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United Nations Development Programme

Project Document

Project title: Eighth Operational Phase of the GEF Small Grants Programme (Part 1) – SGP OP8-Part 1		
Countries: 99 countries (refer to **Annex 2**)	**Implementing Partner (GEF Executing Entity):** UNDP	**Execution Modality***:* Global direct implementation modality (Global DIM)
Contributing Outcome*:* Aligned with **UNDP Strategic Plan (2022-2025)** Output Signature Solution #4 (Environment); contributing to UNDP SP Result 4.1: Natural resources protected and managed to enhance sustainable productivity and livelihoods; and Result 4.2: Public and private investment mechanisms mobilized for biodiversity, water, oceans, and climate solutions.		
UNDP Social and Environmental Screening Category: Moderate	**UNDP Gender Marker:** GEN2	
Quantum Award ID: 1210267	**Quantum Project ID:** 01001602	
UNDP PIMS ID number: 9520	**GEF Project ID number:** 11285	
LPAC meeting date: Expected 29 March 2024		
Latest possible date to submit to GEF: 29 June 2024		
Latest possible CEO endorsement date: 29 December 2024		
Project duration in months: 48		
Planned start date: 01 July 2024	**Planned completion date:** 30 June 2028	
Expected date of Mid-Term Review (MTR) submission to the GEF: 30 September 2026	**Expected date of Terminal evaluation (TE) submission to the GEF:** 30 April 2028	
Expected Operational Closure Date: 31 March 2029 ***Note that Operational Closure must take place within 9 months from the project completion date***.	**Expected Financial Closure Date:** 30 September 2029 ***Note that financial closure must take place within 6 months after operational closure.***	
Brief project description: SGP-OP8 builds on 30 years of successful experience in empowering local CSOs and CBOs in community driven initiatives that have enhanced wellbeing, increased awareness and resilience, and generated global environmental benefits. With economic development pressures intensifying in the developing world and the associated rising inequalities, local communities, particularly vulnerable and disadvantaged groups are becoming increasingly marginalized. The objective of Part 1 of SGP OP8 is to engage local CSOs/CBOs in landscape-seascape approaches across the 99 participating countries, providing them access to knowledge and information, capacitating them through learning-by-doing, skills development, and delivering technical and grant assistance for interventions that enhance socioeconomic conditions and generate global environmental benefits. In line with		

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the GEF-8 SGP Implementation Arrangements Paper, core SGP resources are to be allocated equally among all eligible countries.

The proposed strategy, elaborated through four complementary outcomes, reflects the key features of GEF Small Grants Programme 2.0, including new approaches to support youth, women and Indigenous Peoples, linking up with complementary partnerships, cooperating with the two additional GEF agencies, and leveraging opportunities with other GEF programs. SGP-OP8 will facilitate opportunities for innovation and scaling up, catalyze multi-stakeholder alliances, and leverage dialogue platforms for greater impact.

An important comparative advantage of SGP is the focus on social inclusion and vulnerable groups, including women, Indigenous Peoples, persons with disabilities, the elderly and youth. Expected results under OP8-Part 1 include 225,000 ha of land and ecosystems under restoration, 3,800,000 ha of landscapes under improved practices, 90,000 ha of marine protected areas under improved management, 270,000 ha of marine habitat under improved practices, and 500,000 direct beneficiaries, of whom 250,000 are women.

FINANCING PLAN	
GEF Trust Fund grant	USD 126,186,603
UNDP TRAC resources	N/A
Confirmed cash co-financing to be administered by UNDP	N/A
(1) Total Budget administered by UNDP	**USD 126,186,603**
(2) Total confirmed co-financing to this project not administered by UNDP	**USD 35,000,000**
(3) Grand-Total Project Financing (1)+(2)	**USD 161,186,603**

SIGNATURES

Signature:	**Agreed by UNDP**	**Date/Month/Year:**
DocuSigned by: Nancy Bennet 4EEADA5A5FE9433...	**Nancy Bennet** **Executive Coordinator, a.i.** **Vertical Funds Programming Support, Oversight & Compliance Hub** **UNDP/BPPS**	16-Oct-2024

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

I. TABLE OF CONTENTS

I. Table of Contents 3
II. Development Challenge 6
III. Strategy 11
IV. Results and Partnerships 19
V. Programme Management 36
VI. Programme Results Framework 37
VII. Monitoring and Evaluation (M&E) Plan 43
VIII. Governance and Management Arrangements 55
IX. Financial Planning and Management 63
X. Total Budget and Work Plan 66
XI. Legal Context 73
XII. Risk Management 73
XIII. Mandatory Annexes 77
Annex 1: GEF budget template 77
Annex 2: List of participating countries 77
Annex 3: Multiyear work plan 77
Annex 4: UNDP social and environmental screening report 77
Annex 5: Project risk register 77
Annex 6: Stakeholder engagement plan 77
Annex 7: Environmental and social management framework 77
Annex 8: Gender analysis and gender action plan 77
Annex 9: Procurement plan 77
Annex 10: Terms of reference 77
Annex 11: Additional agreements: co-financing letter 77
Annex 12: GEF-8 Results Measurement Framework worksheet 77
Annex 13: GEF taxonomy 77
Annex 14: UNDP project quality assurance report 77
Annex 15: GEF CEO Endorsement/Approval 77

List of Figures:

Figure 1: Project theory of change 15
Figure 2: Programme Organization Structure 57

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

Abbreviations and Acronyms:

AFOLU	Agriculture, Forestry and Other Land Use
AMR	Annual monitoring report
AWP	Annual work plan
BAU	Business as usual
BD	Biodiversity (GEF focal area)
BPPS NCE	Bureau for Policy and Programme Support, Nature, Climate and Energy
CBA	Community-based Adaptation
CBD	Convention on Biological Diversity
CBO	Community-based organization
CCM	Climate change mitigation (GEF focal area)
COMDEKS	Community Development and Knowledge Management for the Satoyama Initiative
CPMT	Central Programme Management Team
CPS	Country Programme Strategy
CSO	Civil society organization
CSR	Corporate social responsibility
DIM	Direct Implementation Modality
DOA	Delegation of authority
ESMF	Environmental and social management framework
FAO	Food and Agriculture Organization of the United Nations
FPIC	Free, prior and informed consent
FSP	Full-sized project
GBF	(Kunming-Montreal) Global Biodiversity Framework
GBFF	Global Biodiversity Framework Fund
GEF	Global Environment Facility
GEF SEC	GEF Secretariat
GEF TF	GEF Trust Fund
GEF STAP	GEF Scientific and Technical Advisory Panel
GHG	Greenhouse gas
GRM	Grievance Redress Mechanism
ha	Hectare
HACT	Harmonized Approach to Cash Transfers
ICCA	Indigenous Peoples and Community Conserved Territories and Areas
ICCA GSI	Global ICCA Support Initiative
KBA	Key biodiversity area
KM	Knowledge management
LD	Land degradation (GEF focal area)
LNOB	Leaving No-One Behind
M&E	Monitoring and evaluation
MEA	Multilateral environmental agreement
METT	Management Effectiveness Tracking Tool
MoA / MoU	Memorandum of Agreement / Memorandum of Understanding
MPA	Marine protected area
MPS	Mountain Partnership Secretariat
MTR	Mid-term review
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Coordinator
NDC	Nationally Determined Contribution
NGO	Non-governmental organization

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

NSC	National Steering Committee
OECMs	Other effective area-based conservation measures
OFP	Operational Focal Point (GEF)
PA	Programme Assistant
PCAT	Partner Capacity Assessment Tool
PIF	Project Identification Form
PIMS	Project information management system
PIR	Project implementation report (GEF)
PMC	Project management cost
POPP	Programme and operations policies and procedures
PoWPA	Programme of Work on Protected Areas
PPP	Public-private partnership
PWD	Persons with disabilities
RTA	Regional Technical Advisor
SDG	Sustainable Development Goal
SEA	Sexual exploitation and abuse
SECU	Social and Environmental Compliance Unit (UNDP)
SEPLS	Socio-Ecological Production Landscapes and Seascapes
SES	Social and environmental standards (UNDP)
SESP	Social and environmental screening procedure (UNDP)
SGP	Small Grants Programme
SIDS	Small Island Developing States
STAP	Scientific and Technical Advisory Panel (GEF)
TBD	To be determined
TBWP	Total Budget and Work Plan
TE	Terminal evaluation
TOR	Terms of reference
UNDP	United Nations Development Programme
UNGA	United Nations General Assembly
USD	United States dollar
VF	Vertical Fund

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

II. DEVELOPMENT CHALLENGE

Global Environmental Problem:

1. Humanity faces an integrated, multi-faceted planetary emergency of interrelated trends in biodiversity loss, climate change, land and water pollution, and ecosystem degradation. The health of the planet's biodiversity and ecosystems – including agro-ecosystems - has been steadily declining over the past century, with accelerating losses in forest cover, coral reefs, mangroves, wetlands, soils, and water resources, among others. The ecosystem functions that provide the services sustaining human societies and economies are being rapidly eroded, endangering food and water security and threatening the wellbeing and resilience of billions of vulnerable urban and rural inhabitants. At the same time, the loss of ecosystem services underlies insecurity and conflict and impacts disadvantaged populations more severely, exacerbating inequality and driving involuntary migration to cities and abroad.

2. This dynamic is intensified by the impacts of climate change on rainfall, temperatures, drought, sea level rise, species distributions, habitat stability, and other factors. Poor rural and urban populations are particularly vulnerable to climate change from their reliance on schemes of production, housing, energy, transportation and other systems that are susceptible to increasing climate risk from more variable rainfall, increasing temperatures, rising sea level, and drought, among other things. At the same time, the world is experiencing unprecedented and rising inequality with accompanying disparities in health and wellbeing.

