout the grant process. This principle is foundational to fostering inclusivity, fairness, and non-discrimination, ensuring that the selection of grant recipients is based solely on the merit of proposals received, with assessments made against the fund specific criteria and contribution to development effectiveness. Grant programmes should be designed to empower action at local levels by local beneficiaries. This is especially relevant in small island developing states where isolated local communities may have limited resources to meet fiduciary, social, and environmental standards required by the Policy.
3. **Clarity and Confidentiality:** To ensure certainty and avoid confusion, the standards and duties relating to the granting process must follow those documented in this Policy, unless otherwise stated or approved by the DG for special circumstances. All members involved in evaluating applications should be careful to observe confidentiality of the applications and ascertain that information about the content of the submissions or evaluation process is not revealed outside the group involved in the grant process.
4. **No-Profit Rule:** The grant may not have the purpose or effective of producing a profit for the beneficiary. Profit is defined as a surplus of total actual receipts over the total actual costs of the action. Any income of the action must be indicated in the estimated budget and the final financial statement. The amount of the grant will be reduced by the amount of any surplus.
5. **Social and Environmental Responsibility:** SPREP's Environmental and Social Management System Policy, Gender Policy, Anti-Discrimination and Harassment Policy, and Child Protection Policy, sets out SPREP's commitment to ensuring that the best possible environmental and social impacts of its work are achieved. When planning, approaching the market, and evaluating applications, SPREP Officers should also consider supporting activities that will commit to:
 - Avoiding, and where avoidance is impossible, mitigating adverse impacts to people and the environment;
 - Avoiding and where avoidance is impossible, mitigating the risks of Sexual Exploitation, Sexual Abuse and Sexual Harassment (SEAH) to people impacted by SPREP-financed activities;
 - Enhancing equitable access to development benefits;
 - Providing due consideration to persons in vulnerable positions and situations and marginalised populations, groups, and individuals, including women and girls, local communities, indigenous peoples, and other marginalised groups of people and individuals that are affected or potentially affected by the SPREP-financed activities and are especially vulnerable to exploitation or other potentially harmful unintended project outcomes; and
 - Considerations, within project-specific activities, of mainstreaming gender equality & inclusion objectives and E&S Safeguards relating to child protection.

It is good practice to ensure that membership of any fund boards, selection committees or monitoring groups are gender balanced, broadly representative of targeted groups, and made up of representatives with essential skills and experience.

6. **Conflict of Interest (COI):** For the purpose of the Policy, COI refers to:

- a. A conflict between the official duties of staff/external representatives and their private interests or personal relationships, where the private interests or personal relationship could improperly influence the way they carry out their official duties. Staff/external representatives should ensure that all interactions with businesses are able to withstand public scrutiny;
- b. A situation where there is an actual or perceived conflict with a SPREP staff member and their private interests;
- c. A situation where there is grave professional misconduct either on the part of those in the technical evaluation committee or even the programme-related staff where there are attempts to influence the decision-making during a grant process; or where an applicant tries to obtain confidential information that may give them undue advantages in the procedure;
- d. A situation where an applicant or grantee (and subdelegates, if any) has a professional conflicting interest that negatively affects their capacity to perform on the grant agreement.

Whether a potential conflict of interest can be avoided or not, shortlisting the Call for Concepts, reviewing, assessing and approving the Grant Project Proposal must declare it immediately in writing by filling in the “[Conflict of Interest Form](#)” and arrangements must be put in place to avoid or remove the conflict. This may involve excluding the official from any further participation in the grant process.

Irrespective of potential conflicts of interest, the key members from the Grant Management Unit (GMU), Technical Working Group (TWG), and Project Review and Monitoring Group (PRMG) must sign the Declaration of Impartiality, Confidentiality and Conflict of Interest Form before having any formal involvement at any stage of the grant process. Likewise, all applicants should declare any areas that may constitute conflict of interest related to their application whether, at the time of lodging their application, a conflict of interest concerning itself or a related entity exists or might arise during the term of the Agreement.

If a conflict of interest arises or when the conflict of interest is identified but was not disclosed, SPREP may:

- a. exclude the application from further consideration;
- b. enter into discussions to seek to resolve or manage the conflict of interest; or
- c. take any other action it considers appropriate.

Section 2: Grant Programme Framework

2.1 Overview of Grant Programmes

SPREP is expected to administer a suite of grant programmes designed to support and enhance environmental sustainability and resilience across the Pacific region. These grant programmes are pivotal in addressing pressing environmental challenges such as climate change, nature and biodiversity loss, pollution and waste, and environmental governance. SPREP's grant initiatives are tailored to meet the unique needs and priorities of Pacific Island countries and territories, enabling them to implement projects that protect their ecosystems and improve the quality of life for their communities.

Furthermore, given that sustained effort is needed to achieve sustainable development goals, SPREP grant funds should foster long-term partnerships by supporting multi-year proposals from proven local organisations at regional, national, and local levels. Therefore, both multiyear programme grants and one-off grants for smaller-scale initiatives with shorter timelines should be considered relevant. This is also dependent upon the type of grants programme and funder. For further insight into the detailed instructions and essential information pertaining to the establishment of a grant programme, refer to section 5 of the Manual.

In the administration of grants, careful consideration is given to the grant agreements that define the terms and conditions of funding (refer to section 7 of this manual). These agreements are essential for establishing clear guidelines, roles, and responsibilities between SPREP and its grantees. They ensure that all parties are aligned with SPREP's mission and objectives, fostering a cooperative approach that supports sustainable development and environmental protection in the Pacific region.

Grants will not be provided in competition with existing national or international funds. SPREP will seek cooperative approaches including shared administration, pooled funds with existing grant programmes where these meet SPREP guidelines and provide economies of scale.

2.2 Priority Focal Areas

The grants programmes administered by SPREP are strategically designed to address the most urgent environmental challenges facing the Pacific region. SPREP's funding priorities focus on climate change resilience (adaptation and mitigation), biodiversity conservation, pollution control, waste management, and sustainable environmental governance. These priorities are aligned with the overarching goal of achieving resilience and sustainable Pacific Island communities, promoting capacity building and readiness, and SPREP's regional goals, which include:

- **Regional Goal 1** – Pacific people benefit from strengthened resilience to climate change;
- **Regional Goal 2** – Pacific people benefit from healthy and resilient island and ocean ecosystems;
- **Regional Goal 3** – Pacific people benefit from improved waste management and pollution control; and

- **Regional Goal 4** – Pacific people and their environment benefit from commitment to and best practice of environmental governance.

By channelling resources into these critical areas, SPREP ensures that its grant programmes effectively support sustainable development and environmental protection in the region.

In addition, the funding priorities aim to support projects that not only align with SPREP's regional goals but also demonstrate a strong commitment to environmental and socio-economic sustainability, ensuring that SPREP's funding results positive impacts for the environment and target community.

2.3 Types of Grants Offered

SPREP offers a variety of grant types and sizes designed to support a wide range of initiatives, each tailored to address specific needs and objectives. These grants are categorised into several distinct types, each with unique eligibility criteria, funding limits, and application requirements to ensure that resources are effectively allocated to the most impactful projects. The Policy is committed to providing financial support that is both flexible and scalable, ensuring that the size of grants awarded aligns with the specific needs and scope of the projects or initiatives being funded. SPREP offers a range of grant sizes tailored to meet the distinct objectives and anticipated impacts of each proposal. This approach ensures that both large-scale, transformative projects and smaller, community-based initiatives receive appropriate funding to achieve their goals effectively. The various grant thresholds available at SPREP include:

1. **Small Grants Mechanism:** These grants typically range from US\$50,000 to US\$250,000, designed to facilitate initiatives that have a significant impact despite their limited scope and budget. Small Grants are ideal for pilot projects, community-based activities, capacity-building efforts, and other focused endeavours that can be effectively implemented with a smaller infusion of resources;
2. **Medium size grants:** These grants typically range above US\$250,000 to US\$500,000, intended to support projects and initiatives that require a moderate level of funding. These grants are designed to facilitate more comprehensive projects that go beyond initial stages or small-scale efforts, encompassing broader objectives and longer timeframes; and
3. **Large size grants:** These grants typically range above US\$500,000, intended to support extensive projects and initiatives that require significant funding. These grants are designed for large-scale, transformative projects that have the potential to create substantial and long-lasting impacts.

In the event that a grants programme necessitates thresholds which do not align with the three (3) categories outlined above, the determination of such thresholds will fall under the discretionary authority of the DG and any donor requirements. Additionally, SPREP reserves the right to adjust any requested or proposed grants as deemed appropriate, dependent on the action and/or proposed activities to be implemented.

Refer to the Grants Governance Structure & Workflow (*Annex 2*), for a visual representation of the pre-award, award, and implementation mechanisms involved in small, medium, and large grants.

The grants will be implemented by SPREP using three main frameworks or modalities. Each modality has distinct characteristics, procedures, and administrative structures designed to ensure the effective allocation and utilisation of grant funds. The modalities include:

1. **Direct Management:** SPREP assumes the full and direct responsibility for the technical and administration capacities of the grant. SPREP also assumes overall management responsibility and accountability for project implementation. Accordingly, SPREP must follow all policies and procedures established for its own operations.
2. **Indirect Management:** The responsibility of the grant rests with the designated grantee. The grantee can be the Country National Focal Point, Government Ministry, Civil Society Organisations, non-governmental organisations, and any other eligible organisations as outlined in section 2.4 of the Manual. These delegated entities are responsible for the implementation, monitoring, and evaluation of projects through their own mechanisms provided they are consistent with SPREP's policies and thus hold a valid pre-due diligence assessment which covers its systems and processes. However, SPREP retains overall responsibility for ensuring that grant funds are used appropriately. This process utilises the expertise and local knowledge of delegated parties, further enhancing the efficiency and effectiveness of fund management. SPREP will oversee the delegation process, setting the framework and criteria, while the delegated parties handle the day-to-day management; and
3. **Shared Management:** In shared management, SPREP and the designated entity receiving the grant funds will share respective duties and responsibilities. Under this framework, designated entities are responsible for distributing funds, managing projects, and ensuring compliance with SPREP regulations, while SPREP provides overarching oversight and coordination. This framework leverages local expertise and ensures that funds are tailored to the specific needs of regions and communities, whilst simultaneously promotes accountability and transparency at multiple governance levels.

Each grant implementation modality will be determined by SPREP based on pre-due diligence assessments (*refer to section 6.4 of the Policy and Procedures Manual*), deliberations with the senior leadership team, and expectations from the respective donor partners. Additionally, the grant implementation modality and responsible parties must be explicitly stated in the grant agreement. This ensures clarity and transparency for all parties involved, outlining the specific financial commitment and the nature of the support provided.

2.4 Eligibility Criteria

Grant criteria will be made explicit and publicly available.

Grant funding is available for a range of activities that contribute to the achievement of SPREP's organisational and regional objectives or as determined by the funder/donor supporting the grants programme. Eligible activities include those that support:

- Climate change resilience;
- Biodiversity and ecosystem management;
- Waste management and pollution control;
- Environmental monitoring and governance;

- Ocean governance
- Capacity building, readiness, and preparedness; and
- Other strategic priorities set by the SPREP meeting.

SPREP retains the right to determine specific eligibility requirements for grant applicants based on the grant programme being administered. Groups and organisations eligible for grant funds, include but are not restricted to the following:

- Government agencies and local government entities;
- Registered Civil Society Organisation (CSO) and Non-Governmental Organisations;
- Private sector organisations and financial institutions
- Business, sports, and faith-based groups;
- Beneficiary and local community associations; and
- Peak (umbrella) organisations acting on behalf of affiliated members.

As a general rule in order to be eligible for SPREP funding, costs actually incurred must meet the following:

- Be incurred during the duration of the action, with the exception of costs relating to final reports;
- Be indicated in the estimated overall budget of the action attached to the grant agreement;
- Be necessary for the implementation of the action which is the subject of the grant;
- Be identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary and determined according to the applicable accounting standards of the country where the beneficiary is established and according to the usual cost accounting practices of the beneficiary; and
- Be reasonable, justified and comply with the requirements of sound financial management, in particular regarding economy and efficiency.

Grant funding is available for direct costs that can be specifically identified with a particular project or activity. Additionally, these costs can be determined by the funder/donor supporting the grants programme. Eligible direct costs include the following:

1. **Participation of people with disabilities:** Extra costs associated with the participation of people with disabilities. These costs include the use, for example, of special means of transport, personal assistants, or sign language interpreters.
2. **Staff costs:** The costs of staff (permanent or temporary staff employed by the beneficiary or the partners) assigned to the implementation of the action, comprising actual salaries plus social security charges and other statutory costs included in the remuneration, are eligible. The salary costs should not exceed the average rates corresponding to the beneficiary's usual policy on remuneration. In addition, they should not be higher than the generally accepted market rates for the same kind of task.

The costs of personnel of national administrations may be considered as eligible to the extent that they relate to the cost of activities which are additional and which the relevant public authority would not carry out if the project concerned were not undertaken.

The determination of the workable days should be made respecting the standard working time either under national laws, collective agreements or under the organisations' normal accounting practice.

When submitting the request for final payment, the grantee may have to provide pay slips and timesheets justifying the actual staff costs declared, as well as the basis for the calculation of daily rates and workable days.

Only persons who are directly employed by the national focal point, grantee, and/or the partners and who receive a salary are considered staff. All other persons, i.e., persons who receive a fee and/or submit an invoice for their services are considered external experts and are subject to the rules governing the award of grants. The cost of any work to be performed by external experts must not be included in staff costs but under services.