Threats and Root Causes:

3. ***While this planetary emergency is global, its impacts are experienced locally***, with rural communities facing some of the largest threats from ecosystem degradation, biodiversity loss, and climate change, especially the more than two billion people who depend on agriculture, grasslands, fisheries and forests for their livelihoods. Poor and marginalized urban communities, as well, face increasing temperatures and lack of heat-reducing green landscaping or appropriate cooling technologies; pervasive pollution from motorized transport, plastic waste, and harmful chemicals; insufficient access to adequate clean water or dependable energy for cooking, lighting, heating or cooling; and increased disaster risk from extreme climate-driven rainfall events resulting in flooding, landslides, power outages and other effects. Rising inequality increases the vulnerability of disadvantaged groups in this context and decreases their ability to cope and recover. All these impacts are disproportionately borne by women, youth and children, the elderly, persons with disabilities, and ethnic, racial, LGBTQ, and other minorities.

Baseline scenario:

4. *Nevertheless, civil society and community-based organizations, particularly those of local communities and Indigenous Peoples, have not been passive in the face of these trends nor have they been inactive in addressing obstacles to the exercise of their rights and agency.* Worldwide, there are thousands, if not tens of thousands, of civil society organizations (CSOs) and community-based organizations (CBOs), including women and youth, Indigenous Peoples, and other vulnerable groups, who have organized to address increasing ecological degradation of the landscapes and seascapes where they live and work and the rising vulnerability of their societies, cities, homes, and production systems. These organizations include a variety of formal and non-formal groupings: traditional community groups, producers' cooperatives and associations, women's organizations, neighborhood improvement associations, worker and artisan unions, and a multitude of others. The 2030 Sustainable Development Goals, UNDP's Strategic Plan 2022 – 2025 and the GEF-8 Strategy and Programming Directions recognize the vital importance of CSOs/CBOs participating and working in partnership with local governments and private entrepreneurs, to address challenges facing their communities, leading to sustainable development at the landscape-seascape scale, enhancement of wellbeing and generation of global environment benefits.

5. ***While the impacts of the global emergency are felt locally, the solution*** - to the loss of biodiversity and ecosystem function, declining water quality and availability, increasing climate vulnerability, mounting plastic and other pollution and other trends - ***is also found locally***. CSOs/CBOs are highly motivated to act to address the drivers

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

and impacts of global environmental degradation as they relate to the resilience and productivity of the urban and rural landscapes where they live and work. They contribute with awareness raising and campaigning, as well as developing and piloting production innovations, testing consumer marketing, strengthening their organizational planning and management capacities, demonstrating applications of new technologies, and other activities. These organizations provide an engine for social capital formation, actively pursuing increased membership, exchanging knowledge and experience peer-to-peer, holding public events to engage and advocate, and exercising needed pressure on their peers to comply with social norms that enhance global environmental benefits and socio-ecological resilience.

6. CSOs/CBOs have considerable strengths, especially their commitment and accountability to their communities and landscapes-seascapes, as well as their ability to be flexible, nimble, and adapt to change. However, as described below they face *substantial obstacles to undertaking concerted, collective action for sustainable development*, including financial, organizational, informational, technical and political constraints.

- CSOs/CBOs suffer from generally poor financing and are more often reliant on sweat equity, external donors and member financial contributions.
- Weak or unpredictable finance impedes their abilities to strengthen their capacities to become more effective and more equitable organizations and thus weakens their full participation as partners and allies in conserving biodiversity, enhancing ecosystem function and mitigating and building resilience to climate change in the landscapes-seascapes where they live and work.
- CSOs/CBOs may be poorly organized and networked and unable to participate constructively and effectively in policy dialogues and debates in partnership with local governments and micro, small, and medium-sized enterprises (MSMEs) in decisions affecting their sustainable development.
- CSOs/CBOs often lack access to credit, investment opportunities or the grant and non-grant funding mechanisms necessary to innovate without crippling risk.
- CSOs/CBOs may have limited access to equitable markets, due to inadequate and inefficient distribution and production services.
- Since some leaders/members of CSOs/CBOs are not registered, they struggle to register their own CSOs/CBOs in a country of operation and to open bank accounts to receive grants to finance its activities.
- CSOs'/CBOs' organizational capacities may be weak without the tools and experience required for transparent, democratic and visionary collective action in their communities and with other communities across their shared landscapes-seascapes.
- CSOs'/CBOs' technical capacities to adopt or adapt new, more sustainable practices may be poor, and their access to accurate information, including digital solutions and tools, may be weak and insufficient.
- CSOs/CBOs often lack access to meaningfully participate in local, regional and global governance and natural resource management initiatives.
- Many Indigenous Peoples and local communities (IPs and LCs), which make up the primary CSO/CBO direct beneficiaries of the SGP are often situated in remote and isolated locations which makes accessing information and resources challenging.
- Information on access to capacity building and grant funding opportunities is often unavailable in local languages.

7. At the local level, in both rural and urban landscapes-seascapes, technical ***expertise and know-how*** is found to transform policy into concrete action on the ground, and to feed the lessons of effective local action back to sustainable development policy. At this level, the closest ***interactions between government, civil society and the private sector*** are found to realize true whole-of-society approaches, where these local level actors can engage collectively in impact-oriented action. Strengthening and promoting multi-stakeholder local action ensures a more effective response to the planetary crisis, particularly including climate-vulnerable and marginalized populations (e.g., Indigenous Peoples, women, youth, elderly, persons with disabilities). CSOs/CBOs are important sources of influence based on trust and peer-to-peer interactions, and they can play a decisive role in galvanizing collective

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

action, raising awareness, advocating policy reforms, and generating multi-stakeholder collaboration in developing and implementing innovative approaches to effective action.

8. The need to ***support locally owned priorities through decentralized finance and decision making*** is central to effective and efficient implementation of sustainable development and environmental policies and programs. Locally-led action means local actors have ***individual and collective agency*** over defining, prioritizing, designing, implementing, monitoring and evaluating their chosen initiatives. This includes ecosystem restoration, climate resilient and biodiversity-friendly integrated agriculture and food systems and production, water resource management, sustainable and resilient livelihoods, and other locally defined priorities, as well as climate mitigation options regarding energy and water use efficiency, urban greening, renewable energy applications, clean fuel transport, and other locally supported possibilities and innovations.

9. CSOs/CBOs should also be empowered to design, implement and deliver ***their own innovative solutions*** – technologies, practices, systems - so that interventions respect cultural practices and traditional knowledge, are contextually fit-for-purpose, and become a central part of everyday lives and local enterprises and institutions. Because of their profound knowledge from immersion in the socio-ecological context, CSOs/CBOs have developed and continue to develop innovations in practices, systems and technologies; for example, in access to energy, pest control, soil, water and species conservation practices, plant breeding, post-harvest processing, sustainable economic alternatives and other areas of resource use. However, local innovation is rarely supported, and the cultural values and biodiversity that sustain it are eroding.

10. Locally-led action builds on ***traditional knowledge*** to increase effectiveness and the feeling of ownership of sustainable development outcomes, including those generating global environmental benefits and climate resilience. It is crucial to support locally-led ***approaches that support indigenous governance and management systems and traditional knowledge.*** Participatory vulnerability analysis of local socio-ecological landscapes-seascapes, including agro-ecosystems and use of indigenous crop species for agriculture and improved food security based on traditional knowledge, is an important process that empowers local actors. In coastal areas, similar approaches might be used by groups with traditional knowledge to identify more robust approaches in reducing erosion, stabilizing shorelines, protecting fisheries and sustainably using other coastal and marine resources.

11. Locally-led action requires ***equitable governance*** that recognizes and respects the human and resource rights of local communities and people in rural and urban landscapes-seascapes directly experiencing environmental degradation and the impacts of the climate change, as well as the local institutions and organizations (including civil society organizations, production federations, micro, small and medium enterprises and others) representing and supporting them. A central tenet of locally-led action is *multi-stakeholder governance over action* wherever possible. This enables local actors to consider multiple perspectives, working collaboratively to resolve trade-offs and combine valuable local, intergenerational, indigenous, traditional and cultural knowledge with scientific and technical knowledge.

12. To act effectively to meet the challenges of global environmental degradation, local actors must be capable and unconstrained in collectively exercising agency by making their own decisions; they must have ready access to consistent and reliable technical expertise, training, knowledge and information vital to managing the risks of innovating and sustaining solutions to these challenges, as well as "patient and permissive" financing, in particular, grant financing, which can also be used to reduce or leverage non-grant financing.

13. The organizational and civic capacities of CSOs/CBOs are strengthened through learning-by-doing, their increasing sense of responsibility and ownership, and their firm commitment to landscape management goals and decisions. Decision making bodies – to be respected - must be representative and inclusive; this means that overcoming structural inequalities faced by different groups and populations living and working in the landscape-seascape must be a central goal of landscape-seascape governance to ensure effective resource management to enhance resilience.

Barriers hindering effective and collective action by CSOs/CBOs:

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

14. Local actors at landscape-seascape level – government, private sector and civil society – often act separately and at times at cross-purposes. By coming together around a jointly developed, shared programme of action across the landscape-seascape (catchment, valley, coastal zone, small island, etc.), local actors can act more effectively and efficiently, ensure compliance with agreed norms and standards, exchange information and knowledge and ensure transparency and accountability of decision-making and governance. Local government institutions can be strengthened by consistent, direct and frequent interactions with civil society and private sector actors within a flexible landscape-seascape governance framework that prizes participation, learning, joint programming and partnership building. This inclusive, representative governance platform also becomes a venue for analysis and discussion of risks and uncertainties, identification and prioritization of outcomes, assessment of potential solutions or responses, and strategy development and programming for collective action and investment.

15. For locally-led actions to achieve sustainable development goals and generation of global environmental benefits, such initiatives must be ***urgently scaled-out*** in rural and urban landscapes-seascapes across the world. Mobilizing stronger investment and technical assistance for locally-led actions – where finance and decision-making power should reside to meet local priorities, needs, interests, rights, and implementation, in reflection of NDCs, NBSAPs, NAPs and other commitments – is a key priority for UNDP and the GEF. Although considerable collective action can be and is carried out using local level resources, including cash and sweat equity, the requirements of effective, long-lasting climate-adaptive sustainable development *at scale* almost certainly require greater volumes of finance, particularly in the context of increasing climate vulnerability. By developing ***joint, consensus-based landscape-seascape level programmes of locally-led action***, CSOs/CBOs can engage and deploy their resources more effectively, develop partnerships with outside investors and lenders, and sequence or blend funding, as needed.

16. While organizations from local communities, urban neighborhoods, smallholders, Indigenous Peoples and others may be fiercely committed to locally led sustainable development, they typically face a variety of obstacles in realizing their capacities and carrying out the activities required to achieve the sustainability, resilience and global environmental benefits of the landscapes where they live and work. These barriers are described as follow:

- ***Landscape-seascape level governance mechanisms are not in place*** to enable local actors to substantially engage in and influence decision making, which can further distance them from accessing funding, enhance elite capture, and increase marginalization; lack of governance mechanisms results in ***weak coordination among local actors at landscape-seascape levels*** to manage resources for resilience and the global environment, to advocate policy reforms or to attract investment; weak local representative participation in landscape-seascape governance does little to strengthen transparency and accountability of decision making and governance; although the most vulnerable to environmental degradation, women, youth, children, persons with disabilities, people who are displaced, Indigenous peoples and marginalized ethnic groups are under-represented in decision making and governance at local levels. For Indigenous Peoples, lack of respect on their rights, specifically Free, Prior, Informed Consent (FPIC) as stated in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) often leads to the absence of equitable governance and effective management of natural resources in their territories. This in turn leads to environmental degradation from extractive industries and other sectoral initiatives within and outside Indigenous Peoples' lands.
- Despite the need for collective action to build socio-ecological resilience at landscape-seascape levels, CSOs/CBOs have ***limited consensus-based vision or collaborative plan*** that identifies and prioritizes financing and action to address global environmental degradation and climate change adaptation and mitigation, nor engages partners in providing grant and non-grant financing to local actors. There is also limited explicit learning and knowledge generation efforts to sustain adaptive management of land and resources and landscape-seascape governance.
- Local CSOs/CBOs have difficulties to plan and manage landscape-seascape resources or climate risks in rural and urban landscapes-seascapes due to ***lack of ready access to timely, actionable, user-friendly information and knowledge***; local actors require early warning of climate-induced extreme weather or other risks but may be the least informed or connected.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

- ***Local CSOs/CBOs often lack the technical skills to identify and implement practices*** and techniques that optimize ecosystem functions in production and protected rural and urban landscapes-seascapes, underlying the water provisioning, disaster reduction and other ecosystem services that support socio-ecological resilience. Where traditional knowledge is accessible, it is sometimes undervalued by or lost to younger generations.
- The necessary ***organizational, analytical, financial, planning and management capacities of civil society and producers' organizations*** to improve productivity, optimize ecosystem services, maximize socio-ecological resilience and efficient and renewable energy access and adoption, are weak or absent in many rural and urban landscapes-seascapes.
- ***Funding for locally-led landscape-seascape management plans is scarce*** and, where it is available, it is insufficient to meet the tangible manifestations of global environmental degradation and climate change effectively, tending to be project-based, ad hoc and bound within short time frames.
- ***Local producers' organizations are unable to access credit*** in rural and urban landscapes-seascapes because of the perception of the *financial risks* involved. Private sector engagement with resilient production, processing and commercialization, and clean, efficient and renewable energy solutions is limited due to the financial risk of working with local producers, lack of value chain coordination, and difficulties in collaboration with producers' organizations in terms of volumes, quality and timeliness of production;
- ***Insufficient access to digital connectivity, technology, literacy and capacity*** by local actors including private sector, youth entrepreneurs, women and communities, limit the uptake and scaling benefits of modern digitalization.

Consistency with national priorities and regional and international conventions:

17. The stakeholder consultations conducted during the OP8 preparation phase (see **Annex 6**) confirmed that the OP8 country programme strategies will be aligned with national priorities. In each of the participating countries, the SGP will facilitate close linkages and synergies with multilateral environmental agreements and related policies and strategies such as National Biodiversity Strategy and Action Plan (NBSAP), National Adaptation Plan (NAP), Nationally Determined Contributions (NDCs), and others, all of which emphasize the importance of engaging wider stakeholders, including civil society, Indigenous Peoples and local communities, women, and marginalized populations, to achieve the national priorities outlined in Nationally Determined Contributions (NDCs), National Biodiversity Strategies and Action Plans (NBSAP), National Adaptation Plans (NAPs), Sustainable Development Goals (SDGs), etc. With respect to management of chemicals and wastes, the Stockholm and the Minamata Conventions are also increasingly recognizing the role of civil society in addressing their challenges and have been closely working with the SGP to reach out to the local and community level.

Relevance to Sustainable Development Goals (SDGs):

18. The project is relevant to the Sustainable Development Goals (SDGs), most notably SDG 14 (Life Below Water), SDG 15 (Life on land) and SDG 1 (No Poverty), SDG 5 (Gender Equality), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), SGP 16 (Peace, Justice and Strong Institutions), and SDG 17 (Partnerships for the Goals).

Relevance to the UNDP Strategic Plan 2022-2025:

19. The expected project results will also contribute towards achievement of the **UNDP Strategic Plan (2022-2025),** namely Output Signature Solution #4 (Environment); contributing to UNDP SP Result 4.1: "Natural resources protected and managed to enhance sustainable productivity and livelihoods"; and Result 4.2: "Public and private investment mechanisms mobilized for biodiversity, water, oceans, and climate solutions". Under the Integrated results and resources framework (IRRF) of the UNDP Strategic Plan, the project will contribute towards Indicator 4.1.1 ("Number of people directly benefitting from initiatives to protect nature and promote sustainable use of

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

resources"), Indicator 4.1.2 (Natural resources that are managed under a sustainable use, conservation, access, and benefit-sharing regime) and Indicator 4.2.1 ("Number of people directly benefitting from mechanisms for biodiversity, water, oceans, and climate solutions funded by public and/or private sector resources"). The SGP OP8-Part 1 strategy was also developed according to the "Leaving No One Behind" framework, a core principle of the SGP.

III. STRATEGY

Proposed Alternative Scenario:

20. The proposed GEF alternative to overcoming the barriers hindering achievement of sustainable development, socio-ecological resilience and global environmental benefits in project landscapes-seascapes is predicated on a participatory and integrated adaptive landscape-seascape management approach, as outlined in the project theory of change in the figure below. The landscape-seascape management programme in each country will be constituted by locally identified initiatives consonant with the Strategic Initiatives described in the GEF-8 *Strategic Positioning and Programming Directions* and the GEF *Small Grants Programme 2.0 Implementation Arrangements for GEF-8*. As such, "[d]uring GEF-8, as an overarching strategy, SGP would continue to adopt and strengthen its Landscape and Seascape Approach that focuses its programming on globally recognized priority landscapes and seascapes" and "[u]nder the Landscape and Seascape Approach, SGP proposes to strengthen, and refine and integrate the following strategic programs and cross-cutting initiatives":

(i) Community-based management of threatened ecosystems and species,
(ii) Sustainable agriculture and fisheries, and food security,
(iii) Low-carbon energy access and co-benefits,
(iv) Local to global coalitions for chemicals and waste management, and
(v) Catalyzing sustainable urban solutions.

GEF-8 Small Grants Programme: Landscapes-Seascapes for Sustainability, Resilience and the Global Environment

21. The UNDP-implemented GEF Small Grants Programme, OP8-Part 1 builds on 30 years of successful support to local CSOs/CBOs to generate global environmental benefits by innovating their production practices, recovering, applying and combining traditional socio-ecological knowledge, applying new resource-efficient technologies, innovating alternative sustainable development activities, establishing and strengthening organizational networks, identifying and advocating potential policy inputs, and sharing knowledge and experience across communities and organizations. As such, SGP in GEF-8 will adopt a strategic approach focusing on supporting CSOs/CBOs to enhance the sustainability, resilience and global environmental assets of their landscapes-seascapes.

22. The participating countries in SGP OP8-Part 1 that have provided Letters of Endorsement and Letters of Interest during the PIF stage (a list of the participating countries is provided in **Annex 2**). **These countries have expressed an interest in continuing the implementation of SGP with UNDP's support during OP8, and to be included in the first tranche (Part 1). In line with the GEF-8 SGP Implementation Arrangement Paper, core SGP resources are to be allocated equally among all eligible countries participating in Part 1 and 2**.

23. The strategic approach is underpinned by the following supposition. ***If*** local CSOs/CBOs in landscapes-seascapes around the world can access grant financing and technical assistance, including capacity development and knowledge sharing, ***they can then*** maintain and enhance their socio-ecological resilience, well-being and socio-economic conditions for global environmental benefits, ***because they will be able to*** design, finance and implement landscape management programmes that can be scaled up and replicated, generating sustainability, resilience and global environmental benefits.

24. **SGP OP8-Part 1 will finance and support the design and implementation of participatory, multi-stakeholder *landscape-seascape approaches* consisting of locally-led, synergistic initiatives producing global**

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

environmental benefits and improved livelihoods, planned, developed and coordinated by local CSOs/CBOs, *particularly those representing marginalized and vulnerable groups, including women, Indigenous Peoples, persons with disabilities, elderly and the youth.* *SGP OP8-Part 1* will support the SGP Country Programme in each participating country to identify one or more eligible landscapes-seascapes based on national priorities espoused in NDCs, NAPAs, NBSAPs and other policies and work with the corresponding local actors to identify socio-ecological vulnerabilities (including threats to biodiversity, water, land, etc.), set priorities, and identify potential solutions, as part of a strategy for Inclusive *Landscapes-Seascapes for Sustainability, Resilience and the Global Environment.* These strategies will emphasize inclusion of the most vulnerable populations under a Leave No One Behind (LNOB) principle and approach under the SDGs. These actors will come together in *multi-stakeholder landscape-seascape governance platforms* for analysis and decision making with technical assistance from appropriate experts and institutions.