3. **Travel, accommodation, and subsistence allowances:** Travel, accommodation, and subsistence costs for members of the staff and participating beneficiaries in events organised for the respective grant or project. These costs shall be reported separately. Travel costs must not exceed the most reasonable rates available on the market. Accommodation and subsistence costs related to the participants in the action are eligible provided that they are in line with the beneficiary's usual practices on travel costs or do not exceed the scales approved periodically in the SPREP travel policy.
4. **Fixed Assets and Equipment:** The purchase cost of fixed assets and equipment (new or second-hand) is eligible provided that it is written off in accordance with the tax and accounting rules applicable to the grantee and generally accepted for items of the same kind. Only the portion of the fixed assets or equipment's depreciation corresponding to the period of eligibility for SPREP funding covered by the grant agreement and the rate of actual use for the purposes of the action may be taken into account. A justification for the need of purchasing such fixed assets or equipment is to be annexed to the budget estimate.

Fixed asset disposition must be conducted in accordance with the post-closeout requirements outlined in Section 12.2 of the Manual. Furthermore, a comprehensive fixed asset register must be established and maintained throughout the duration of the funded project.

5. **Consumables and Supplies:** The costs of consumables and supplies are eligible, provided that they are identifiable and exclusively used for the purpose of the project. They must be identifiable as such in the accounts of the beneficiary. Consumables and supplies are real costs necessary to produce the outputs and strictly related to the activities of the project.

General office supplies (pens, paper, folder, ink cartridges, electricity supply, telephone and post services, internet connection time, computer software, etc.) are indirect costs.

When filling out costs for consumables and supplies in the budget, costs should be calculated using the appropriate unit, with lump sums not allowed, and the direct link to the project implementation should also be presented.

Grant funding is also made available for other direct costs that can be specifically identified with a particular project or activity but do not fall under typical cost categories such as personnel, equipment, or travel. Conversely, these costs can also be determined by the funder/donor supporting the grants programme. Other Eligible direct costs include the following:

1. **Information Dissemination, Publications and Communications:** costs can be taken into account provided that they are directly related to the action. Provide for each publication and/or other materials, a description, an estimate of the number of pages (and copies planned) the frequency and language of publication, an indication of the production costs per copy as well as an estimate of the distribution costs where appropriate. Grant funding may also be allocated for costs associated with the responsibilities of both the grantee and SPREP to promote knowledge sharing, management, and visibility, as detailed in Section 3 of the Manual.
2. **Translation:** costs must include details such as the number of languages, the number of pages to be translated and the rate applied per page. These rates may not exceed the most reasonable market rates.
3. **Interpretation:** The different components must be specified. In particular, the number of languages, the number of interpreters, the number of days and the daily rates must be specified. Interpreters should be hired locally, and some donors limit eligible fees. For their travel and subsistence expenses to be covered by the grant, it must be impossible to hire them locally and it must be explained why this is so.
4. **Evaluation:** If the proposed action requires some form of evaluation, monitoring and evaluation methods must be developed, as well as tools to assess on an on-going basis, and the progress of the action in relation to the objectives defined at the beginning and the results. The cost of such work will be regarded as eligible expenditure (*Refer to SPREP's Monitoring and Evaluation Policy*).
5. **Contracting and Provision of Services:** This covers the costs of Contracting or provision of services by an external party in connection with the implementation of the action (consultancy fees, production of documents, studies, external evaluation etc.).

Applicants should have the operational capacity to complete the action to be supported. However, if the staff does not have the skills required, when justified and necessary, parts of the project may be subcontracted to another person or organisation. In this case, the grantee shall ensure that the relevant terms applicable to itself under the agreement are also applicable to the subcontractors. It must be clearly specified which tasks will be subcontracted and why this subcontracting is necessary. The grantee's procurement must comply with the principles of SPREP's Procurement Policy and Procedures Manual.

6. **Conferences and Seminars:** Specific costs relating to events organised as part of the implementation of the project activities should be included under this heading. This should include travelling, subsistence allowances for participants, venue hires, and catering costs in accordance with SPREP's procedures and standard rates. Detailed calculations for the relevant costs should be provided e.g., for renting a room (with refreshments and travel allowance as and when the budget permits) indicate number of participants and number of days/hours.

In addition to direct costs, the Policy acknowledges the eligibility of other indirect costs that can be specifically identified with a particular project or activity. Indirect costs are general administrative costs, which relate to overhead costs incurred in connection with the eligible direct costs of the action. The percentage is determined in the estimated budget and will be indicated in the grant agreement. These can include maintenance, stationery, photocopying, mailing postage, telephone and fax costs, heating, electricity or other forms of energy, water, office furniture, insurance, and any other expenditure necessary for the successful completion of the project. Postage costs are considered as overhead costs and cannot be accepted under the heading's "publications" or "administration."

If the accepted budget indicates a provision for flat-rate funding in respect of indirect costs, such costs do not need to be supported by accounting documents.

Indirect costs are not eligible for an action where the grantee already receives an operating grant from SPREP budget during the period in question.

While the Policy strives to support a variety of efforts, it is important to be aware of the ineligible costs for grant funding. These costs include:

- Costs of purchasing land and immovable property;
- In-kind contributions paid from grant funding: these are contributions that are not invoiced, such as voluntary work, equipment or premises made available free of charge;
- Return on capital;
- Debt, debt service charges, and doubtful debts;
- Provisions for losses or potential future liabilities;
- Interest owed and exchange losses;
- VAT, unless the beneficiary can show that he/she is unable to recover it according to the applicable national legislation. Note that VAT paid by public bodies is not an eligible cost;
- Costs declared by the beneficiary and covered by another action or work programme receiving a SPREP grant; and
- Any other costs deemed ineligible for a grant programme

Each action may give rise to the award of only one grant; there can be no duplicate funding of the same expenditure. The applicant must indicate the sources and amounts of any other funding received or applied for in the same financial year for the same action or for any other action and for routine activities.

In reference to non-retroactivity, under no circumstances will SPREP award a grant for actions that are already completed.

Section 3: Roles and Responsibilities

3.1 Grant Applicants and Recipients

It is crucial to delineate the responsibilities and obligations that SPREP expects to uphold for its member countries or organisations, regardless of if they are applicants or recipients under a grant programme. These responsibilities and obligations include, but are not limited to the following:

1. **Compliance with policy and procedures:** All grant applicants and recipients are required to thoroughly review and comply with the grant procedures outlined in the Grant Policy and Procedures Manual. This encompasses understanding the scope, principles, objectives, eligibility criteria, application process, deadlines, and reporting requirements. Applicants should ensure that their proposals align with the priorities and mission of SPREP, demonstrating a clear understanding of the goals and outcomes expected from the grant-funded project.
2. **Accurate and complete information:** Grant Applicants must provide accurate and comprehensive information in their grant proposals. This includes furnishing complete organisational details, project descriptions, detailed budgets, and any other documentation requested in the application guidelines. These requirements also apply when the applicants are selected to receive grants from SPREP. Deliberately providing misinformation or omitting material facts may lead to disqualification of the application or revocation of awarded funds.
3. **Ethical conduct:** Grant applicants and recipients are obliged to maintain high ethical standards throughout the application process and project implementation. This includes honesty in communication, transparency in financial dealings, and integrity in project delivery. Conflict of interest, in any form, must be disclosed to SPREP at the earliest opportunity to ensure fair and unbiased consideration of the application.
4. **Ongoing communication:** Grant applicants and recipients must maintain open and continuous communication with SPREP throughout the grant period. They are expected to promptly inform SPREP of any changes to their project's scope, timeline, or budget. This includes any unforeseen challenges or alterations that might impact the project's successful completion or the fulfilment of grant objectives.
5. **Sustainability and environmental compliance:** Grant applicants and recipients should integrate sustainable practises into their project planning and execution, in line with SPREP's commitment to environmental protection and sustainability. Environmental compliance with relevant local and international standards is imperative. Projects must contribute to environmental resilience and should not adversely impact ecosystems or biodiversity.
6. **Knowledge sharing and visibility:** Grant applicants and recipients are required to actively share and disseminate the knowledge, lessons learned, good practices, and knowledge products generated throughout the project lifecycle. They are also required to actively document and communicate their experiences, challenges, and successes, providing valuable insights that can inform future initiatives. Lastly, grant recipients will play an active role in promoting the achievements and media visibility of their projects in line

with the requirements of this Manual and that of the Communications and Engagement Toolkit of the grant programme.

By applying for or receiving a SPREP grant, applicants and recipients accept these responsibilities and obligations, affirming their commitment to uphold them earnestly. SPREP reserves the right to withdraw or withhold funding if an applicant or recipient negligently or wilfully fails to meet these requirements.

3.2 SPREP and its Personnel

It is crucial to delineate the responsibilities and obligations that SPREP and its personnel are expected to uphold when administering grant funds. These responsibilities and obligations include, but are not limited to the following:

1. **Compliance with policy and procedures:** SPREP and its staff are fully committed to upholding and complying with all procedures outlined in the Grant Policy and Procedures Manual. This commitment ensures that all procedures, from grant application to project implementation and evaluation, are conducted in compliance with the governing principles.
2. **Support and capacity building:** Recognise the value of not just funding projects but also in building capacity of the grantees. SPREP is dedicated to providing support and resources that enhance the skills and abilities of grantees to successfully implement and sustain their projects. This can include access to training opportunities, workshops, and networking events to foster learning and growth. In reference to section 6.3 of the Grant Policy and Procedures Manual, SPREP can provide support towards recruiting external technical assistance for project proposal formulation, dependent on availability of funding.
3. **Ethical and environmental considerations:** As an organisation with a central focus on environmental protection and sustainable development, SPREP is obligated to ensure that all funded projects adhere to ethical guidelines and environmental standards. SPREP will promote practises that prioritise the preservation of natural resources and biodiversity and expect grantees to reflect these values in the implementation of their projects.
4. **Effective monitoring and evaluation:** Once grants are awarded, SPREP is responsible for monitoring the progress of funded projects to ensure they are on track and meeting their stated objectives. This involves regular check-ins, reviewing progress reports, review of communication outputs, and providing constructive feedback. SPREP must also conduct thorough evaluations upon project completion to assess outcomes and learn from the successes and challenges encountered. This ongoing evaluation will assist in refining the grant programme and ensuring continuous improvement.
5. **Financial stewardship and accountability:** SPREP is responsible for the prudent management of grant funds. This includes ensuring that funds are allocated appropriately and used effectively by grant recipients. SPREP must establish and enforce financial reporting requirements to track expenditures and ensure compliance with the approved budget. Any misuse of funds or deviations from the approved project plan must be addressed promptly to maintain the integrity of the grant programme.
6. **Knowledge management and visibility:** SPREP is responsible for systematically capturing, organising, and sharing the knowledge generated throughout the project lifecycle, which includes documenting successes, challenges, lessons learned, and best

practices. Additionally, SPREP must ensure that knowledge products, such as reports, case studies, and policy briefs, are readily accessible and disseminated to relevant stakeholders. Lastly, SPREP is expected to support communication strategies developed in line with the Communications and Engagement Toolkit (refer to Sections 4.2 and 4.3) that enhance the visibility of their projects, showcasing achievements through various channels such as social media, newsletters, websites, conferences, and community events.

By setting these responsibilities and obligations, SPREP demonstrates its commitment to effective, ethical, and equitable grant-making.

PART 2: GRANT PROCEDURES

Section 4: Institutional Arrangements

4.1 Relevant Steering Bodies

The administration of grants is guided by the oversight and strategic direction provided by relevant steering bodies. These bodies, comprising of key stakeholders, experts, and representatives, play a crucial role in the governance of the grant programme. They ensure that projects align with SPREP's mission, uphold the highest standards of accountability, and deliver meaningful environmental and developmental outcomes. By leveraging the expertise and insights of these steering bodies, SPREP aims to enhance decision-making, foster strategic partnerships, and ensure the successful implementation of its grant's initiatives. The relevant steering bodies that play a significant role throughout the grant process include:

Project Review and Monitoring Group (PRMG)

The core purpose and functions of the PRMG are significant for SPREP's accreditation and maintaining oversight of the organisation's project/programme pipeline and portfolio. The PRMG undertakes a whole-of-SPREP approach where all existing, new, and future projects (including grant programmes) that come into SPREP for its role as Regional Accredited Entity and or Executing Entity shall be provided to this group for review and endorsement. This approach will encourage integration and complementary efforts across SPREP for resourcing, partnerships, as well as improving project results and their replication.

Leadership Group

For the purpose of the Grant Policy and Procedures Manual as well as the grant programmes that SPREP will develop and undertake, the PRMG Leadership Group will be responsible for oversight, strategic guidance, and decision making, comprising of SPREP's Senior Leadership Team and Chaired by the DDG.

Key responsibilities of the PRMG Leadership Group include:

- Strengthen compliance with SPREP project and related policies and procedures;
- Provide strategic guidance on new projects entering the project cycle (pipeline) for endorsement;
- Provide oversight of the project portfolio implementation; and
- Strategic guidance and advice on new & emerging project development opportunities.

For a further breakdown of the PRMG, refer to the detailed and approved ToR ([link to PRMG ToR](#))

Technical Working Group (TWG)

The Technical Working Group (TWG) is established under the oversight of the PRMG Leadership Group to conduct the technical appraisal of programmes and projects under development and to provide specialised support for project implementation when required. The TWG will contribute to the Project Coordination Unit's (PCU) functions under the SPPRD in ensuring compliance with the SPREP project management framework. For the Grant Policy and Procedures Manual, the TWG will be involved in the review grant programmes to be developed and/or implemented through SPREP, as well as in undertaking the evaluation of grant proposals.

As a technical committee, it will provide specialised advice and support to the SPPRD and the PRMG Leadership Group on programme and project development beginning from pre-concept stage to the finalisation of project documents and design for approval.

The TWG will support the ongoing improvement of the SPREP project management framework which includes this policy and procedures manual. When required, the TWG will provide technical assistance for high-risk projects under implementation and assist with the collation and reporting of project information for the PRMG Leadership Group's review.

Key responsibilities of the TWG include:

- Screening and assessment of project ideas (pre-concept/concept note stage);
- Support management of the SPREP pipeline and appraisal of project proposals;
- Support the monitoring of the SPREP project portfolio;
- Ongoing strengthening of the SPREP project management framework; and
- Reporting to the PRMG Leadership Group.