25. Among other things, the programme will significantly increase access to land and resource management information to inform decision-making; expand knowledge about and enable access to sustainable technologies; strengthen capacity for multi-stakeholder governance and participatory decision-making among local CSOs/CBOs, in collaboration with governments and private entrepreneurs, and for implementation of resultant policy in an integrated, systemic and sustainable manner; strengthen CSO/CBO technical capacities, e.g., on initiative design and financial planning to de-risk investments in rural and urban landscape-seascape management; and strengthen the sustainability of local economic alternatives and innovations overall.

26. Critical benefits will accrue in biodiversity conservation, sustainable natural resource management, climate mitigation and adaptation, multi-stakeholder governance, poverty reduction, waste management, energy access, water security, access and management, human health, gender equality, and others. Through SGP OP8-Part 1, accrual of these benefits will be enhanced by projects serving as "incubators" of innovation, with the potential for broader replication of successful approaches through larger projects and programmes supported by the GEF and/or other partners. SGP OP8-Part 1 focuses on promoting strategic and results-based investments at the local level in alignment with the GEF's proposed focal area investments and Integrated Programs.

27. For more than three decades, SGP interventions have focused on building and harnessing local community-group action to catalyze broader and sustainable environmental change. This offering is dominant across SGP portfolio and focuses on the inherent power of a motivated group to propel momentum and serve as an agent of change. Such community-group action is an informal 'coming together' between a plurality of individual(s) and/ or organizations in the community based on a shared collective conviction and position.

28. In the development of the country programme strategies and the landscape-seascape strategies, local CSOs/CBOs will identify priorities for sustainable development, resilience and the global environment and select specific initiatives for grant financing. These initiatives will be assessed by the SGP National Steering Committee in each participating country for quality and viability, as well as alignment with the GEF-8 *Strategic Positioning and Programming Directions* and the GEF *Small Grants Programme 2.0 Implementation Arrangements for GEF-8.* Initiatives will also be encouraged, as appropriate, for their potential to complement Integrated Programs and their support to and delivery of localized Sustainable Development Goals (SDGs). The priorities and strategic approaches and cross-cutting initiatives mentioned above will steer SGP OP8-Part 1 grant making at the landscape-seascape levels and build on SGP's experience and achievements. SGP grant making will be further guided by the following cross-cutting priorities:

- **Increasing opportunities for local innovations and scaling up**. The SGP OP8-Part 1 strategy is predicated on facilitating collaboration among multiple stakeholders in the target landscapes-seascapes. Multi-stakeholder governance platforms will be established, or existing platforms will be strengthened to increase inclusion of community-based actors. Recognizing the important role of MSMEs in sustaining grant initiatives, the SGP OP8-Part 1 strategy includes capacity building for such enterprises. Implementation of the programme will also build upon other lessons gained from earlier operational phases, facilitated by experienced National Steering Committees and National Coordinators. UNDP Country Offices and Regional Bureaux are well positioned to link SGP initiatives with complementary GEF-financed projects and integrated and impact programs, as well as other donor funded projects.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

- **Enhancing approaches to strengthen social inclusion**. In accordance with the principle of "leave no one behind", SGP OP8-Part 1 has a concerted emphasis on social inclusion, facilitating involvement of marginalized and vulnerable groups in participating in landscape-seascape planning, in being a part of the multi-stakeholder governance platforms, and benefitting through capacity building and grant assistance by implementing initiatives that enhance their well-being, as well as generating global environmental benefits. Under Component 2 there is a dedicated output focused on advancing gender equality and women's empowerment objectives. As with previous operational phases, inclusion of Indigenous Peoples residing in the target landscapes-seascapes will be an important strategic objective. In order to ensure full integration, indigenous peoples and other remote and marginalized communities need to be granted the legal identity by registering their existence in front of the law, and the organizations of indigenous peoples need to be registered in the country of operation. Indigenous and remote populations groups will then be able to design and implement initiatives based on their own priorities, and free, prior and informed consent will be obtained prior to the development of the landscape-seascape strategies.
- **Concerted focus on youth and youth initiatives**. The SGP OP8-Part 1 strategy also includes a concerted focus on engagement of youth and youth-led initiatives. Youth empowerment and knowledge have the potential to spark transformational change, as young people become more and more engaged in sustainable development priorities, they are often leading global debates across digital platforms and are fully integrated in the digital economy. Over the last decade, youth has increasingly become an important target group of the SGP as they are key stakeholders for current and future environment and sustainable development. SGP recognizes that active engagement of youth is vital to address the interlinked planetary crises and recognizes young people as the primary stakeholders, as well as future leaders and agents of change for sustainable development. The share of SGP projects with youth participation and led by youth tracked since 2015 grew to over 40%. To facilitate mainstreaming of youth empowerment, the majority (74%) of SGP countries appointed a Youth Focal Point to their National Steering Committees. Further, to become innovators and positive agents of change, young people need the right tools and knowledge. Building on the impactful experience of its dedicated innovation program, SGP will continue to invest in the capacity of youth, particularly the skills necessary for participation in the emerging green economy. The SGP OP8-Part 1 youth approach will be realized through systematic piloting in participating countries. Interventions will include direct project level investments in priority landscapes-seascapes and will include both working with youth as individuals and as organizations/ networks/ councils tackling global environmental issues.
- **Leveraging private sector and business-oriented approaches**. Private sector engagement will be facilitated through implementation of the integrated, landscape-seascape approach in the participating countries. Private sector companies and associations will be invited to join the multi-stakeholder governance platforms, providing partnership opportunities with local CSOs/CBOs. Considering that many of the grant initiatives have a strong livelihoods dimension, private sector engagement will be important in enhancing sustainability of project results, through insertion of local producers into green value chains, delivery of capacity building on marketing and quality control, and access to financing opportunities.

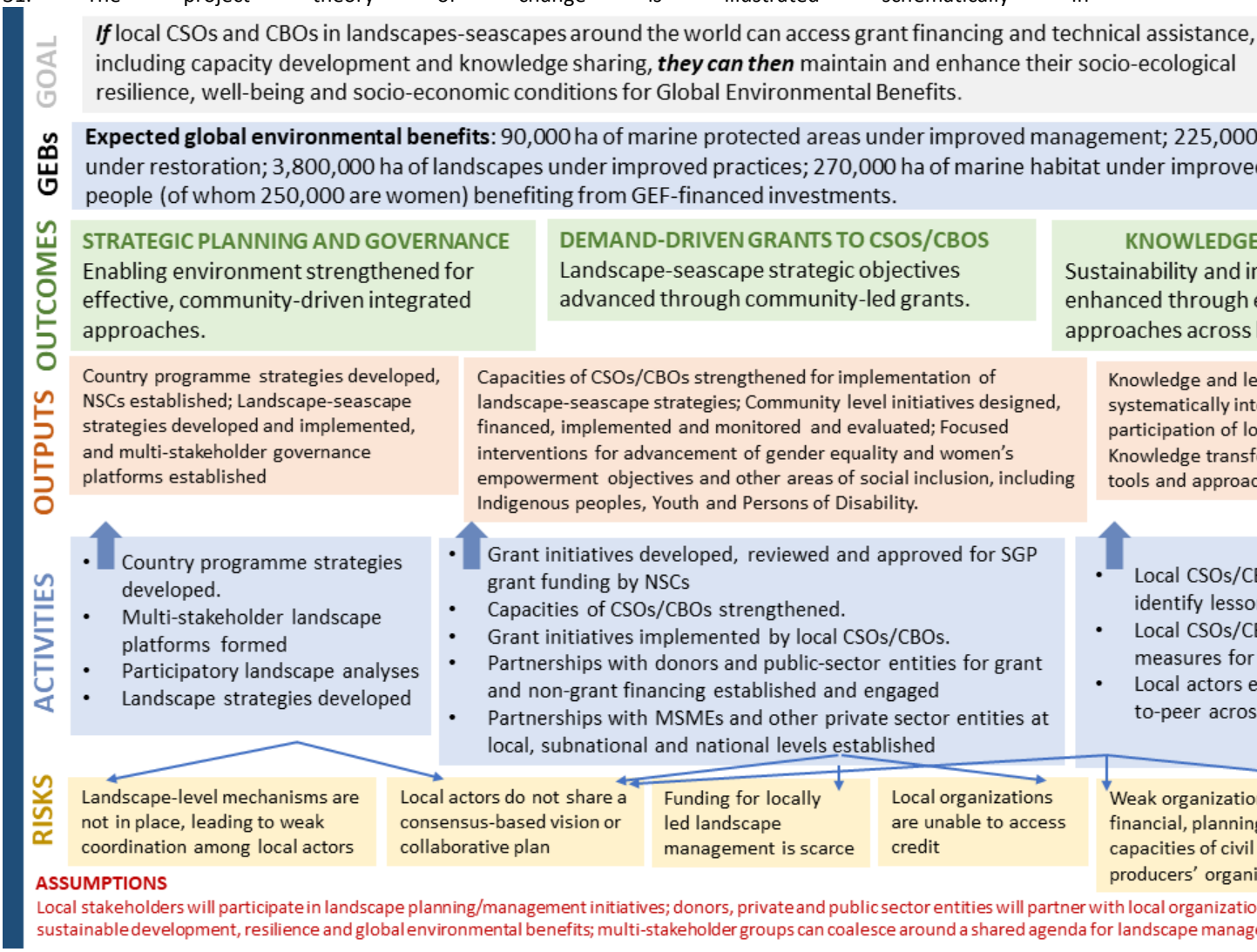
29. Financing and implementation of locally-led strategies for *Landscape-Seascape Sustainability, Resilience and the Global Environment* will provide a governance framework and strategic planning mechanism for further investment to achieve the SDGs at local level. The process of strategy preparation will permit local CSOs/CBOs to also identify and prioritize SDG-related needs and aspirations at the same time and integrate them with other sustainable development priorities, and potentially develop a more comprehensive SDG investment framework accessible to a broader array of private, institutional and governmental investors for investment in health, education, energy, governance, institutional strengthening, gender equity and/or other SDGs.

30. For landscape-seascape level CSOs/CBOs in each participating country to be supported in their efforts to achieve the above, ***SGP OP8-Part 1 will provide grant financing (and support local CSOs/CBOs to access non-grant finance, where possible), technical assistance and capacity development, and access to knowledge and information through peer-to-peer learning and south-south exchanges using digital and other means.***

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

Theory of Change

31. The project theory of change is illustrated schematically in



32. Figure 1, reflecting progress across three causal pathways towards achievement of the envisaged outcomes and generation of global environmental benefits. The global environmental crisis – biodiversity loss, ecosystem degradation, pollution (plastics, POPs, chemicals, mercury), climate change – is the aggregate result of myriad individual decisions by millions of people in the rural and urban landscapes-seascapes where they live and work, motivated by a wide variety of incentives and disincentives – social, economic, political, etc. For hundreds of millions of people in both rural and urban landscapes-seascapes the impacts of global environmental degradation are tangible at the local level in eroded lands, loss of plant genetic resources for food and agriculture, disappearing wetland, grassland and forest habitats and their species, deteriorating water resources, diminished agricultural and livestock yields and productivity, declining fish stocks, worsening pollution, higher temperatures, more variable rainfall, etc. These impacts are enhanced or diminished by the everyday decisions of local actors driven by their desires to meet their needs for food and water security, as well as to generate income from farming, livestock, and/or fishing products sold in local, national and other markets.

33. The people most vulnerable to global environmental degradation and climate change are not unaware of or passive in the face of the global crisis. Local communities, smallholder farmer organizations, Indigenous Peoples, neighborhood improvement groups, and non-governmental or civil society organizations of all kinds have organized

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to address the tangible impacts of environmental degradation at local and landscape-seascape levels. These voluntary, non-profit organizations are formed by committed individuals who have banded together to achieve impact through collective action. Collective action is essential to reach the scale of impact needed to fully address global environmental degradation, however, it must be organized and directed to achieve objectives consonant with ecosystem function and services i.e., across catchments, watersheds, landscapes and the global environmental assets that sustain them (biodiversity, soils, water, carbon, etc.).

34. Changes to individual behaviour is a decisive goal, and strategically, collective action provides the means to catalyze and sustain these changes through peer-to-peer pressure and knowledge exchange, group policy advocacy and awareness raising campaigns, economies of scale in procurement of key production or service inputs or sale of sustainably produced goods and services, and effective management of public goods such as ecological restoration of communal lands, urban greening, non-motorized transport (e.g., bike lanes). For SGP, knowledge, attitudes, practices, social and cultural norms and conventions are collectively considered social and behaviour change interventions working at individual, organizational and community levels. Such interventions shape not only demand, but also communication between engagement of community leaders and other influencers in promoting the adoption of environmentally friendly behaviour and practices.

35. Above all, collective action is essential to ensure adequate stewardship of ecosystem services at the landscape-seascape scale; for example, water provision across farms, forests, towns, municipalities etc., from headwaters to aquifers to river mouth; microclimate in urban areas; pollination, etc. Sustainable delivery of ecosystem services requires multi-stakeholder governance of the landscape-seascape to ensure and enhance equity, productivity, and socio-ecological resilience.

36. To achieve effective collective action for the sustainability, resilience and global environmental benefits of the landscapes-seascapes where they live and work, local CSOs/CBOs must have the capacities to proactively participate in a locally-led collaborative planning and management process and multi-stakeholder governance across their shared landscapes-seascapes; develop impacted-oriented strategies and plans for landscape management; access information, knowledge and technical assistance to assist them in reducing risks associated with innovations; identify and implement technical solutions and develop innovations to achieve strategic goals; strengthen the effectiveness of their organizations through learning-by-doing; and access adequate grant and potentially non-grant financing for their initiatives in the landscape-seascape in pursuit of their strategic sustainable development goals.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

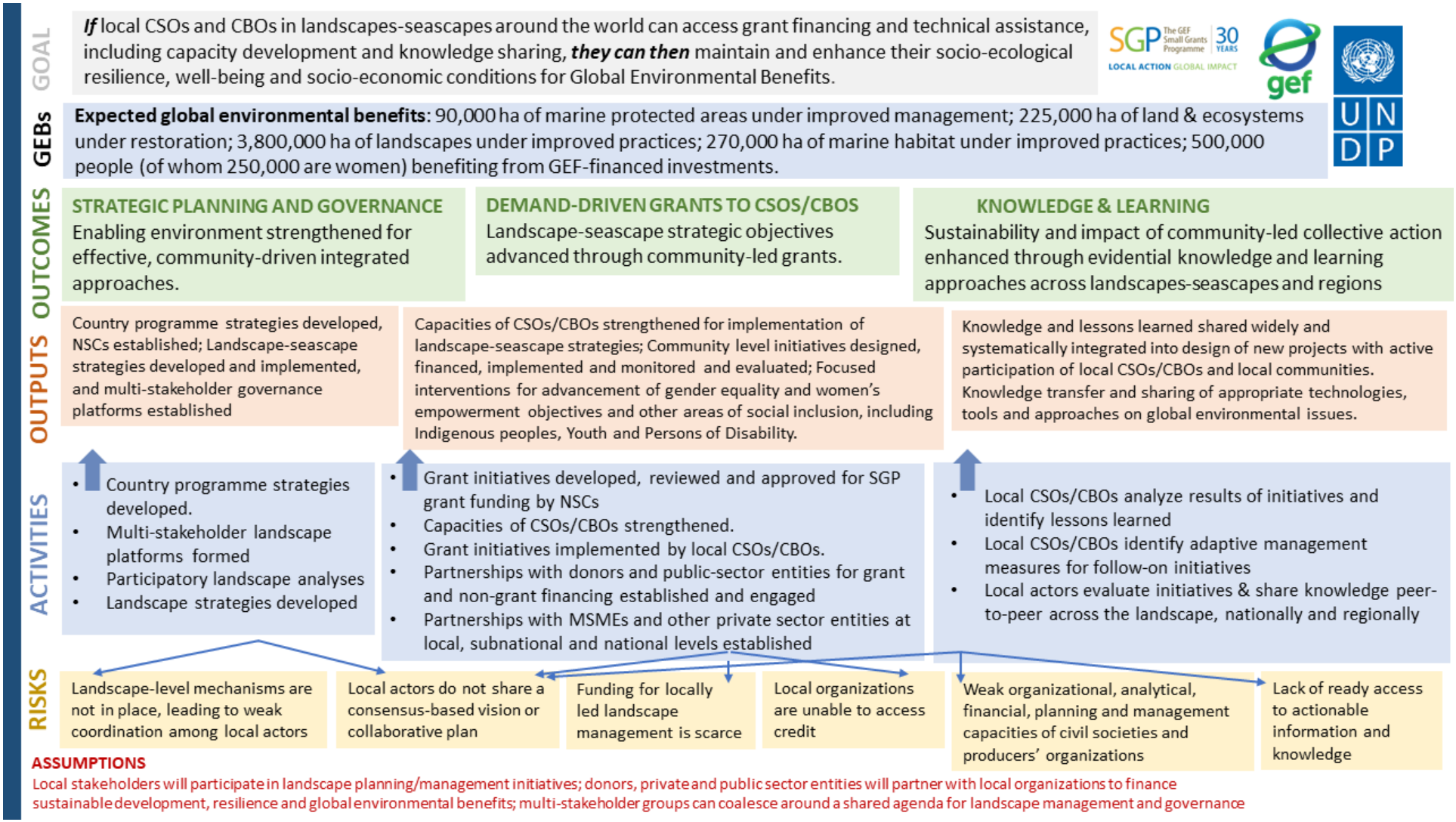


Figure 1: Project theory of change

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Alignment with GEF-8 Programming Strategies and Country/Regional Priorities

37. The SGP OP8 aims at increasing the scale and scope of local CSOs'/CBOs' empowerment through collective action across the landscapes-seascapes where they live and work for sustainable development, climate resilience and the global environment. In line with the GEF-8 programming directions, SGP OP8 will deliver multiple global environmental benefits by boosting the engagement and capacities of local communities, Indigenous Peoples and civil society organizations to effectively tackle climate change impacts, land degradation, biodiversity loss and water and air pollution in a post-COVID19 pandemic context.

38. Local empowerment and commitment will materialize through the design and implementation of initiatives contributing to the socio-ecological resilience, sustainability and productivity of critical local landscapes-seascapes within a strategic adaptive management approach. Supported by multi-stakeholder platforms, this landscape-seascape approach promotes the enhancement of ecosystem services underpinning landscape-seascape resilience and productivity, strengthens the sustainability of production systems, develops and diversifies the livelihoods and incomes of local communities and strengthens landscape-seascape institutions and governance systems to encourage community participation in and ownership of sustainable landscape-seascape management.

39. More specifically, the proposed programme will align with the SGP 2.0 thematic priorities described in both the GEF SGP 2.0 Implementation Arrangements for GEF-8 and the different focal area strategies outlined in the GEF-8 programming directions, as follows:

40. ***Community-based management of threatened ecosystems and species***: through SGP OP8 grants will be awarded to local CSOs/CBOs to support the conservation and sustainable use of natural resources in forest landscapes, grasslands, river basins and catchments, wetlands, and coastal and marine ecosystems, as well as mainstream biodiversity conservation principles and practices in key production sectors in the landscape-seascape. With the active involvement of Indigenous Peoples, local communities and other civil society organizations embedded within multi-stakeholder governance platforms, locally-led initiatives will support innovative solutions at landscape-seascape, national, regional and other levels.