For a further breakdown of the TWG, refer to the detailed and approved ToR ([link to TWG ToR](#))

National Small Grants Steering Committee (*applicable to Small Grants only*)

SPREP is responsible for coordinating discussions with member countries and seeking agreement on arrangements to have such oversight committees at the national level. Existing National Small Grants Steering Committee will be a central element for small grant projects and provides the major substantive contribution and oversight to the project, in coordination with the SPREP National Focal Point, particularly the operational focal points.

In specific cases where the small grant project region does not have an existing National Small Grants Steering Committee or equivalent body, SPREP is obligated to work directly with the National Focal Point and in some cases even support the operational focal point to establish a National Small Grants Steering Committee and its Terms of Reference (TOR). Additionally, all medium and large grants will require direct contact with the National Focal Point that provides oversight of grant projects under these thresholds.

Existing National Small Grants Steering Committee can be composed of members from relevant government agencies, NGOs/CSOs, donor and regional institution, the private sector and/or beneficiary communities.

Key responsibilities of the National Small Grants Steering Committee and National Focal Points include:

- Provide overall guidance and strategic direction for the project, including the development, periodic revision, and implementation of the project;
- Approval of subprojects;
- Support resource mobilisation efforts necessary for project success;
- Support scaling up efforts to mainstream lessons learned and successes;
- Participate in project monitoring and evaluation;
- Facilitation and submission of endorsement letters for local communities to ensure and promote their eligibility for grant funding;
- Ensure participatory, democratic, impartial, and transparent procedures for project review, selection, and approval, as well as all other aspects of programme implementation in accordance with the grant agreement; and
- Reporting to the SPREP GMU

4.2 Strategic Planning, Partnerships, & Resource Mobilisation Department (SPPRD)

The SPPRD is the lead on the SPREP Grant Programmes providing strategic vision and direction in ensuring the Grant Programmes are in alignment with SPREP's strategic priorities including regional and international strategic commitment.

The SPPRD is responsible for management and administration of this Grant Policy and Procedures Manual. In addition to having oversight of all SPREP's granting functions prescribed in this Policy and Procedures Manual, SPPRD will be tasked with maintaining the organisation's direct relationship with the grant funders and donors. Regardless of where a grant programme is initiated within and/or outside of SPREP (section 5.1 of this Manual), the SPPRD must be engaged in the design to ensure compliance with this Grant Policy and Procedures manual. Where SPPRD is leading the design of a grant programme, it must involve relevant technical programmes and departments.

Key responsibilities of the SPPRD relevant to this policy include:

- Strategic planning, performance monitoring, evaluation, reporting and learning;
- Establishing partnerships, donor relations, and resource mobilisation;
- Acting as the donor focal point for SPREP;
- Grant project portfolio development and management oversight;
- Risk management coordination and oversight

- Gender equality and social inclusion; and
- Strategic engagement, communications, and visibility.

4.3 Grant Management Unit

The Grant Management Unit (GMU) for grant programmes will serve as the central point of contact for grant recipients, providing guidance, support, and oversight throughout the project lifecycle. Additionally, the GMU will collaborate with all relevant personnel from the respective technical programmes, SPPRD, Finance & Administration Department, Legal Department, and Human Resources Department. Lastly, SPREP will be responsible for handling the costing needed for the establishment of a GMU, dedicated to the administrative and management functions of grant programmes.

The GMU is tasked with a range of responsibilities designed to support the effective management of SPREP-funded projects under its grant programmes. Key functions include the initial review and approval of grant proposals, ensuring that they meet SPREP's criteria and strategic goals. The GMU also plays a critical role in the ongoing monitoring and evaluation of projects, conducting regular site visits, and reviewing progress and financial reports submitted by grant recipients.

In addition to monitoring and evaluation, the GMU provides capacity-building support to grant recipients, through project proposal formulation assistance, workshops, seminars, and any other appropriate mechanisms. This includes arranging and offering training sessions on project management best practices, financial reporting, and monitoring and evaluation techniques. By enhancing the capabilities of grant recipients, the GMU ensures that projects are implemented effectively and achieve their intended impacts. The GMU, in conjunction with the Knowledge Management Unit also facilitates knowledge sharing among grant recipients, encouraging the exchange of best practices and lessons learned across projects.

Effective communication and coordination are central to the success of the GMU, given their function as a central focal point between the grantee and SPREP. The GMU maintains open lines of communication with all stakeholders, including grant recipients, relevant SPREP departments to relay information to donors, and external partners. Regular meetings and updates ensure that all parties are informed of project progress, challenges, and any necessary adjustments.

GMU, in conjunction with SPREP's Knowledge Management Unit, will be responsible for maintaining and promoting the national and regional data repositories and reporting tools at their disposal. Ensuring that effective communication of project progress and outcomes are seamlessly available to relevant stakeholders.

In relation to effective communication and coordination, another important role of the GMU is to guarantee the branding and visibility of grant-funded projects, thereby showcasing the contributions of the donor as well as SPREP's involvement. This should be included as a provision in the grant agreement and encouraged throughout the budgeting and implementation phases of grant programmes. To support grantees, the GMU will work with the SPREP Communications and Outreach team to compile the Communication and Engagement Toolkits for grant programmes to guide branding & visibility. The grant agreement should also highlight the commitment of grantees to deliver communication outputs in line with this toolkit with further guidance to be provided by SPREP.

4.4 Sub-Delegation Activities

SPREP may allow the sub-delegation of certain activities to a third-party organisation or subcontractors (i.e., sub-delegates). However, this is contingent upon prior confirmation from donor partners for the permittance of sub-delegated activities to enable the grantee to effectively carry out project scope and objectives. In all circumstances, the grantee remains solely responsible for ensuring that the sub-delegate complies with all terms and conditions of the grant.

Prior to the selection of any sub-delegate, grantees must conduct a comprehensive due diligence to determine the sub-delegate's capability to perform the subcontracted activities. The pre-due diligence assessment outlined in section 6.4 of this Manual emphasises the importance of evaluating the grantee's sub-delegation policy and processes. This assessment ensures the presence of appropriate selection guidelines, oversight, monitoring, and implementation mechanisms. In instances where a valid assessment is available, the GMU may utilise it to conduct an alignment check, verifying that it meets pre-due diligence requirements. Any identified discrepancies must be promptly addressed by the grantee. Lastly, grantees must provide a detailed rationale for the selection of each sub-delegate and obtain the required approvals as per the grant agreement.

All sub-delegations must be formalised by the grantee through a written Executing and/or Implementing Partner agreement, which clearly outlines the roles, responsibilities, and expectations of both the grantee and sub-delegate.

Grantees are responsible for the continuous oversight of sub-delegate activities. This includes regular monitoring to ensure compliance with the Executing and/or Implementing Partner Agreement (refer to grant agreement) and the overarching grant objectives. Non-compliance by a sub-delegate with any aspect of the Executing and/or Implementing Partner Agreement shall be reported to the SPREP and must result in a remedial action plan devised by the grantee. The grantee is responsible for ensuring the implementation of such a plan to remedy deficiencies or, if necessary, for making decisions regarding the termination of the Executing and/or Implementing Partner Agreement.

Section 5: Grant Establishment

5.1 Establish Programme

The establishment of a grant programme can be initiated by the Project Review and Monitoring Group, SPPRD, Senior Leadership Team (SLT), and/or any of the technical programmes in SPREP. Development and approval should follow the established protocols for SPREP's programme/project cycle, as well as those of the donor that is funding the programme.

If initiated outside the SPPRD, then the relevant technical programme should inform SPPRD and collaborate on the establishment of the grant programme. Following the technical appraisal by the TWG (subsection 4.1), final approval of the programme to enter the pipeline and subsequent endorsement of the proposal for submission to the Donor, resides with the Project Review and Monitoring Group (PRMG) Leadership Group.

The programme will be designed with a robust framework that ensures systematic, transparent, and equitable allocation of resources to projects that align with SPREP's mission

and strategic objectives. Established programmes should also proactively consider and address capacity development needs where applicable. This approach ensures that programmes not only achieve their immediate objectives but also foster long-term sustainability and empowerments within the communities they serve.

Key documents that need to be constructed and accompanied with an established SPREP Grant Programme, as well as any other documentation required by the respective donor partner, include:

- Workplan;
- Budget;
- Evaluation Matrix & Criteria;
- Risk Management Plan
- Gender Action Plan;
- Communications Plan;
- Monitoring, Evaluation, Research and Learning (MERL) Plan; and
- Environmental and Social Management Plan.

5.2 Secure Grant Funding

Securing adequate funding is essential for the successful implementation and sustainability of the SPREP Grant Programme. These sources can include international and regional donor partners, government contributions, private sector partnerships, and multilateral financial institutions (IMF, IFC, etc.).

To secure funding, SPREP must develop a comprehensive and compelling grant proposal that clearly articulates the objectives, strategies, and expected outcomes of the SPREP Grant Programme. Each proposal should be meticulously crafted to align with the priorities and interests of potential funders, demonstrating how the programme's goals align with their mission and funding criteria. All proposals, before submission, shall undergo further evaluation and appraisal by the PRMG Technical Working Group (TWG), in accordance with their operating guidelines as highlighted in the ToR. Lastly, SPREP's proposals should also provide insight into the key documents mentioned in section 5.1.

The Project Review and Monitoring Group, SPPRD, and Senior Leadership Team (SLT) will be responsible for securing grant funding for SPREP Grant Programmes.

Section 6: Grant Application, Review, and Selection

6.1 Call for Concepts (CfC)

To enhance the efficacy of the grant application process, SPREP has integrated three (3) distinct Call for Concepts (CfC) options. Each option has been designed to accommodate various programme needs, stakeholder preferences, and grant amounts. These options include:

- 1) Issuance of CfC to all potential proponents, necessitating the execution of activities delineated in subsections 6.1 to 6.4;
- 2) Issuance of CfC to specifically identified applicants, thereby allowing for a direct progression to the shortlisting of concept notes (described in section 6.2 of the Grant Policy and Procedures Manual), succeeded by the Request for Proposal (RfP) stage; and
- 3) Simplified approach whereby SPREP may directly approach potential grantees through issuance of an RfP. This approach is predicated upon existing or previous project partnership affiliations and contingent on adherence to pre-due diligence assessments.

The timeline for the SPREP grants can vary depending on the funding. As a guide, the grant application, review, and selection stages will be:

- For small size grants - should not exceed three (3) months.
- For medium and large grants - should not exceed six (6) months.

However, these timelines are subject to variations at SPREP's discretion or as required by donor stipulations, allowing for flexibility in response to varying circumstances or requirements.

Certain procedures throughout the grant application, review, and selection phases may be waived or consolidated at SPREP's discretion or in accordance with donor requirements, ensuring flexibility to adapt to specific circumstances and enhance efficiency in the grant application, review, and selection process.

Upon approval of a SPREP Grant Programme, a [Call for Concepts](#) will be issued to potential applicants by the centralised Grant Management Unit (GMU), via the Grants gateway¹. Each CfC should include the following parameters:

- Programme description;
- Goals and objectives;
- Available funds;
- Scope of work and timelines; and
- Eligibility – applicants, activities, and costs.

Additionally, SPREP is obligated to submit a [CfC Information Guide](#) upon issuance of the CfC. The guide is designed to assist applicants in responding to the CfC effectively. It should incorporate detailed instructions and essential information to ensure that applicants clearly understand the application process, eligibility requirements, and evaluation criteria. The objective is to equip potential applicants with the knowledge and tools needed to develop high-quality concept notes that align with SPREP's strategic goals and priorities, as well as the objectives and priorities of the grants programme that is being promoted through the CfC. Components of the concept note, and information guide include, but are not limited to:

¹ Established on the SPREP official website

- Project summary;
- Project information;
- Indicative financing and cost information; and
- Supporting documents submission

As part of the CfC process, SPREP will consider promoting awareness for the Grants Programme, through seminars, workshops, meetings, and flyers. SPREP to decide on the most appropriate medium, given the different country environments.

For the simplified approach and in special cases where potential grantees are experienced or formally established to carry out the projects of a grants programme, SPREP can skip the CfC process and proceed with the RfP process if they already have an applicant in mind. However, the desired applicant should have a valid pre-due diligence assessment (described in section 6.4 of this Grant Policy and Procedures Manual) and must still submit the necessary documentation identified in the RfP processes (described in section 6.3 of this Grant Policy and Procedures Manual).

6.2 Concept Note Shortlisting

Once the CfC has been issued, eligible applicants are invited to submit a concise [Grant Concept Note](#). The concept note should include:

- A brief project description;
- How the project will align with the programme goals;
- Proposed activities with respective timelines;
- Project rationale and description;
- Budget estimation; and
- Considerations on beneficiary planning and the disaggregated data to be collected

In recognition of the diverse capabilities and circumstances of local communities, SPREP may allow the submission of concept notes to include innovative formats, including videography or other equivalent forms. This approach aims to facilitate broader participation by allowing communities that may face challenges in crafting formal written submissions to effectively convey their ideas and proposals.

Once all concept notes have been received, the GMU plays a crucial role by meticulously assessing and shortlisting the concept notes received from applicants (described in section 4.3 of the Grant Policy and Procedures Manual). Upon submission, each concept note undergoes a rigorous review conducted by the GMU to assess the concept note's alignment with SPREP's strategic objectives and funding priorities. The GMU evaluates the relevance, feasibility, and potential impact of each proposed project, ensuring that only the most promising and strategically aligned concepts advance to the next stage. After the GMU's shortlisting, the results are presented to the Director of SPPRD or delegated authority for their review and endorsement.

If necessary, the GMU may conduct their assessment and shortlisting in collaboration with a technical advisor from the relevant technical programme under which the grant programme falls, ensuring that expert insights inform the process.