41. ***Sustainable agriculture and fisheries, and food security****:* through landscape-seascape level community-based grants, SGP OP8 will enhance the sustainability and productivity of priority socio-ecological production systems, particularly for food staples and commodities, livestock, fisheries and aquaculture. OP8 will emphasize support to local farmers and fishers to adopt science-based agroecological, regenerative, and biodiversity conservation principles and practices and adapt these to local contexts using traditional knowledge. Local action in the landscape will directly support national voluntary Land Degradation Neutrality targets.

42. ***Low-Carbon Energy Access and Co-Benefits***: SGP OP8 will promote affordable clean energy in remote areas and vulnerable communities in critical landscapes-seascapes. Under this priority, the programme will aim at scaling-up low carbon transformation through engagement with the private sector and investments in digital technologies and innovation.

43. ***Local to Global Coalitions for Chemicals and Waste Management*****:** SGP OP8 will support communities at the forefront of chemicals and waste-related threats, either as users or consumers. Interventions will focus on innovative, affordable, and practical solutions to chemicals and waste management, including plastics, electronic waste, polychlorinated biphenyls and other persistent organic pollutants, and mercury.

44. ***Catalyzing Sustainable Urban Solutions***: under its landscape-seascape approach, SGP OP8-Part 1 will target development of innovations by vulnerable urban communities with an integrated management approach to address challenges faced by local urban communities in terms of energy and water use efficiency, waste and chemical management, green areas and infrastructure, low-cost cooling and heating using renewable energy, and non-motorized transport systems, among others.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

45. In addition, interventions will be implemented and closely aligned with relevant GEF-8 focal area strategies and Integrated Programs, including but not limited to the Blue-Green Island Integrated Program, Food Systems Integrated Program, the Ecosystem Restoration Integrated Program, the Net-Zero Nature-Positive Accelerator Integrated Program, Sustainable Cities Integrated Program, the Circular Solutions to Plastic Pollution, and the Elimination of Harmful Chemicals from Supply Chains Interventions.

46. Multilateral Environmental Agreements (MEA) recognize the central importance of community-based organizations' participation in their effective implementation, working in partnership with governments and the private sector to contribute to a green and blue recovery to promote sustainable development and improved livelihoods. Through its landscape approach, the SGP OP8 will support local community-based management of landscape-seascape resources for resilience and the global environment and will contribute to MEAs such as the Paris Agreement (UNFCCC), the Kunming-Montreal Global Biodiversity Framework (UNCBD), Land Degradation Neutrality targets (UNCCD), the UN Decade on Ecosystem Restoration, the Convention on International Trade in Endangered Species of Wild Fauna and Flora, the Stockholm Convention on POPs, the Minamata Convention on Mercury, and other relevant global agreements.

47. The envisaged biodiversity outcomes of SGP OP8-Part 1 are closely aligned with the goals of the Kunming-Montreal Global Biodiversity Framework (GBF), and the program is expected to make contributions towards achievement of a wide range of GBF targets, including targets 1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 12, 14, 16, 19, 20, 21, 22, and 23.

48. SGP OP8-Part 1 will build on the **UNDP Local Action service offer**, which aims at significantly expanding the size and scope of community level empowerment by bringing in new partners and innovative sources of financing to meet the increasing demand for localizing sustainable development support. Such an offer addresses national and global socio-political environments and contexts and focuses its support to local actors around three essential solutions: a) empowerment - strengthening the agency of Indigenous Peoples, local communities, and civil society organizations through collective, empowering action for advocacy, resource management and inclusive governance; b) resilience - supporting networks of local actors and their organizations to build the socio-ecological resilience of their urban and rural landscapes-seascapes through technical assistance and grant funding; c) investment - transforming financial flows to Indigenous Peoples and local communities to accelerate and sustain local collective action to achieve sustainable development goals.

Incremental/additional cost reasoning

49. The SGP provides support to communities and CSOs/CBOs in their work to contribute to both local and global environmental benefits. One of the unique features of the SGP is that the interventions are driven by local communities themselves, thereby engendering a strong sense of ownership. The landscape-seascape strategy incorporated in the OP8 design harnesses these bottom-up approaches and facilitates collective action among local CSOs/CBOs. Without GEF support through SGP grant-making, building on the strong results on environmental protection, rehabilitation and overall sustainable development delivered so far, replication and scaling of innovations that have been nurtured by the SGP would likely not be realized at the envisaged landscape-seascape scale. The baseline scenario described shows that much more needs to be done as expanding populations of poor and vulnerable communities try to increase their agricultural productivity, access energy, and use fisheries, often-times through unsustainable means, further jeopardizing their livelihoods and the ecosystems these depend on. While many developing country governments have started to put more resources to local development and to CSOs/CBOs as partners, the demand for socioeconomic development and associated pressure on natural resources, coupled with capacity constraints and limited awareness continuous to pose challenges for achieving sustainability objectives. Moreover, for many disadvantaged groups including Indigenous Peoples, the SGP remains one of the only sources of concrete support.

50. SGP OP8-Part 1 will align with the UN Legal Identity Agenda initiative by promoting the legal identity among the indigenous groups as well as other relevant vulnerable communities. Throughout the past SGP program, there were various cases where indigenous community members could not register their organization nor open the bank

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account to receive funding due to the lack of legal identity credentials. This not only constraints their programming activities and derails the progress of the program, it leaves those people vulnerable as they are not able to access any public services nor private services. SGP OP8-Part 1 shall address the legal identity of indigenous people and the legal recognition of their community organizations as a part of its activities both in global and country levels.

51. The strong emphasis of the SGP on building partnerships with local and national governments, civil society, the private sector, and the donor community is an important additionality of the GEF funding. Without the multiple stakeholder collaborative action focus of the SGP at the national and landscape-seascape levels, local CSOs/CBOs would have limited opportunities to meaningfully engage in such ecosystem-based approaches. Under SGP OP8-Part 1, the program will actively seek to further strength coordination and synergy with relevant partners, including complementary GEF projects and integrated programs. The SGP will work towards developing replicable coordination mechanisms to support delivery of community interventions for these projects and programs, as well as for other initiatives. "Replicable coordination mechanisms" refer to strategies, processes, or frameworks that have proven successful in coordinating and aligning various initiatives, projects, and programs at the national level. These mechanisms can be replicated to facilitate coordination with GEF and non-GEF ongoing/previous investments. From SGP's experience, scaling up, replication, and mainstreaming of project benefits can be achieved through the following mechanisms: Development and implementation of projects with geographic focus with coordination and linkages; Development of joint projects with partners at local, national, regional and global levels; Promotion of synergies, linkages and partnerships; Advocating to influence or change government policy; and Transforming community thinking, attitudes and behaviors through knowledge sharing, learning, and networking. In many cases, scaling up of community efforts took planning, nurturing, mobilization of alliances and partnerships, as well as systematic follow-up. There are some broad themes that recur in multiple country cases, including the following: Community work needs to be "nurtured" in order to achieve sustainable results; achieving and sustaining results requires time; barrier removal and creation of an enabling environment are essential for scaling up; partnerships increase the impact of the project and are key to scaling up; creative and adaptive replication may be an effective way of extending the reach of community efforts related to environmental management and sustainable development.

52. The SGP will further act as an incubator, helping to connect successful and promising initiatives with other channels for continued support while advocating for enabling environment and supportive policies. There are limited other such platforms as the SGP in bridging meaningful interaction among civil society, government agencies, the private sector and other partners.

Global environmental benefits

53. In line with SGP's overall objective to secure global environmental benefits (GEBs) through community-based initiatives and actions, SGP OP8-Part 1 plans to deliver the following GEBs:

- On biodiversity, the grant-making approach will target to improve management effectiveness of 90,000 ha of marine protected areas, landscapes under improved practices across 3,800,000 ha, and 270,000 of marine habitat under improved practices.
- On land degradation, an estimated 225,000 ha of land (forest, agricultural and other production sector lands) will be brought under restoration.
- On climate change mitigation, the SGP grants will contribute to reduced greenhouse gas emissions in the agriculture, forestry and other land use (AFOLU) sector through improved ecosystem management and conservation of natural resources and restoration of degraded agricultural and forest areas. The programme will advocate for inclusion of low carbon technologies and promotion of integrated urban energy solutions.
- Interventions focused on curbing land-based pollution, including solid waste, sewerage, waste water, and agricultural waste, will be promoted.
- Twenty (20) local to global coalitions for chemical and waste management will be strengthened and/or established.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

Socioeconomic Benefits:

54. The durability of the multiple global environmental benefits generated through the community-driven interventions will largely depend upon sustained socioeconomic benefits for local communities, as summarized below.

- An estimated 500,000 people, of whom 250,000 are women and girls, will directly benefit from the SGP OP8-Part 1 interventions through enhanced capacities and improved livelihoods.
- Linkages and partnerships for sustainable food production practices (such as diversification and sustainable intensification) and supply chain management, including in sustainable fisheries management, will be supported in an estimated 25 countries.
- An estimated 80% of the awarded grants will involve focused interventions on advancement of gender equality and women's empowerment objectives.
- Models for engaging Indigenous Peoples, youth and persons with disabilities will be demonstrated in 30 countries, 50 countries and 15 countries, respectively.
- High level policy changes attributed to increased community representation through facilitation of 180 dialogues will be formed or strengthened among CSO-government-private sector partners.
- An estimated 10 urban community-based solutions will be deployed, focusing on transport, biodiversity conservation, chemical and waste management, energy efficiency, watershed protection, etc.
- An estimated 25 countries will undertake South-South exchanges such that cross-fertilization and learnings between communities, CSOs and other partners are promoted, and an estimated 40 South-South exchanges will take place at the global and/or regional levels to facilitate knowledge transfer and replication of approaches.

IV. RESULTS AD PARTNERSHIPS

Expected Results*:*

55. The overall **objective of SGP OP8-Part 1** is to facilitate local CSOs/CBOs in landscapes-seascapes around the world to access grant financing and technical assistance, including capacity development and knowledge sharing to maintain and enhance their socio-ecological resilience, well-being and socioeconomic conditions for global environmental benefits.

56. ***SGP OP8-Part 1, with its focus on Landscapes-Seascapes for Sustainability, Resilience and the Global Environment*** will comprise **three integrated outcomes,** which will enable the local actors in programme countries to develop, access and use technical expertise, generate and disseminate knowledge to develop land/seascape strategies and identify, design, finance and implement the strategy's synergistic component initiatives aimed at building the sustainability, resilience and global environmental benefits of the selected landscapes.

Component 1: Strategic Planning and Multi-Stakeholder Governance

Outcome 1.1: Enabling environment strengthened for effective community-driven integrated approaches

57. To achieve **Outcome 1.1** ***Enabling environment strengthened for effective community-driven integrated approaches*****,** SGP OP8-Part 1 will deliver technical and grant assistance to local CSOs/CBOs in critical landscapes-seascapes to form or strengthen multi-stakeholder platforms who will be assisted to analyze socio-ecological vulnerability to climate change and degradation of global environmental assets (biodiversity, water, soils) from production and land use practices, including climate change mitigation, adaptation and waste and chemicals management. These platforms will analyze trends and patterns in resource use and local actor behavior and their link to vulnerability and ecosystem and land degradation. The target landscapes-seascapes will be identified in SGP

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

Country Programme Strategies and/or landscape-seascape strategies, developed for each of the participating countries.

58. Landscape-seascape multi-stakeholder platforms (or country-level platforms, depending on the context of the participating countries), with equitable representation of women, will identify desirable socio-ecological outcomes for their landscapes-seascapes in terms of sustainable development (e.g., increased productivity), resilience (e.g., to climate change vulnerabilities) and global environmental protection (e.g., biodiversity conservation, ecosystem restoration, carbon sequestration). These landscape-seascape level outcomes will be discussed, and potential synergies identified (e.g., increased water provision from ecosystem restoration of headwaters or greater productivity from soil conservation). The multi-stakeholder platforms will guide the development of consensus-based landscape-seascape approaches (integrated into the country programme strategies) to achieve these outcomes and identify a typology of potential initiatives to achieve them (e.g., agroforestry to enhance soil productivity; community conserved areas to improve aquifer replenishment, etc.). The landscape-seascape strategies will also include specific actions for gender mainstreaming and inclusion of vulnerable and marginalized groups.

59. The multi-stakeholder platforms will be supported to become participatory landscape-seascape governance platforms that will provide guidance, peer-to-peer exchanges, knowledge and information dissemination, venues for discussion and strategizing, trouble-shooting and technical assistance, where needed. The platforms will have equitable representation of women and vulnerable and marginalized groups, including Indigenous Peoples. These mechanisms will be overseen and supported by the SGP National Steering Committees who will provide due diligence regarding landscape-seascape portfolio development, conflict resolution, final approval for funding and other services.

60. The underlying principle underpinning Outcome 1.1 is that empowered local actors, including women and socially marginalized groups, are the only guarantors of the successful, durable and adaptive behavior change required for socio-ecological landscape-seascape sustainability, resilience and global environmental benefits. This empowerment is not granted by external actors but rather generated by local actors themselves when exercising their agency in pursuit of their identified goals and objectives. This empowerment leads to the strengthening of analytical and organizational capacities for advocacy, participation, democratic decision making, project design and implementation, and adaptive management.

61. The two **outputs** leading to Outcome 1.1 include Output 1.1.1 (Country Programme Strategies developed and National Steering Committees established and/or confirmed) and Output 1.1.2 (Landscape-seascape strategies developed and implemented, and multi-stakeholder governance platforms established).

Output 1.1.1. Country Programme Strategies developed and National Steering Committees in effective operation

62. Under Output 1.1.1, the programme will facilitate multiple stakeholder consultations, building upon the preliminary consultations conducted during the OP8-Part 1 preparation phase, soliciting feedback for the development of the country programme strategies (CPS's) for each of the participating countries. The CPS's will include descriptions of country level priorities and identification of landscapes-seascapes for SGP OP8-Part 1. The National Steering Committees (NSCs), with equitable representation of women, in the countries will play an important role in overseeing the development and endorsement of the CPS frameworks. This output also includes activities focused on reactivating and/or establishing the NSCs in the participating countries.

Output 1.1.2. Landscape-seascape strategies developed and implemented, and multi-stakeholder governance platforms established in relevant countries

63. In conjunction with the development of the CPSs, the programme will facilitate development and/or updating of landscape-seascape approaches in the SGP OP8-Part 1 in targeted countries. Multi-stakeholder

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

landscape-seascape platforms, with equitable representation of women, will be established and/or strengthened to guide the development of the landscape-seascape approaches and to oversee the implementation of priority actions. Building upon best practices implemented through the *Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS)*, the *Socio-ecological Production Landscapes and Seascapes (SEPLS)* approach will be applied for development of the landscape-seascape strategies. The first step in the process entails conducting participatory landscape-seascape baseline assessments, ensuring involvement of key stakeholders, including government agencies, civil society, Indigenous Peoples and local communities, as well as private sector enterprises and other enabling partners. The landscape-seascape strategies, integrated into the CPSs, will be based on the findings of the baseline assessments, identifying potential community initiatives to address the agreed priorities.

Component 2: Demand-driven grants to CSOs/CBOs

Outcome 2.1: Landscape-seascape strategic objectives advanced through community-led grants

64. To achieve **Outcome 2.1** ***Landscape-seascape strategic objectives advanced through community-led grants*****,** the programme will provide grant financing to the different initiatives highlighted in the CPSs, as well as seek further funding to co-finance them. Although one-off co-financing will be welcomed, the SGP OP8 will seek to establish partnerships at global, country and landscape levels for ongoing programmatic support to landscape-seascape strategies. These partnerships will be pursued with donors, public sector institutions and the private sector across these three levels.

65. The programme will seek to establish collaborative partnerships with local governments, particularly where devolved budgeting is national policy, as well as with national governmental and non-governmental entities. The SGP OP8-Part 1 will also work to engage MSMEs and other private sector entities in financing landscape-seascape strategies in relation to the different links of key value chains; as such, the programme will support the participatory formulation of value chain strategies for sustainably produced agricultural, livestock or fisheries products, as well as value-added products from sustainable harvests of non-timber forest products and the like.

66. The essential principle underpinning Outcome 2.1 is that local CSOs/CBOs, particularly those representing the most vulnerable and marginalized, are only in a position to adopt new production practices or technological innovations that enhance sustainability, resilience and global environmental benefits if the risk of failure is nominal and the socio-economic benefits relatively significant. While a one-off grant provides a single capital infusion to an organization of producers or other local actors, for an innovation to be upscaled sufficiently to achieve sustainable impacts across a landscape-seascape, producers, for example, will likely need access to credit for investment capital as well as to equitable markets to ensure adequate returns on the investment. Local CSOs/CBOs in the landscapes-seascapes require technical assistance and other support to engage with lenders and regional and national markets in a longer-term adaptive process of learning by doing.

67. The four outputs leading to Outcome 2.1 include Output 2.1.1 (Capacities of CSOs/CBOs strengthened for implementation of landscape-seascape strategies, for grant-supporting activities); Output 2.1.2 (Community level initiatives designed, financed, implemented, monitored and evaluated); Output 2.1.3 (Focused interventions for advancement of gender equality and women's empowerment objectives); and Output 2.1.4 (Focused interventions on leaving no one behind, including Indigenous Peoples, youth, persons with disabilities). SGP projects predominantly also have integrated components of capacity development and innovation. These two can serve as both 'drivers of change' and 'results' in themselves. The resources allocated for Component 2 represent 72% of the total GEF financing, inclusive of the agency fee. It is SGP's experience that the above suite of offerings also enables longer term sustainability of environmental results.

Output 2.1.1. Capacities of CSOs/CBOs strengthened for implementation of landscape-seascape strategies, for grant-supporting activities

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

68. Output 2.1.1 is focused on strengthening capacities of CSOs/CBOs, developing skills for preparing grant proposals, improved financial management, introduction of innovative technologies and approaches, and building partnerships that will help enable broader access to market, improved quality, etc. Partnerships will be facilitated with government agencies, private sector enterprises and associations, and the donor community. The technical assistance delivered under this output will support the grant-making activities in the other Component 2 outputs, building grantee capacities to intensify local community agency in pursuit of global environmental impacts and sustainability contributing to creation of programmatic cohesion, internal coherence, and leveraging results at local levels. Additionally, essential travel will be supported for first-time, remote and/or socially marginalized grantees, delivering capacity development activities to ensure broader adoption and sustainability, e.g., through CSO-government policy dialogue, peer-to-peer exchanges and inclusivity efforts for gender responsiveness and youth empowerment.

Output 2.1.2. Community level initiatives designed, financed, implemented, monitored and evaluated, under the following Strategic priorities: (i) community- based management of threatened ecosystems and species, (ii) sustainable agriculture and fisheries, and food security, (iii) low-carbon energy access and co-benefits, (iv) local to global coalitions for chemicals and waste management, (v) sustainable solutions in targeted urban landscapes

69. The bulk of the grant funding will be delivered under Output 2.1.2. In accordance with the priority actions identified in the CPSs developed under Component 1 and building upon the capacities strengthened under Output 2.1.1, local CSOs/CBOs will develop grant proposals focused on one or more of the following strategic priorities: (i) community- based management of threatened ecosystems and species, (ii) sustainable agriculture and fisheries, and food security, (iii) low-carbon energy access and co-benefits, (iv) local to global coalitions for chemicals and waste management, (v) sustainable solutions in targeted urban landscapes. SGP National Coordinators will review the proposals and provide strategic guidance to the CSOs/CBOs, and the NSC's will then review and approve the successful applications. Preparation grants will also be available for refining the objective and strategic approach of the proposed initiatives. Partnerships, including value chain opportunities, initiated under Output 2.1,1 will be further operationalized through direct collaboration and co-financing of the interventions, contributing to the objectives of the landscape-seascape strategies and enhancing the livelihoods and well-being of the local communities. Opportunities to enhance the uptake of digital innovation will be actively supported.