All shortlisting of applicants should be done in accordance with the [Concept Note Checklist for Evaluators](#). The criterion for shortlisting applicants includes:

- General;
- Result area/(s) of the project and estimated impact;
- Project cost, funding, and budget;
- Estimated duration of the project;
- Project rationale, objectives, and approach;
- Baseline;
- Sustainability;
- Organisational capacity;
- Community involvement;
- Risk assessment;
- Overall document structure;
- Presence of internal control policies relating to accounting & finance, procurement, anti-fraud & corruption, whistleblowing, environment & social safeguards, gender & child protection, and programme management;
- Beneficiary contributions; and
- Other as required by SPREP

Recognising that some local community associations may face challenges in complying with the requirements across the grant application, review, and selection stages, SPREP encourages these organisations to partner with established institutions (herein referred to as grant recipient/grantee) that can provide assistance in capacity development. The grant recipient organisations are required to offer support in areas such as project planning, financial management and compliance to help build the capacity of local community associations (herein referred as sub-partner) and enhance their ability to fulfil grant requirements.

For those applicants whose concept notes were not shortlisted, constructive feedback is provided to encourage resubmission in future rounds or consideration of alternative funding opportunities. SPREP reserves the right to deliver feedback through one-on-one consultations and/or alternate communication channels, including but not limited to emails and written correspondence.

6.3 Request for Proposal (RfP)

6.3.1 Following the shortlisting of applicants (i.e., shortlisted concept notes), a [Request for Proposal](#) will be called by the centralised Grant Management Unit (GMU), via the Grants gateway² from each selected candidate.. RfP will refer to:

- Specifications – statement of requirement;
- Conditions – information for applicants;
- Submission guidelines;
- Clarifications portal; and
- Deadline.

6.3.2 SPREP will be obligated to provide all candidates with a copy of the grant agreement template to facilitate transparency and understanding of the terms and conditions associated with the funding. This allows applicants to review the agreement in advance, ensuring they are fully informed of their responsibilities and obligations should their application be successful.

6.3.3 For the simplified approach, SPREP can decide to directly issue the RfP to the National Focal Points and groups in the target community based on existing or previous project partner relationships.

Under the simplified approach, the following criteria are to be applied:

- the submission of a concept note is waived;
- grant applicants will need to comply with the pre-due diligence assessment requirement unless there is an existing and valid assessment in place;
- complete and submit a Project Proposal Document

The National Focal Points and groups in target community will need to provide evidence of Community involvement including other stakeholder consultations.

In recognition of the importance of supporting government national development initiatives, approved unfunded projects, driven by the National Development Plan or equivalent document, may qualify for the simplified approach. However, eligibility for the simplified approach is still contingent upon the organisation responsible for the national priority project possessing a valid pre-due diligence assessment and that the project is consistent with national priorities, which are also aligned to SPREP's strategic goals.

6.3.4 On receiving the RfP, shortlisted applicants are required to submit a [Grant Project Proposal Document](#) , to the appointed GMU, for further consideration. Deadline of the Project Proposal Document should be stated on the initial RfP shared.

6.3.5 The Project Proposal Document serves as a cornerstone of the application process, providing detailed information on the project's objectives, scope, and anticipated

² Established on the SPREP official website

outcomes. It is imperative that all applicants adhere to the outlined contents of the Project Proposal Document to facilitate a thorough review and consideration of their proposals. These contents include:

- Project summary;
- Project information;
- Financing information;
- Expected performance;
- Work plan;
- Risk assessment and management;
- Beneficiary plan, which outlines the direct and indirect disaggregated data contributions and the respective monitoring and evaluation tools to track such data; and
- Compliance with SPREP standards and policies on ESS, gender, and child protection.

Project proposals are to also include a description on the sustainability of the project impact in a longer term, both environmentally and socio-economically. This is to include the steps to be taken before, during and at project completion to ensure that the project impact will continue beyond the grant funding periods (i.e., who will manage the communication of the activities/outcome, how will it be financed, etc).

- 6.3.6 An Information Guide will also accompany the Project Proposal template.
- 6.3.7 In addition to the project proposal, all shortlisted applicants are also required to submit an [Implementation Plan](#)³ that is explained in section 8.1 of this manual, which is a detailed outline of how a project or programme funded by a grant will be executed. It provides a clear roadmap for achieving the project's goals and objectives, ensuring that resources are used effectively and that SPREP's requirements are met.
- 6.3.8 If necessary, all Project Proposal documents submitted by grantees should reflect any activities to be conducted by sub-delegates.
- 6.3.9 The grant recipient organisations (other known as the partnering organisation) will be tasked with developing a capacity development plan in collaboration with the local community association to effectively address their identified capacity needs. This plan may be submitted as a supporting document during the Request for Proposal (RfP) process, facilitating the allocation of programme funds to meet critical capacity requirements. This capacity development plan is to be monitored and conveyed as part of the progress update reports. However, this is contingent upon the availability of funding and the inclusion of capacity development considerations in the establishment of the programme. Refer to section 5.1 of the manual, which outlines the considerations for capacity development in programme establishment. In addition, the

³ Visual representation that outlines the structure, roles, responsibilities, and processes involved in the execution of a grant-funded project. This mapping helps to ensure clarity and coordination among all stakeholders, facilitating efficient project management and successful outcomes.

grant recipient organization will be responsible for signing the grant agreement, to confirm their obligations towards the project's objectives and compliance with the terms and conditions set forth by SPREP

Project Proposal Formulation Assistance

Depending on available funding, SPREP can provide support towards recruiting external technical assistance (e.g., Tomai Pacifique or other relevant expertise rosters) for project proposal formulation. Note: this assistance is to comply with SPREP's Procurement Policy and Procedures Manual and is only awarded when a grant concept note has been shortlisted/approved by SPREP. The development of a Technical Assistance Terms of Reference is undertaken by the GMU in consultations between SPREP, relevant stakeholders and approved by the donor (where required). The functional reporting line of the technical assistance is the grant applicant and the National Focal Point.

6.4 Review and Selection

Once the RfP stage is complete, a comprehensive site assessment will be conducted to evaluate and validate the proposed project's impact, feasibility, readiness and alignment with grant objectives. The site assessment will consider the following factors:

- Scope to contribute to SPREP strategic goals and the grant programme;
- extent to which the activity is suited to local and national environmental priorities and policies (*i.e., relevance*);
- The extent to which an objective is likely to be achieved (*i.e., effectiveness*);
- The extent to which results will be delivered (*i.e., efficiency*);
- Direct project outputs, short to medium-term outcomes, and progress towards longer-term impact, benefits, replication efforts, and other local efforts (*i.e., expected results*);
- The likely ability of an intervention to continue to deliver benefits for an extended period after completion as well as the environmental, financial, and social sustainability of activities (*i.e., sustainability and scalability*);
- Intended beneficiaries and how information will be reported;
- Project location(s) and consideration of environmental and social safeguards; and
- Ability to work in partnership with SPREP, including experience in promoting knowledge exchange.

The site assessment will be conducted by either the GMU, respective programme department, or an independent third-party service provider. However, SPREP reserves the right to determine, at its discretion, which stakeholder will be responsible for conducting the site assessment to ensure an unbiased and thorough evaluation.

Where the site assessment identifies issues that may impact the proposed grant, SPREP through the GMU will officially communicate these to the grantee. Depending on the decision of the GMU, the grantee will need to address these in the updated project proposal. Should

the site assessment identify a lack of evidence for project feasibility, the GMU reserves the right to recommend that the project proposal not proceed to the review and selection phase. determine, at its discretion, which stakeholder will be responsible for conducting the site assessment to ensure an unbiased and thorough evaluation.

In conjunction with the site assessment, all grant applicants are required to undergo a detailed pre-due diligence assessment to ensure that they meet SPREP's standards and requirements. This process evaluates the potential recipient of a grant to ensure they meet the necessary criteria and to identify any risks or issues that could impact the success or integrity of the grant. The process involves assessing the grant recipient's financial stability, governance structures, compliance with legal and regulatory requirements, and overall capability to effectively use the grant funds. By conducting the pre due-diligence assessment, SPREP can make informed decisions, mitigate risks, and ensure that the grant will be used as intended to achieve the desired outcomes including understanding of the organisational, financial, and legal capacity of the grant recipient to effectively receive and handle funds.

The pre-due diligence is an important part of effective and responsible grant making. Robust due diligence procedures aim to ensure long term value for money from grant expenditure by identifying potential weaknesses and risks and considering opportunities to enhance capacity before grants begin. The process helps to reduce the risk of funding being diverted from agreed project objectives, which inevitably reduces the desired impact. Refer to the [Pre-Due Diligence Assessment – Small Grants](#) .

In the interest of upholding objectivity, independence, impartiality, and transparency, all pre-due diligence assessments shall be outsourced to an independent third-party service provider, with the financial provisions for such services to be accommodated within the grant programme. In instances where budget availability is not feasible, the GMU will perform the pre-due diligence assessment to ensure the timely evaluation and processing of grant applications.

The following are key considerations for capacity assessments:

- Technical capacity: ability to monitor the technical aspects of the project.
- Managerial capacity: ability to plan, monitor and coordinate activities.
- Administrative capacity: ability to procure goods, services and works, and recruit and manage the best qualified personnel on a transparent and competitive basis; ability to prepare and sign contracts, and to manage and maintain equipment.
- Financial capacity: ability to produce project budgets; ensure the physical security of advances and cash and records; disburse funds in a timely, proper, and effective manner; ensure financial recording and reporting; and prepare, authorize and adjust commitments and expenses.
- The pre-due diligence assessment will also be able to rely on available donor reports such as:
 - Public expenditure and financial accountability assessment (PEFA);
 - Harmonized Approach to Cash Transfers (HACT) assurance assessment; and
 - EU Pillar assessment.

SPREP is responsible for developing the Terms of Reference (ToR) for the independent third party that is responsible for the pre-due diligence assessments. This independent third party must utilise the [Pre-Due Diligence Assessment – Small Grants](#) for each applicant's organisation, and then submit a report on the outcomes to the GMU for SPREP approval.

In the event that the applicant's organisation has an existing and valid assessment (according to the above list on capacity assessments), SPREP should still conduct its pre-due diligence review. In addition, all SPREP pre-due diligence assessments are valid for a five (5) year duration, unless there are significant changes to the organisation's internal control environment and SPREP determines the need to reassess the grant recipient.

The review and selection of the most desirable project proposals, from the shortlisted applicants, will be conducted in multiple stages to ensure thorough evaluation. These stages include:

- a) Respective members from the GMU to review, verify, and consolidate all proposals received and verify supporting documents provided. GMU will be required to complete this review by filling out the [Grant Proposal Review Checklist](#) . Additionally, the GMU will also be required to submit a site assessment report, conduct an initial high-level risk assessment and compile an appropriate assurance plan;
- b) The proposals, site assessment report, and all supporting documents collected by the GMU, during the RfP process, will be forwarded to the Technical Working Group (TWG) for technical and financial appraisal of the shortlisted applicants;
- c) Findings from the TWG's technical appraisal will be consolidated by the GMU in a Review & Selection Report with recommendations to the Project Review and Monitoring Group (PRMG) Leadership Group for a final evaluation accompanied by the completed [Grant Evaluation Forms](#) and any relevant supporting documents.
- d) The PRMG Leadership Group on the recommendation of the TWG will be responsible for endorsing the Review & Selection Report. The GMU and the TWG are responsible for actioning any follow up requirements from the PRMG Leadership Group and then resubmit this report for endorsement. Once the PRMG Leadership Group is satisfied and approves all the grant recommendations, the report is then escalated to the SPREP DG for final approval and sign-off; and
- e) The completed and signed Review & Selection Report is to be shared with the GMU.

The GMU will serve the role of secretariat for the evaluation form, playing a crucial role in coordinating evaluations, ensuring quality and clarity in the evaluation forms, and managing data collection. The unit will also facilitate an initial briefing session for the TWG to ensure that all members are aligned on the evaluation criteria and process.

The Grant Proposal Review Checklist ensures that all critical aspects of a grant proposal are thoroughly checked and meets the necessary requirements such as:

- a) **Ensuring Completeness:** Verifying that all required sections and attachments are included and properly addressed.
- b) **Maintaining Quality:** Ensuring the proposal is well-written, free of errors, and persuasive.
- c) **Enhancing Clarity:** Confirming that the proposal clearly defines the project's goals, methodology, budget, and evaluation plan.

- d) **Supporting Compliance:** Ensuring the proposal adheres to the programme's guidelines and requirements.
- e) **Facilitating Decision-Making:** Providing a comprehensive overview that aids the TWG and PRMG Leadership Group in making informed decisions about the proposal's viability and potential impact.

The [Grant Evaluation Form](#) shall be used in the evaluation of each application utilising a defined set of weighted assessment criteria, encompassing two primary components, technical and financial proposals. Each component will have its own specific assessment criteria and corresponding weightings, which will be established and agreed upon by SPREP prior to the evaluation process.

To maintain the integrity of the review and selection process, all committee members will be required to disclose any potential conflicts of interest. Individuals with a conflict of interest will be recused from reviewing or voting on the applications in question. All applicants will be informed of the outcome of their application within a specified timeframe following the final decision by the DG. Successful applicants will receive detailed instructions regarding the next steps, including the grant agreement process and project implementation requirements. Unsuccessful applicants will be provided with feedback to help them improve future submissions.

Section 7: Grant Awarding and Funding

7.1 Grant Awarding and Agreements

Once the selection process is complete, SPREP will issue an Outcome of the RfP process notification to the successful applicant. The notification will outline the terms and conditions of the grant, including the approved funding amount, project timeline, reporting requirements, and any specific conditions that must be met. Recipients are required to acknowledge receipt of this notification and confirm their acceptance of the grant terms. Following the notification, a detailed [Grant Agreement](#) will be drafted. This agreement is a legally binding document that outlines the roles and responsibilities of both SPREP, the grant recipient, and any special requirements of the donor. Key components of the grant agreement include, but are not limited to:

- Identification of all parties involved. If the grant project requires sub-delegation of activities, a separate Sub-Partner Agreement will need to be issued by the grant recipient. The sub-delegation arrangements will form part of the pre-due diligence assessment;
- Purpose of the grant including goals, objectives, and expected outcomes (referring to the approved project document);
- Grant funding period and total approved amount (and location if required);
- Expectations of budget and financial provisions, detailing how the funds will be used and managed including disbursements.
- Reporting and record keeping requirements with adherence to the Policy requirements (described in section 8 and 9 of the Policy and Procedures Manual). This will also include the considerations into monitoring and evaluation;

- Use of funds (i.e., financial management and procurement);
- Compliance with relevant procedures and legal requirements, which will be determined by the pre-due diligence assessment or requirements enforced by the donor partner for the programme (i.e., adherence to procurement principles);
- Subcontracting;
- Grantee responsibility for staff;
- Branding and visibility of the project (as per the Communications and Engagement Toolkit)
- Conflict of interest;
- If necessary, intellectual property rights depending on the nature of the project;
- Amendment and termination clauses;
- Confidentiality, indemnity, force majeure, and liability provisions;
- Mechanisms for resolving any disputes that arise during the course of the agreement;
- Social and Environmental Responsibility;
- Child Protection Responsibility;
- Amendment of Grant Agreement;
- Governing Law; and
- Signatures of authorized representatives from both SPREP and the grantee, along with the date of signing.

The designated SPREP GMU is responsible for drafting the grant agreement in consultation with and clearance from the Legal Counsel following the completion of negotiations with the grant recipient. The grant agreement will be cleared and signed through SPREP's internal routing system which includes Director SPPRD, Legal Services and Governing Bodies Department, and the Executive DG.

Following the signing of the grant agreement, the GMU should organise an inception meeting to familiarise the grantees with the process of project management (section 8 of this Manual), financial management (section 9 of this Manual) and any other commitments which are required under this manual (such as compliance and enforcement in section 10 of this Manual and any communication outputs). The GMU may engage other relevant SPREP teams to jointly facilitate this inception meeting.

7.2 Commitment of Funds and Disbursement Modalities

Upon the successful signing of the grant agreement & completion of the inception meeting, SPREP commits to disbursing the allocated funds to the grant recipient in a timely and efficient manner.

SPREP provides required financial resources to the grant recipient to carry out project activities during the annual cycle. These arrangements must be clearly stated in the executed grant agreement.

The SPREP funds transfer modalities will include:

- **Direct cash transfer:** SPREP advances cash funds to a designated account (refer to section 9.5) based on the agreed work plan to the grant recipient. The recording of expenses, from requisition to disbursement, occurs in the books of the grant recipient. SPREP prefunds activities with disbursement advances. SPREP must record the expenses in its accounts in the period that such good/services were incurred by the grantee.
- **Direct payment:** The grant recipient carries out the procurement activity but requests SPREP to make the disbursement directly to vendors through a [Grant – Request for Direct Payment](#) . In this arrangement, SPREP is undertaking only the fiduciary function on behalf of the grant recipient.
- **Reimbursement:** Unlike direct cash transfer, a reimbursement arrangement is where SPREP pays the grant recipient after it has itself made a disbursement based on the annual work plan. This is a pre-financing arrangement made by the grant recipient based on prior arrangement with SPREP.

The pre-due diligence assessment, amount of funds to be transferred, and disbursements that are leveraged by the reporting will guide SPREP's decision on the funds transfer modality to the grant recipient. Transfer and disbursement of funds will only be issued upon signing of the grant agreement by all parties involved.

Section 8: Project Management

8.1 Implementation Mapping

This section of the Manual establishes the framework within which grantees will construct detailed plans to guide project activities from conception to completion. SPREP mandates that all grant recipients submit a formal [Implementation Map](#) upon submission of the RfP. Necessary components involved in the implementation planning include:

- a) **Project Timeline:** Setting a realistic project timeline. This timeline shall detail all key milestones and the expected completion dates, providing a clear roadmap from project commencement to conclusion. The timeline should be flexible enough to accommodate unforeseen challenges while remaining structured to ensure project accountability and timely completion.
- b) **Resource Allocation:** Allocation of resources necessary for project execution. This will include a complete inventory of all financial, human, and material resources required throughout the project's lifecycle. Additionally, human resources planning will match individual team member skills to project needs, promoting effective task assignment and optimal performance.
- c) **Risk Management Plan:** Identify potential risks that could jeopardise project success, including financial, operational, and external factors. For each identified risk, there will be associated mitigation strategies and contingency plans.
- d) **Communication Strategy and Stakeholder Engagement:** Detail the communication hierarchy and the protocols for effective stakeholder engagement, which considers the

channels to be used to provide regular updates to relevant stakeholders on progress, challenges, and timeline adjustments; and

- e) **Monitoring and Evaluation (M&E) Framework:** define the processes and methodologies to be used to evaluate progress against the project's objectives continually. It will include qualitative and quantitative metrics, specify reporting schedules, and describe how data will be used to inform project adjustments. Specific considerations for M&E tools to collect the disaggregated data for beneficiaries must be identified in the project proposal document.

8.2 Record Keeping and Documentation

SPREP requires all grant recipients to maintain comprehensive records throughout the grant lifecycle and beyond, as stipulated in the terms of the Grant Agreement. All records pertinent to the grant must be retained for a minimum period seven (7) years as required by SPREP's Financial Procedures Manual, following the completion of the grant period or submission of the [Grant Final Completion Report](#) .

Grant recipients are encouraged to maintain documentation in both digital and physical form, adhering to secure cybersecurity and data protection standards to prevent unauthorised access, data breaches, and loss. Additionally, grant recipients must be prepared to present requested documentation in a timely manner whenever required by SPREP for purposes of monitoring, auditing, or evaluation. Non-compliance with record keeping and documentation requirements may result in consequences illustrated in section 10.2 of the Policy.

Effective communication and sharing of record keeping and documentation should be conducted between SPREP, the grantee and any other relevant parties. To ensure transparency and facilitate the sharing of information among stakeholders, all grant-funded projects are required to utilise established national and regional data repositories and reporting tools, for example the national environment portals established under the Inform project. These platforms will serve as central hubs for the dissemination of project information, progress narrative reports, and uploading relevant photos, videos, and documentation.

If grant funds are used to procure fixed assets, SPREP mandates that all grantees maintain a comprehensive fixed asset register for the duration of the funded project. The creation of the fixed asset register shall be contingent upon the stipulations set forth and agreed upon by the grantee, SPREP, and/or the donor. This register shall record all assets purchased, developed, or derived from the grant fund, and ensure that all matters are appropriately enclosed in the Grant Close-out plan. It is the responsibility of the grantee to keep this register current and reflective of any changes throughout the project lifecycle. Regular audits of the fixed asset register may be conducted by SPREP to ensure proper asset management and compliance with the grant requirements.

8.3 Ongoing Performance Monitoring

SPREP is committed to ensuring that the objectives set forth in the grant proposals are met and that the progress toward these objectives is regularly assessed through a systematic monitoring process. Grant recipients are required to adhere to a stipulated monitoring schedule, submitting detailed performance reports (in accordance with the Project Progress

Report described in section 8.4 of the Policy and Procedures Manual) at predetermined intervals.

Ongoing performance monitoring should also involve key stakeholders to ensure that the project remains aligned with the community needs and ecological priorities. Constructive feedback from these stakeholders is invaluable and should be solicited and incorporated into performance reports. Regular communication between grant recipients and SPREP, particularly the relevant Programme GMU and SPPRD, is critical for responding to any emerging issues promptly.

Refer to the SPREP Stakeholder Structure (*Appendix 3*), for a high-level snapshot of all the stakeholder relationships involved in a grant project, emphasizing on the key collaborations, communications, and various engagement roles.

It is important for the GMU to understand the distinctions between monitoring and evaluation, especially considering the critical importance of both components in project management. Both activities serve different purposes and are conducted at different times in the lifecycle of a project. The elements of the monitoring phase include, but are not limited to:

- Continuous process that takes place throughout the lifecycle of a programme;
- It is part of the regular management activities and conducted during the implementation phase of a programme;
- Process orientated and focused on progress achieved according to the implementation plans;
- Routine data collection to determine whether a programme is on course;
- Provide project managers stakeholders with regular feedback to facilitate decision-making and identify any areas that may require corrective action; and
- Is not independent (i.e., internal).

Conversely, the key elements of the evaluation phase include, but are not limited to:

- Conducted on a periodic basis at specific points in time, such as mid-term or at the end of the project;
- Independent from the regular management activities;
- Facilitated before, during or after implementation of the programme;
- Judgement based and impact orientated, focusing on the objectives and outputs at higher levels;
- Usage of data obtained from monitoring activities other multiple sources that has been collected, analysed, interpreted and triangulated; and
- Is independent from the programme implementors (i.e., external).

The GMU and the SPPRD must ensure that all data collected for the purposes of performance monitoring must be managed with the utmost care, ensuring accuracy and confidentiality when required. SPREP is to ensure that the Knowledge Management Unit is involved to leverage on knowledge sharing and lessons learned opportunities.

8.4 Progress Reporting and Deliverables

To facilitate the oversight of the SPREP-supported grant mechanisms, grantees are required to submit a [Grant Progress Report](#) on a periodic basis. Periodicity of progress reporting will be on a quarterly or half-yearly (i.e., every 6 months), dependent on the programme and grantees capacity. Additionally, periodicity can be reliant on requirements enforced by the donor. Where the donor reporting timelines differ, this requirement will take precedence. The grantees will use the progress update to report on the latest completed period of grant implementation (activities and financial) and to define the financial needs for the next period execution. The contents of the reports should include, but is not limited to:

- Detailed description of the progress made towards each of the project's deliverables (including progress of communication activities as per the Communications & Engagement Toolkit);
- Quantitative and qualitative data, collected from project beneficiaries reports, supporting the progress made;
- A timeline of activities, highlighting any deviations from the original project plan;
- Financial reporting (budget versus actual expenditures) including variance explanations;
- Updates on status of environmental and social safeguards;
- Reporting on the disaggregated data in relation to the project beneficiaries outlined in the project proposal document; and
- Any grievances expressed by affected parties.

The report must be submitted in accordance with the timelines and standards outlined in the grant agreement. On receipt of the report submission, deliverables will undergo a review process by the GMU to ensure quality standards and expectations of SPREP are being met. The review may lead to recommendations for improvement or modifications prior to acceptance. Accepted deliverables will be acknowledged in writing by an authorised SPREP official from the GMU.

If progress reports or deliverables do not meet the requirements as per the grant agreement, the grantee shall be given an opportunity to remedy the deficiencies within a stipulated timeframe. Persistent non-compliance may lead to withholding of grant payments or termination of the grant agreement following the stipulated procedures for non-compliance as in Section 10 of this Manual.

8.5 Site Visits and Audit Arrangements

a) Site Visits

SPREP will conduct periodic site visits to ensure that all project activities align with the approved proposal and to evaluate the impact of those activities. The frequency of site visits will depend on the nature of the project, its geographical location, and any risk factors identified during the initial risk assessment and subsequent reviews.

Grantees will be notified in advance of the scope and timing of a site visit, except in cases where unannounced visits are deemed necessary.

During a visit, SPREP representatives will review financial records, interview project staff, and inspect project outputs. Project beneficiaries may also be interviewed to verify on the reported results. Where applicable and at SPREP's discretion, this can also extend to the inspection of project sites and structures. Observations and findings will be documented in a report that will be shared with the grantee, along with any recommendations for improvement. Additionally, observations and findings of the site visits should be readily communicated with SPPRD to incorporate their feedback, and in the cases of high-risk projects, PRMG and TWG should also be consulted.

b) Audit Arrangements

Grantees are required to undertake annual financial audits performed by an independent, qualified auditor. However, periodicity of the financial audits can be in accordance with specific requirements from donor funders. Additionally, at the completion of the project, a final audit will be conducted. Findings of the audits to be shared with the Internal Audit and Audit and Risk Committee (ARC)

The audit will include an assessment of the grantee's compliance with financial management requirements, the accuracy of financial reporting, and the adequacy of internal controls. The audit will also assess compliance with the SPREP Grant Agreement.

All audit reports must be submitted to SPREP within a specified time frame following the close of the fiscal year or project end date.

All grant recipients are required to participate in a comprehensive mid-term evaluation, to be conducted at the midpoint of the project timeline. Performed by the GMU, the evaluation will serve as an opportunity to reflect on achievements and adherence to the agreed-upon milestones. For small grants, the evaluation will be conducted of the related small grant programme, while for medium and large grants, the evaluation will be conducted of the individual projects.

c) Follow-up on Site Visits and Audits

SPPRD will review all findings from site visits and audits whilst engagement with the grantee will be conducted through the GMU, in collaboration with SPREP's Internal Auditors and ARC, to address any areas of concern. For high-risk projects, PRMG and TWG should also be consulted with. Lastly, corrective actions may be required and, if necessary, additional follow-up visits or audits may be scheduled.

Section 9: Financial Management

9.1 Balance Reconciliation

Reconciliation should occur on a regular basis, with a frequency proportionate to the volume of transactions, but no less frequently than monthly. This allows for the early detection of discrepancies and timely corrective actions. The reconciliation process will involve comparing the project's financial records against bank statements and ledgers to ensure consistency. Any variances must be investigated and resolved promptly. SPREP and the grantee both play a crucial role in balance reconciliation, which involves:

- f) **Grantees:** Primary responsibility for conducting accurate reconciliations, ensuring that all transactions, including income and expenditures, are recorded, and classified correctly. Submit reconciliations with supporting documentation to SPREP as required.
- g) **SPREP:** Oversight and enforcement of financial accountability, which includes periodic audits conducted by external auditors appointed by SPREP. SPREP shall retain the right to review reconciliation reports and supporting documentation.

In instances where discrepancies cannot be reconciled, the grantee must provide a comprehensive analysis of the discrepancy and initiate a thorough investigation. Unresolved discrepancies may be flagged for deeper financial review and could have implications for continued funding.

9.2 Budget Tracking

A central component of the grant management process is the diligent tracking of project budgets. At the outset of each project, grantees are required to establish a detailed budget aligned with the project's goals and scope. This budget serves as a baseline for all financial tracking and must detail individual line items, including projected costs and anticipated timelines. Regular comparison of actual expenditures against this baseline budget is mandatory, enabling grantees and SPREP to maintain close oversight of the project's financial health.

Grantees are obligated to implement a reliable monitoring system that records all financial transactions against the approved budget. This system should allow for frequent updates and adjustments, reflecting real-time financial activity, and must be accessible for periodic review by SPREP.

Grantees are to submit regular financial reports in accordance with the requirements, standards, and timeline stipulated by the grant agreement. These reports must be comprehensive, providing a clear record of expenditures for each budget category. Each financial report must be accompanied with a variance analysis that explains any deviations from the budgeted amounts. Justifications for variances, whether surpluses or deficits, should be thorough and will be subject to an assessment by SPREP.

If required, the budget revision request is to be prepared and submitted annually. Grants can be adjusted throughout implementation to adapt to changing contexts and requirements. The purpose of a budget revision is to enable the reallocation of funds across budget lines. The approved funding ceiling, grant end-date and objective remains the same. This process is an essential feature for grant management, as it allows for flexibility and adaptability in response to programmatic needs while still maintaining accountability and alignment with the grant's objectives.

9.3 Project Financing

Funding will be provided through mechanisms suitable to the size and scope of the project. The specifics of these mechanisms, including criteria and timeliness for fund release, will be detailed in the grant agreements.

Project financing can also be provided on a co-financing basis, where grantees are either required or encouraged to secure additional funds or in-kind contributions to complement the

grant. The proportion and terms of co-financing for each project will be determined through a consultative process and will be clearly specified in the grant agreement. Such will also be dependent upon the requirements of the donor funding the grant programme.

SPREP expects that co-financed projects will abide by the principles stated in this Policy and Procedures Manual, and the requirements of the donor funding the grant programme. It is incumbent upon grantees to provide proof of secured co-financing and report on the utilisation of all funds within the framework of project reporting and auditing requirements.

9.4 Disbursement Arrangements

Disbursement of grant funds will be executed in accordance with the established disbursement schedule and method as detailed in the grant agreement. The schedule and method will be determined from the findings identified in the pre-due diligence and overall risk rating. Conversely, disbursement arrangements can also be determined in accordance with the requirements expected by the donor partner of the grant. Refer to section 7.2 of the Policy and Procedures Manual, on the various disbursement methods that may be used to disburse grant funds.

Each of the disbursement methods have their own administrative processes and there is a possibility for the grant agreement to contain a combination of these methods, depending on the nature of the project activities and related implementation risk exposure.

9.5 Designated Account

On basis that grantees will reside within a member country, a Designated Account (DA) must be established by each grantee for the purpose of managing funds disbursed by SPREP. This segregated account is intended to facilitate effective tracking of grant proceeds and ensure that such funds are used exclusively for the purposes set out in the grant agreement.

In the event that the grantee does not maintain an active bank account, SPREP at its discretion will specify the required funds transfer modality (as in subsection 7.2 of this manual).

All grant monies must be deposited into the DA and recorded accurately. Disbursements from this account shall be made exclusively for approved project activities as detailed in the budget and work plan. The grantee must maintain detailed records of all transactions, including receipts, invoices, contracts, and payments records, which clearly document the utilisation of funds.

The grantee is obliged to implement internal controls to safeguard the use of these funds. This includes appointing duly authorized signatories to the DA (which must be informed to SPREP) and conducting periodic reconciliations to monitor and verify the accounts activity with the assigned budget lines. SPREP reserves the right to inspect the DA records and perform spot audits to ensure compliance with the grant terms.

Upon conclusion of the project, any remaining grant funds are to be refunded to SPREP. The account should then be closed in accordance with the [Grant Close-Out Plan](#), and confirmation of this closure, along with the final reconciliation report, should be submitted to SPREP.

Section 10: Compliance and Enforcement

10.1 Compliance Rules

All grantees are obligated to strictly adhere to the terms and conditions outlined in this Manual and the grant agreement. Compliance with these conditions is essential for the continuation of funding and to ensure the integrity of the grant programme. Grant recipients must promptly notify SPREP, in writing, of any deviation from the agreed-upon terms for review and appropriate action.

It is imperative that grantees comply with all relevant local, regional, and international laws and regulations that apply to the execution of the grant-funded projects. This encompasses environmental regulations, labour laws, anti-corruption statutes, and any other legal requirements pertinent to the project's implementation.

Grantees are also required to cooperate with SPREP's monitoring efforts and to regularly report on project progress.

10.2 Consequences of Non-Compliance

Non-compliance with the established guidelines and grant agreement must be addressed with appropriate consequences to uphold the integrity of the grant programme. This section delineates the potential ramifications of such non-compliance, which can be instituted to deter non-adherence and maintain effective management of the grant programme. These ramifications include:

- Financial repercussions, arising from costs incurred that are not aligned with the approved budget or project activities (e.g., grantee may be required to repay any funds that have been determined to be spent in violation of the grant agreement terms and approved work plan);
- Administrative sanctions to halt all support and disbursements of grant funds until the grantee rectifies the non-compliance (e.g., SPREP may change the grant implementation modality and/or fund transfer modality, described in subsection 2.3 and 7.2 of the Policy and Procedures Manual, respectively);
- Legal actions due to breach of legal or regulatory obligations;
- Stringent monitoring regime enforced due to grantee's failure to comply with agreed upon terms and conditions (e.g., increased reporting frequency); and
- Suspension or termination of grant funding, which is further elaborated on in section 10.3 of the Policy and Procedures Manual.

SPREP reserves the right to respond to instances of non-compliance according to its discretion. This response may encompass a range of actions proportional to the nature and severity of non-compliance. In circumstances where non-compliance is assessed as highly significant, SPREP reserves the right to escalate the matter to include suspension or termination of the grant. Such measures are considered appropriate to safeguard the integrity of the grant programme and are further highlighted in section 10.3 of the Policy and Procedures Manual.

10.3 Grounds for Suspension or Termination

By accepting SPREP grant funds, grantees agree to comply with all guidelines highlighted in the Policy and Procedures Manual and conditions of the grant agreement. Failure to uphold these standards may result in either enforcement of ramifications, as highlighted in section 10.2 of the Policy and Procedures Manual, suspension, a temporary pause allowing for the opportunity to address and rectify issues or termination, a formal cessation of the grant, depending on the severity of the situation and the outcomes of any review process undertaken by the SPREP. The following sections outline specific behaviours, actions, and circumstances that could trigger such interventions. These include:

- 1. Violation of Agreement Terms:** Any breach of the grant agreement's terms and conditions by the grant recipient is a serious offence that may result in suspension or termination of the grant. This includes, but is not limited to, failing to meet project milestones, mismanagement or diversion of funds, or non-compliance with reporting requirements. A suspension may serve as a temporary halt to address and correct the issue, while repeated violations may lead to termination of the grant.
- 2. Financial Misconduct:** The SPREP requires grantees to maintain the highest standards of financial integrity. Instances of financial misconduct such as fraud, embezzlement or misapplication of funds will trigger immediate suspension and may subsequently lead to termination of the grant. SPREP will conduct a thorough investigation, and if impropriety is confirmed, will take appropriate actions to hold responsible parties accountable, up to and including legal prosecution.
- 3. Ethical and Legal Infractions:** Compliance with ethical guidelines and local laws is mandatory for all grant recipients. Any activity that is found to be ethically dubious or illegal, such as engaging in corruption, human rights abuses, or labour violations, will lead to a review that could result in suspension or termination. SPREP considers these infractions to undermine the core values of integrity, respect, and community that it promotes.
- 4. Adverse Environmental or Social Impact:** Given SPREP's commitment to environmental preservation and social well-being, activities that result in significant negative environmental impacts or detrimental effects on local communities will be subject to suspension or termination of support. This extends to non-compliance with environmental safeguards, endangerment of protected species or habitats, and negative repercussions on indigenous communities or vulnerable groups.
- 5. Lack of Progress or Ineffectiveness:** SPREP reserves the right to suspend or terminate grants for projects that do not demonstrate satisfactory progress or effective use of resources. Projects are expected to meet their objectives in a timely and efficient manner. Chronic delays or a clear track record of poor performance will trigger a reassessment and potentially lead to suspension or termination to better utilise resources in line with the SPREP's mission. In some cases, this situation may also constitute the reimbursement of grants funds.
- 6. Force Majeure and Unforeseen Circumstances:** In the event of unforeseen and uncontrollable circumstances such as natural disasters, political unrest, or other instances of force majeure that severely impact project implementation, the SPREP may choose to suspend or terminate the grant. Decisions will be made on a case-by-case basis,

considering the safety of all stakeholders and the practicality of continuation or resumption of grant activities under new circumstances.

SPREP reserves the right to suspend or terminate any grant that fails to meet the programme's expectations and requirements. The decision to suspend or terminate will be made with due consideration and fairness, and the grantee will be notified accordingly through a written notice. Additionally, GMU will be required to report any issues to SPPRD, which will then be escalated to DG for a final decision to be made. Lastly, if any grant recipient's projects are suspended and/or terminated, SPREP will be required to establish appropriate sanctions and timeframes. The GMU will be responsible for keeping detailed and up-to-date records of these projects and any respective sanctions and timeframes that have been enforced.

10.4 Appeals and Grievances

While SPREP has the ability to enforce consequences to maintain strict governance and stewardship of grant funds, there is also an acknowledgement of the complexity of project management. Applicants and Grantees who believe they have been wrongfully penalised have the right to express their grievances within a designated timeframe according to SPREP's grievance mechanism. For a more simplified process, all grievances are to be provided in writing to the Director of SPPRD and then the appropriate action should be taken to resolve the grievances received. All grievances must be supported by adequate documentation and a clear rationale for reconsideration.

In the event that applicants and other interested parties would like to submit a grievance, formal submission should be made to SPREP's investigative bodies through SPREP's Fraud Prevention and Whistleblower Protection Manual. SPREP will ensure that these processes are made readily available and published online.

SPREP, through the GMU, is committed to transparency and accountability throughout the grant management process. To uphold these principles, the GMU shall maintain a comprehensive record or register detailing all grievances that arise between SPREP and any aggrieved party. Lastly, this register will document the nature of the grievance, the actions taken to address it, and the final decisions or outcomes of the process.

Section 11: Amendments, Renewals, and Extensions

11.1 Process for Requesting Changes to Grants

Grantees seeking to request changes to the activities, budget, timeline, or specific terms (i.e., variation) of their grant agreement must submit a variation request to SPREP. This request should be detailed and provide a clear rationale for the modification, including an explanation of how the proposed change will impact the project's goals and outcomes. All requests must be made in writing using the prescribed Reprogramming Request Form to be designed by the GMU and SPPRD.

Upon receiving a variation request, SPREP will initiate a review process to assess the implications of the proposed changes. This assessment will consider the necessity and justification of the change, its alignment with grant objectives, and potential impacts on project deliverables and budget. SPREP may request additional information or documentation as part of this evaluation.

Decisions regarding variation requests will follow a specified approval process, which varies dependent on the magnitude of the requested change.

- a) Minor changes that result in less than 20% budget reprogramming will be reviewed by the GMU, in collaboration with the respective programme team, and subject to budget and funding clearance from the Finance and Administration Department (Financial Accountant or Project Accountants) and shall be approved at the discretion of the Director SPPRD.
- b) Major changes that result in more than 20% budget reprogramming will be reviewed by the GMU, in collaboration with the respective programme team, and subject to budget and funding clearance from the Finance and Administration Department (Financial Accountant or Project Accountants), cleared by the Director SPPRD and approved by the DG. SPREP endeavours to make decisions on change requests as swiftly as possible to minimise disruption to grant activities.

Approval of changes will be subject to certain conditions, such as the continuation of the project's alignment with SPREP's strategic goals, the availability of funds, and the adherence to applicable policies and regulations. Grantees may be required to provide additional plans or revised documents, such as a new timeline (refer to subsection 11.3 on no cost grant extensions), budget, or work plan, reflecting the proposed changes.

If a variation request is approved, an amendment to the original grant agreement is conducted through a letter of variation indicating the endorsed changes and should be developed by the Legal Team and GMU. This amendment, in the letter of variation, will outline the approved changes and their effective dates, and both SPREP and the grantee must agree to, and sign, any such amendments. Until an amendment is approved, the terms of the original grant agreement remain in force.

SPREP requires grantees to submit any requests for variations to the grant agreement with a minimum lead time of six (6) months. Exceptions to this notice requirement may be considered under special circumstances, specifically in cases where the donor provides SPREP with an extended timeframe beyond the initial grant programme closure date.

SPREP will provide written notification of the decision to the grantee, including any terms, conditions, or constraints associated with the approval of the variation request. In cases where a request is denied, SPREP will offer an explanation and, where possible, work with the grantee to explore alternative solutions.

11.2 Conditions for Grant Renewals

Grant renewals are not automatic and can only be considered upon fulfilling specific performance criteria and availability of funding. These criteria will include the demonstration of satisfactory progress towards the grant's objectives, effective use of funds as per the agreed budget, compliance with reporting requirements, and a clear articulation of the ongoing need for funding. Renewal consideration will be based on a comprehensive review of these performance indicators.

To initiate a grant renewal, eligible grantees must submit a formal application using the procedures established in the RfP process (i.e., undergo the RfP process again). This application should also include a summary report of achievements to date, an analysis of the work that remains to be done, and a rationale for the necessity of continued funding. The

renewal application must be received by the stipulated deadline, which will be communicated well in advance to all grantees.

Additionally grant renewals are subject to availability of funds and should not exceed the duration of the relevant project that is funding said grant(s). As such, even a project that meets or exceeds performance expectations may not be guaranteed renewal if funding constraints preclude the possibility. SPREP will communicate funding availability and any associated conditions as part of the renewal application process.

Approval on the formal application of the grant renewal will be determined over a variety of factors, which include:

- a) **Budget and scope re-assessment:** this involves a stringent re-assessment of the project's budget and scope. Grantees must provide a detailed budget forecast for the extended period and an updated project scope, where applicable. Justification for any changes in budget allocations or project direction will be required as part of the renewal review process.
- b) **Continued alignment with strategic goals:** The decision to renew will be contingent upon the project's ongoing contribution to SPREP's mission and the relevance of its outcomes within the context of current environmental challenges and strategic directives.
- c) **Evidence of capacity for successful continuation:** Grantees must demonstrate their capacity for the successful continuation of the project. This includes the retention or enhancement of organisational capacity, resources, personnel, and any other factors critical to achieving the project's objectives in an extended timeframe.

Renewed grants will adhere to the standard reporting schedule and compliance requirements set forth within this Manual. Grantees must agree to these terms, which will be specified in the renewal grant agreement. Any deviations from the agreed-upon terms during the prior grant period may affect eligibility for renewal.

Upon approval, the grant renewal will be formalised through an amendment to the existing grant agreement or through the creation of a new contract. This document will specify all terms and conditions related to the renewal, including any modifications to the project plan, budget, and reporting obligations.

Grantees must understand that there is no entitlement to grant renewal, and each application will be evaluated on its own merits in the context of SPREP's strategic goals and funding availability. SPREP reserves the right to prioritise new projects or areas of work in its funding decisions.

11.3 No-Cost Grant Extensions

No-cost grant extensions are considered exceptional measures taken to accommodate unforeseen circumstances that may prevent project completion within the original timeframe. SPREP recognises that circumstances beyond the control of grantees can occur, impacting project timelines. As such, SPREP has established criteria to guide the consideration and approval of no-cost extension requests.

To be eligible for an extension, grantees must demonstrate substantial adherence to the project plan and a clear history of compliance with reporting and financial accountability as

required in the original grant agreement. Prior to the consideration of an extension, grantees must have exhausted all practical measures to adhere to the original project schedule.

An extension request must be submitted in writing by filling out the [Grant – Request for No Cost Extension](#), accompanied by a comprehensive justification, detailing the reasons for the delay, and explaining how an extension is critical for the successful completion of the project. This should also include a description of challenges encountered, efforts made to address these issues, and the anticipated impact on project outcomes if an extension is granted. SPREP will also consider allowance of the no-cost extension based on the following criteria:

- No additional funds required;
- No change in original scope; and
- Provision of sufficient evidence and justification for extension provided.

Additionally, the decision to allow an extension will take into consideration the grantee's performance to date, the rationale provided, the likelihood of project completion with additional time, and if there is ample available time remaining of the grant programme.

Grantees must provide a minimum of sixty (60) days' notice when submitting a request for no-cost extension. Additionally, the maximum length of extension that can be requested is up to six (6) months from the completion date and cannot be later than the relevant project's expiry date. Lastly, a no-cost extension can only be requested once. At SPREP's discretion, or with the donor's allowance, rules regarding grant extensions may be adjusted in the event of circumstances beyond the grantee's control, such as natural disasters that impede on project activities, operations, and progress.

Extension requests for grants will be thoroughly reviewed by the GMU, in collaboration with the respective programme team, cleared by the Director SPPRD in consultation with Director Finance and Administration, and approved by the DG, regardless of grant size. Decisions will be communicated in a timely manner to ensure minimal disruption to project activities.

No-cost extensions may have implications on funding disbursement schedules and financial reporting. Grantees must be aware that additional funds will not be available for extended periods, and financial management must reflect this. Any extension granted will come with a clear understanding of the funding implications.

Extended projects will continue to be subject to the same monitoring and reporting requirements as outlined in the initial grant agreement. Upon completion of an extended grant period, grantees are obliged to submit a final report summarising the project's achievements, detailing how the extension contributed to the project's success, and accounting for the use of funds during the extension period.

If an extension request is denied, SPREP will provide a clear explanation of the reasons for this decision. Grantees should be prepared for the possibility that not all requests will be accommodated and make contingency plans for wrapping up the project within the original timeframe or with alternative resources. SPREP emphasises that grant extensions are not the norm, but rather considered as a last resort. Grantees are encouraged to maintain effective project management practises to complete projects within the original grant period.

Section 12: Closeout Procedures

12.1 Procedures for Grant Closeout

The grant closeout process is a critical phase in the lifecycle of a grant-funded project, ensuring that all activities are concluded in compliance with the grant agreement and that all financial and programmatic obligations are fulfilled. Key activities during this period include:

- 1. Final Reporting:** Upon the completion of the grant period, the grantee is required to submit a Final Completion Report. This report should encompass a summary of the results, overview of project outcomes, collated information on project beneficiaries and disaggregated data, and an assessment of the project's impact with respect to the grant objectives. The report must be submitted within the 45 days following the grant end-date or as specified in the grant agreement. Failure to submit the final report will result in the grantee's non-compliance to the grant agreement.
- 2. Financial Reconciliation:** At the end of the grant term, a thorough financial reconciliation is mandatory. The grantee must ensure that all funds have been spent in accordance with the grant agreement and that any savings are returned to SPREP. Receipts, invoices, and other relevant financial documents must be retained and submitted to provide a clear audit trail. Funds that remain unspent and/or found to be ineligible will need to be reimbursed appropriately.
- 3. Audit Requirements:** To promote accountability and transparency, SPREP mandates that all grant recipients are subject to a financial and compliance closeout audit (i.e., grant audit). These audits are intended to verify appropriate use of funds and compliance with the terms of the grant agreement. SPREP or external auditors may perform audits, and grantees are expected to provide full cooperation, including granting access to all relevant records and personnel involved in the grant-funded project.
- 4. Corrective Actions Following Audit Findings:** Should the grant audit reveal any discrepancies or non-compliance with the grant conditions, grantees will be notified and required to take prompt corrective action. SPREP will collaborate with the grantee to address any issues identified during the grant audit. Failure to make necessary adjustments or to comply with corrective action directives may lead to sanctions, including ineligibility for future funding or reimbursement of expended funds and other repercussions as stated in section 10.2 of the Grant Policy and Procedures Manual. Appropriate sanctions to be enforced will be discussed within the SPPRD and any relevant stakeholders, with DG approving over the final decision.
- 5. Evaluation and Lessons Learned:** An evaluation meeting should be scheduled by the GMU and SPPRD shortly after grant completion. The meeting should be based on pre-determined and relevant discussion questions. The purpose of this meeting is to discuss the successes and challenges encountered during the grant period, to draw valuable lessons, and to suggest recommendations for future projects.
- 6. Closeout Confirmation and Archiving:** Once all closeout procedures have been verified, SPREP will issue a grant closeout letter acknowledging the completion of the grant and the fulfilment of all related obligations by the grantee. It is essential for the grantee to

maintain all grant-related documents for a period specified in the grant agreement, as they may be subject to review or audit even after the closeout has been completed.

Grantees will also be required to submit a [Grant Close-out Plan](#), which must be submitted at least six (6) months prior to project closure. If the grant programme is administered over a short period, SPREP reserves the discretion to adjust the submission deadline for the Grant Close-out Plan to ensure effective management and timely reporting. The purpose of the closeout plan is to ensure that all aspects of the grant-funded project are properly concluded in an organised and documented manner upon the project's completion, inclusive of a fixed asset register. The grant closeout plan must also address data governance considerations for all relevant data materials and elements of project sustainability and scalability.

In the instance where projects are terminated prior to completion of activities and funds, the GMU will ensure that all administrative and financial matters are settled in accordance with SPREP's requirements. This includes the submission of all final financial reports, reimbursement provisions of unspent funds, and confirmation that all grant deliverables have been completed or duly noted if the termination is premature. All relevant stakeholders should be notified of the grant termination and the completion of closeout activities.

12.2 Post-Closeout Requirements and Audits

Upon the successful completion of a project funded by SPREP, grant recipients enter a critical phase of accountability and ongoing responsibility that extends beyond the immediate life cycle of their projects. This section outlines the post-closeout requirements and audit procedures that are integral for comprehensive oversight and ensuring continued alignment with SPREP's fiscal and programmatic standards. The post-closeout requirements include:

- 1. Retention of Records:** All parties are required to maintain all records pertinent to the performance of the grant project, including, but not limited to, financial records, significant correspondence, contracts, and performance results. Records must be accessible for audit and inspection by SPREP representatives, specifically pertaining to the Department of Finance and Administration, SPPRD, Knowledge Management Unit, and Audit and Risk Committee (ARC).
- 2. Terminal Evaluation:** Upon the conclusion of the grant period, SPREP is obligated to conduct a terminal evaluation, which reviews the achievements of the project in accordance with the pre-determined objectives and outcomes. This will demonstrate the effectiveness, efficiency, relevance, performance, and success of the project. For small grants, a terminal evaluation will be conducted at the conclusion of the related small grant programme as a whole. Whereas for medium and large grants, the terminal evaluation will be conducted on the individual projects, upon their completion. This tiered approach to evaluation facilitates a tailored review process that reflects the scale and complexity of the funded activities.

As part of the terminal evaluation, the sustainability will be assessed considering the risks related to financial, sociopolitical, institutional, and environmental sustainability of project outcomes. The evaluator may also take other risks into account that may affect sustainability. The overall sustainability is to be assessed using a four-point scale, which includes:

- *Likely (L):* There is little or no risks to sustainability

- *Moderately Likely (ML)*: There are moderate risks to sustainability
- *Moderately Unlikely (MU)*: There are significant risks to sustainability
- *Unlikely (U)*: There are severe risks to sustainability
- *Unable to Assess (UA)*: Unable to assess the expected incidence and magnitude of risks to sustainability

- 3. Obligations After Project Completion:** Grantees are reminded that certain obligations extend beyond the closeout of the grant. These obligations include, but are not limited to, the protection of confidential information acquired during the grant period, reporting of patentable inventions, and the acknowledgment of SPREP support in any publications or presentations related to the grant-funded project.
- 4. Deposition of Assets:** If the SPREP grant resulted in the procurement of assets or property to aid in the completion of the project. The grant agreement needs to outline the requirements for the disposition of such assets after the grant has concluded. Assets must be disposed of in a manner that benefits the SPREP's mission and objectives, either through continued use in aligned activities, proper sale, or transfer as directed by SPREP. The deposition of any assets must be accompanied by a fixed asset transfer letter to ensure proper documentation and accountability for the transfer of ownership.
- 5. Continuing Responsibilities:** Following grant closeout, grantees continue to be responsible for any legal, regulatory, or financial obligations that have arisen during the grant period or as a result of grant-funded activities. Any pending litigations, claims, or negotiations must be reported to the SPREP immediately, and grantees must ensure continued compliance with any relevant laws and regulations.

Section 13: Policy and Procedure Review and Updates

13.1 Schedule and Procedure for Policy Review

To ensure that the Policy remains current, effective, and aligned with SPREP's organisational goals and external regulatory requirements, the Policy will undergo a comprehensive review every three (3) years. This triennial review will be communicated to all staff members and grant recipients to facilitate transparency and allow for adequate preparation and participation.

In addition to the regular three-year review cycle, interim reviews may be conducted as needed to address significant changes in regulatory requirements, organisational goals, or operational challenges. These interim reviews ensure that the Policy remains responsive to evolving circumstances and continues to meet the needs of the organisation and its stakeholders. Any amendments resulting from interim reviews will be promptly communicated to all relevant parties and integrated into the existing Policy framework.

The Policy review process will be overseen by the SPPRD, in conjunction with the Senior Leadership Team. The process will include analysing performance data, compliance records, and gathering feedback from relevant staff, grant recipients, and other stakeholders through surveys, interviews, and focus groups. Information gathered will be used to identify areas of improvement and draft recommendations for revisions. These revisions will be reviewed and approved by the DG before being incorporated into the updated Policy.

The Policy review process is part of SPREP's ongoing commitment to continuous improvement. By regularly assessing and updating the Policy, SPREP aims to enhance its grant-making practices, support effective project implementation, and achieve its mission of environmental protection and community development. Feedback from each review cycle will be used to refine procedures and ensure that the Policy remains robust, relevant, and capable of addressing emerging challenges and opportunities.

13.2 Mechanism for Policy Updates and Amendments

Upon approval of any Policy amendments, SPREP will communicate changes to all affected parties in a timely and clear manner. The updated Policy will be made accessible to all staff and stakeholders through SPREP's intranet and official communication channels. Additionally, training sessions and workshops will be conducted to ensure that everyone is familiar with the new Policy provisions and their roles in implementing them.

Once amendments are made, SPREP will facilitate a smooth transition to the updated Policy. This may involve a phase-in period during which both old and new policies may temporarily be in effect to accommodate ongoing application cycles and grant projects in progress. Comprehensive support and resources will be made available to guide all stakeholders through the changes.

All templates relevant to the SPREP Grant Policy and Procedures Manual are the minimum standard and can be subject to further refinement to align with the specific requirements of grant programmes instituted by SPREP in collaboration with donors. Additionally, any such amendments will be conducted by the SPPRD, in conjunction with the Senior Leadership Team, and under the discretionary authority of the DG.

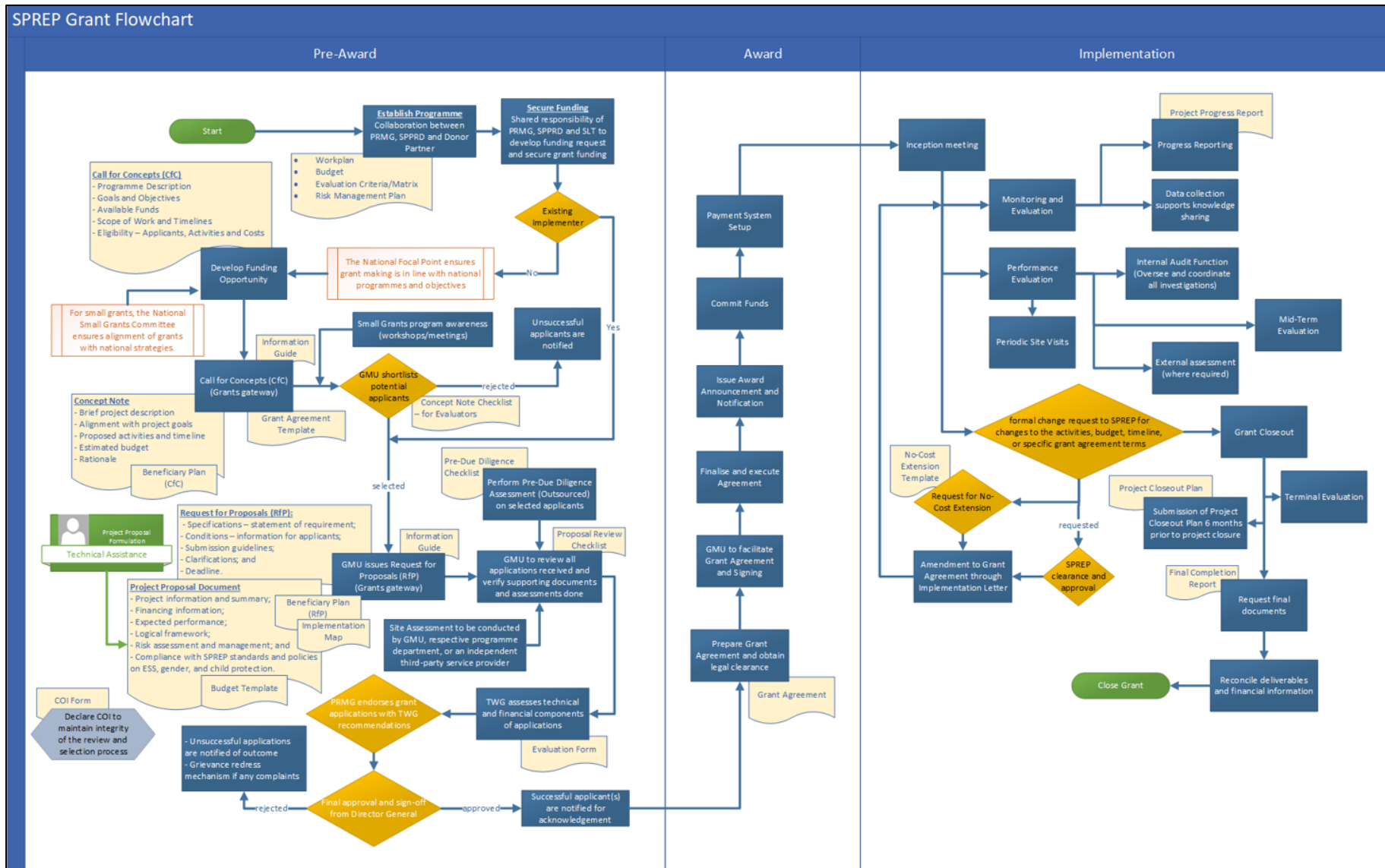
All Policy updates and amendments will be thoroughly documented, with the respective information documented in the *Distribution List and Document Version Control* section of the Policy.

Annex 1: List of Relevant Templates

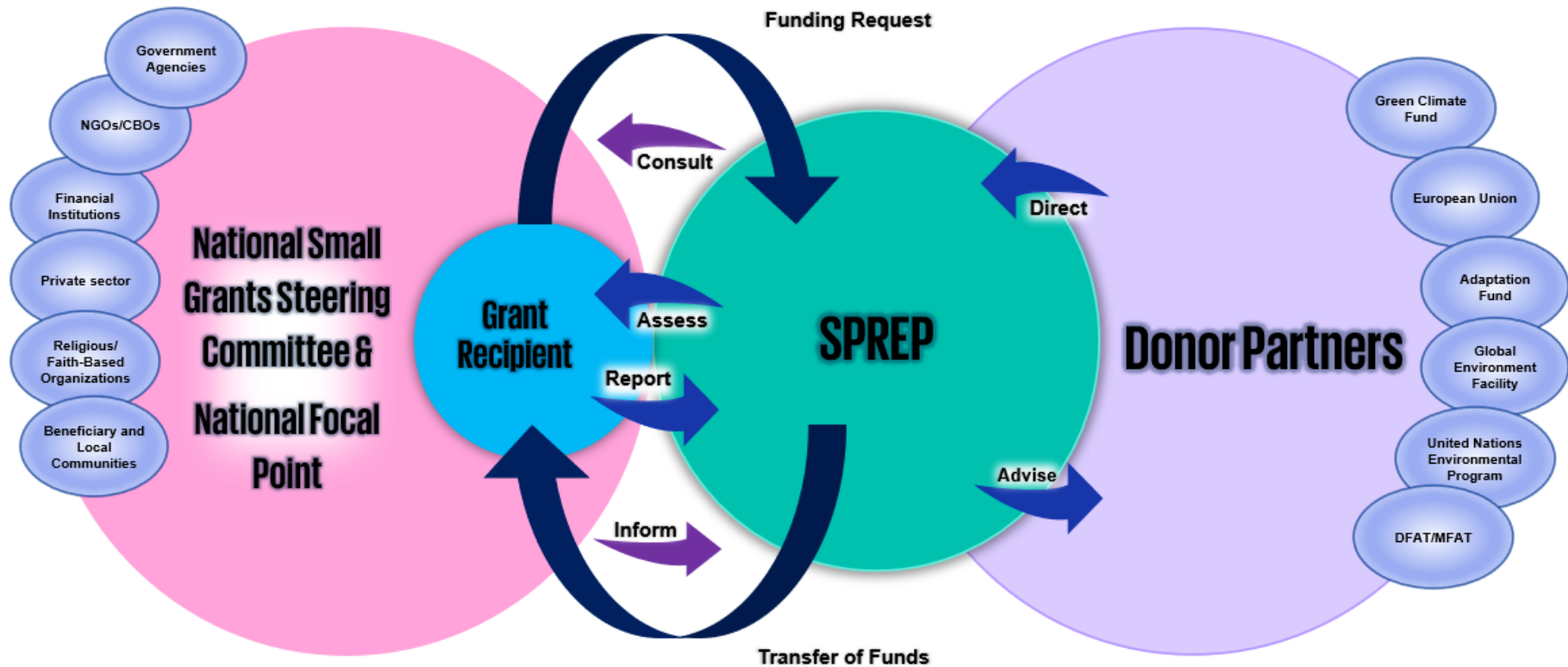
The following list provides an overview of all the relevant templates associated with SPREP's grant functionality. These include:

1. [Beneficiary Plan CfC](#);
2. [Beneficiary Plan RfP](#);
3. [Budget Template](#);
4. [Call for Concepts \(CfC\)](#);
5. [CfC Information Guide](#);
6. [Concept Note Checklist for Evaluators](#);
7. [Conflict of Interest Form](#);
8. [Implementation Map](#);
9. [Grant – Request for Direct Payment](#);
10. [Grant – Request for No Cost Extension](#);
11. [Grant Agreement Auto-Generation](#);
12. [Grant Agreement](#);
13. [Grant Close-Out Plan](#);
14. [Grant Concept Note](#);
15. [Grant Evaluation Form](#);
16. [Grant Final Completion Report](#);
17. Grant Flowchart (Picture);
18. Grant Flowchart (Visio);
19. [Grant Progress Report](#);
20. [Grant Project Proposal Document](#);
21. [Grant Project Proposal Information Guide](#);
22. [Grant Proposal Review Checklist](#);
23. [Implementation Map](#)
24. [Pre-Due Diligence Assessment – Small Grants](#); and
25. [Request for Proposal \(RfP\)](#);

Annex 2: Grant Governance Structure & Workflow



Annex 3: SPREP Stakeholder Structure



Outcomes / Outputs	Budget Categories	Detailed Budget (in USD)					Expenditure Plan (Months)							
		Unit	# of Unit	Unit Cost	Total Budget (per budget category)	Total Budget (per output)	Total Budget (per outcome)	12	24	36	48	60		
Outcome 1 Enabling opportunities to incubate and accelerate innovative adaptation measures.	Output 1.1 Incubation of 20 innovative adaptation measures in climate-sensitive sectors from small and micro enterprises (SMEs), researchers and AF national designated authorities.	Grant to be awarded to 20 incubators	Applicants	20	50,000.00	1,000,000.00	1,139,000.00	3,246,000.00	750,000.00	250,000.00				
		Consultations /in-country workshops	Events	14	1,000.00	14,000.00			10,500.00	3,500.00				
		Launching of the programme	Lumpsum	14	1,500.00	21,000.00			21,000.00					
		Travel costs for the SPREP IE Coordinator (local & international)	Trips	7	5,000.00	35,000.00			15,000.00	10,000.00	10,000.00			
		Due diligence assessment of potential grantees	W/Days	64	500.00	32,000.00			32,000.00					
		Travel costs for due diligence assessments	Trips	7	5,000.00	35,000.00			35,000.00					
		Sundries	lumpsum	1	2,000.00	2,000.00				1,000.00		1,000.00		
	Output 1.2 Accelerating 10 selected incubated innovative adaptation measures for upscaling and replication.	Validation of the 10 to be selected for accelerator phase	Trips	7	5,000.00	35,000.00	2,107,000.00			15,000.00	10,000.00	10,000.00		
		Consultations /in-country workshops	Events	10	2,000.00	20,000.00				10,000.00	8,000.00	2,000.00		
		Grant to be awarded to 10 incubators for the acceleration phase	Applicants	10	200,000.00	2,000,000.00				1,000,000.00	1,000,000.00			
		Travel costs for SPREP IE Coordinator (international & local)	Trips	10	5,000.00	50,000.00				10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Sundaries		Lumpsum	1	2,000.00	2,000.00				1,000.00	1,000.00				
Outcome 1 Totals						3,246,000.00	3,246,000.00	873,500.00	1,300,500.00	1,039,000.00	23,000.00	10,000.00		
Outcome 2 Available resources in technical assistance form for the incubation and acceleration of innovative adaptation measures.	Output 2.1 Strengthened capacity to access small grants programme to finance the incubation and acceleration of innovative adaptation measures.	Technical Assistance /Consultancies for the incubation phase	W/Days	100	500.00	50,000.00	340,000.00	477,000.00	25,000.00	25,000.00				
		Technical Assistance /Consultancies for the Accelerator phase	W/Days	300	500.00	150,000.00				50,000.00	50,000.00	50,000.00		
		Travels for the TA /Consultancies (International & local)	Trips	28	5,000.00	140,000.00				35,000.00	35,000.00	35,000.00	35,000.00	
	Output 2.3 Participating stakeholders (SMEs, researchers & AF-NDAs) taking part in the PCCC innovation hub activities, and are mentored and supported in the monitoring and reporting requirements.	International travels for PSIDS	Trips	10	5,000.00	50,000.00	137,000.00			25,000.00		25,000.00		
		International travels for PCCC innovation hub team	Trips	5	5,000.00	25,000.00				15,000.00		10,000.00		
		Travel costs to provide mentoring & support to PSIDS on M&E, reporting, etc.	# PSIDS	20	3,000.00	60,000.00					60,000.00			
Sundaries	Lumpsum	1	2,000.00	2,000.00						2,000.00				
Outcome 2 Totals						477,000.00	477,000.00	100,000.00	170,000.00	120,000.00	87,000.00	-		
Outcome 3 Enhanced awareness on innovative adaption measures, predicted adverse impacts of climate change, and of appropriate responses.	Output 3.1 Increased learnings and knowledge products on innovative adaptation measures, predicted adverse impacts of climate change, and of appropriate responses published and shared.	Consultant - international	W/Days	600	400.00	240,000.00	466,000.00	466,000.00	50,000.00	50,000.00	50,000.00	50,000.00	40,000.00	
		Travel - International & local	Trips	14	4,000.00	56,000.00				25,000.00		31,000.00		
		Firm/Company	Lumpsum	1	35,000.00	35,000.00				15,000.00		20,000.00		
		Audio visual, Publishing and Printing	Package	2	30,000.00	60,000.00					30,000.00		30,000.00	
		Local Press & Media	Package	14	5,000.00	70,000.00					35,000.00		35,000.00	
		Sundries	Package	5	1,000.00	5,000.00					1,000.00	2,000.00	1,000.00	1,000.00
Outcome 3 Totals						466,000.00	466,000.00	50,000.00	156,000.00	52,000.00	167,000.00	41,000.00		
Total Outcome Budget							4,189,000.00	4,189,000.00	1,023,500.00	1,626,500.00	1,211,000.00	277,000.00	51,000.00	
Programme Execution Costs (PEC) - SPREP IE as part EE too (Coordinator operations)	Office equipment, supplies, etc.	Lumpsum	2	1,500.00	3,000.00	14,360.00	Cap of USD 14,360 as per fee calculation sheet	2,000.00	200.00	300.00	200.00	300.00		
	Corn, internet, etc.	Lumpsum	1	1,360.00	1,360.00				300.00	300.00	300.00	300.00	160.00	
	Audit @ IE level - contribution	Years	5	2,000.00	10,000.00				2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	
Programme Execution costs (PEC) - participating PSIDS as EE	Office equipment, supplies, furniture, etc.	# of PSIDS	10	2,500.00	25,000.00	340,000.00		Cap of USD 340,740 (refer to fee calculation sheet)		20,000.00	5,000.00			
	Communication /internet costs/Utilities	# of PSIDS	10	2,000.00	20,000.00					4,000.00	5,000.00	5,000.00	5,000.00	1,000.00
	Financial Audits @ PSIDS	# of PSIDS	10	4,500.00	45,000.00					9,000.00	12,000.00	12,000.00	12,000.00	
	Coordinator (contribution to)	# of PSIDS	10	25,000.00	250,000.00				62,500.00	62,500.00	62,500.00	62,500.00		
Totals									1,103,300.00	1,728,500.00	1,298,100.00	359,000.00	54,460.00	