Output 2.1.3. Focused interventions for advancement of gender equality and women's empowerment objectives

70. Under Output 2.1.3, the SGP country programmes will facilitate focused grant interventions that advance gender equality and women's empowerment objectives. Women's groups and CSOs/CBOs that promote gender mainstreaming will be encouraged and capacitated to develop grant proposals and implement the interventions.

Output 2.1.4. Focused interventions on leaving no one behind, including Indigenous Peoples, youth, persons with disabilities

71. Similar to the focus on gender issues in Output 2.1.3, this output aims to facilitate focused interventions that are targeted on Indigenous Peoples, youth, persons with disabilities and other marginalized groups. The output will include fellowship opportunities to build the capacity of the target groups, in partnership with GEF agencies and the UN system. This is consistent with the SGP objectives and is aligned with the "leaving no one behind" principle under the United Nations 2030 Agenda for Sustainable Development. Having a dedicated output focused on these groups will help ensure social inclusion objectives are realized.

Component 3: Knowledge Management and Learning

Outcome 3.1: Sustainability and impact of community-led collective action enhanced through knowledge management and learning approaches across landscapes-seascapes and regions

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

72. To achieve **Outcome 3.1 Sustainability and impact of community-led collective action enhanced through knowledge management and learning approaches across landscapes-seascapes and regions, including South-South Cooperation,** local organizations will be empowered, mobilized and capacitated through technical assistance for generation of evidence-based knowledge and results, facilitation of learning-by-doing and peer-to-peer sharing across landscapes-seascapes and regions. SGP OP8-Part 1 will build the capacities of local CSOs/CBOs to implement their landscape-seascape strategy initiatives and achieve global environmental benefits, resilience enhancements and sustainable development benefits by engaging and supporting them in results-capture, analysis, design, implementation, and organizational management for collective action. The programme will support their systematic monitoring and evaluation, harness evidence from local action and support assessment of lessons and knowledge towards improved implementation and adaptive management, actively using new and affordable digital technologies such as earth observation, mobile-based data collection or sensor data. These steps will enhance the overall sustainability, scale and impact of community-led collection actions. Local CSOs/CBOs will be supported to share their knowledge across landscapes-seascapes, and national, regional, and global networks through multi-stakeholder dialogues, learning exchanges and systematized technical assistance across the Programme. Local CSOs/CBOs will also be supported with increased awareness, and access to and adaptive use of open data, open source digital solutions, as relevant. This will support increased accountability of landscape-seascape management and enhanced effectiveness of their initiatives' overall impacts through generation of evidential knowledge and lessons learned.

73. Knowledge management and learning are integral parts of the SGP. The knowledge obtained from project experiences and lessons learned will be socialized through SGP's national, regional and global networks of stakeholders and broaden the GEF SGP repository, and it will be used in upscaling successful initiatives. The increased capacity of community-level stakeholders to generate, access and use information and knowledge is expected to increase the sustainability of project activities beyond the life of the grant funding. Targeted knowledge management and communications activities will aim to share lessons and experiences and showcase results of gender mainstreaming, as well as inclusion of vulnerable and marginalized groups.

74. The **outputs** leading to this knowledge and capacities outcome, include 3.1.1. Local knowledge and lessons learned shared widely and systematically integrated into design of new projects with active participation of CSOs/CBOs and local communities. 3.1.2. Knowledge transfer and replication of appropriate technologies, tools, and approaches to address global environmental issues, including through South-South exchanges across countries; 3.1.3. Local organizations mobilized and strengthened through learning by doing and knowledge-exchanges supporting local, sub-national and national peer-to peer dialogue and stakeholder capacity development.

Output 3.1.1. Local knowledge and lessons learned shared widely and systematically integrated into design of new projects with active participation of CSOs/CBOs and local communities

75. In OP8-Part 1 knowledge transfer, learning and uptake will continue to take place via established SGP KM systems at the global, country and project levels. The knowledge generated at the project, country and global levels will be harnessed, analysed and assessed, and learnings and best practices will be integrated into the design and implementation of SGP and local action initiatives, including the Equator Initative. This will also facilitate scale-up, replication and broader adoption of successful local action initiatives. Knowledge management and communications will be closely coordinated with the communication units in the respective UNDP Country Offices.

76. At the global level, SGP provides guidance on how to capture and disseminate knowledge and conduct knowledge exchange at the local level so that it can be aggregated at the global level; shares technical publications and provides guidance and training on focal area and strategic areas of work; organizes regional workshops to exchange knowledge and provide training to SGP staff; and shares good practices emerging from thematic portfolios at global conferences and events. SGP also establishes partnerships with a variety of partners to promote knowledge transfer and broader adoption of SGP innovations and learnings. At the country level, each SGP Country Programme works directly with the communities in capturing their results and lessons, conducting peer-to peer knowledge exchanges, organizing training and capacity building, establishing and nurturing networks of CSOs, NGOs and CBOs, and helping to scale up and replicate best practices and lessons learned with national partners including the

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

government. Each country programme outlines a knowledge management and communication plan as part of their Country Programme Strategy for each Operational Phase. Country Programmes routinely produce knowledge materials in local languages, including project fact sheets, project videos, informational brochures, and case studies to disseminate at key national events, and conferences. Some of the specific activities carried out at the national level include knowledge fairs, stakeholder workshops, establishing centers of excellence or demonstration sites and facilitating knowledge exchange with key national partners including government, development partners, other UN agencies and UNDP, developing how-to manuals, and leverage the NSC as knowledge brokers. At the project level, each project includes a knowledge management plan with a corresponding budget that allows the programme to capture their experience as well as to access the training needed to carry out the projects. Lessons learnt and best practices are also captured via project reporting and evaluations. These are then harnessed and aggregated by the Country Programmes to generate SGP knowledge products.

Output 3.1.2. Knowledge transfer and replication of appropriate technologies, tools, and approaches on global environmental issues, including through South-South exchanges across countries

77. In OP8 there will be an increased focus on knowledge transfer and South-South exchanges with enhanced focus on regional and inter- regional exchanges. These exchanges will support local actors and communities in mobilizing and taking advantage of development solutions and technical expertise available in the global South. Learning opportunities and technology transfer from peer countries will be further explored during OP8 implementation. This complements current SGP grant-making results, as the South-South initiative will support the scaling up of innovations and practices developed by SGP grantees, as well as other CSOs at the regional level. SGP experiences from OP6 and OP7 South-South exchanges will enhance the implementation of exchanges in OP8. SGP will also further strengthen the relations with other partners and UN agencies as appropriate, including the UN Office for South-South Cooperation and the UNDP South-South Exchange Platforms. This will facilitate the scale-up, replication and sustainability of SGP interventions.

Output 3.1.3. Local organizations mobilized and strengthened through learning by doing and knowledge-exchanges supporting local, sub-national and national peer-to peer dialogue and stakeholder capacity development

78. In OP8 SGP will further utilize CSO-Government-Private Sector Policy and Planning Dialogue Platforms as key knowledge sharing and up-take platforms- to share SGP knowledge with a range of national stakeholders including CSOs, local communities and Indigenous Peoples, government, development practitioners, donor community, private sector and academia. There will be greater focus on strategically communicating community learnings and experiences via these platforms to key partners to inform decision making, influence policy and share SGP best practices and learnings. These platforms will also help to connect local actors to government partners, private sector, CSOs NGOs, academia and other key partners, thereby building and strengthening relationships among these stakeholders and facilitating capacity development opportunities, including for women and socially marginalized groups.

Partnerships:

79. Contributions from the project's co-financing partners are described below.

Name of Co-Financier	Type of Co-Financing	Co-financing amount (USD	Included in project results	If yes, list the relevant outputs
UNDP	Grant	35,000,000	No	N/A

Coordination and Cooperation with Ongoing Initiatives and Projects

80. Cooperation with ongoing initiatives and projects include but are not limited to the following:

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

- **Multi-stakeholder arrangements will be coordinated at global, regional and local levels**. SGP has significant experience in working as a delivery mechanism both for GEF and non GEF projects particularly on community-focused components at country, regional and global levels. SGP will build on successful initiatives geared towards facilitating multiple stakeholder collaboration as demonstrated under the GEF-7 FSPs and Impact Programs, including Global Wildlife Management, Sustainable Land/Forest Management, and others. The GEF-8 Integrated Programs offer additional opportunities for cooperation, e.g., the focus on nature-based solutions in the Blue and Green Islands Integrated Program is closely aligned with SGP initiatives in Small Island Developing States (SIDS).

- **Close coordination, at global, regional and local levels with the two new SGP agencies will be carried out with the aim of ensuring programmatic coherence and integrated impact as well as scale and risk mitigation.** These include transfer of knowledge through South-South Cooperation, policy impact and influence through CSO-government dialogues and other scaling up activities among the SGP GEF Agencies. Another potential opportunity could be collaborative results monitoring and evaluation among the SGP GEF agencies, providing programme level reporting, assessing grassroots level impact and ensuring grantee-level sustainability through proactive and coordinated scaling up of successes. Coordination frameworks amongst the three agencies will be clarified during the implementation phase of SGP OP8. A common approach on results management, knowledge management and communications will support in systematic capacitation of civil society organization, optimally harnessing avenues for scaling up and replication, and generation of quality data and evidence as "one SGP programme.

- **Potential cooperation with MEAs and tentative linkages with the Global Biodiversity Framework Fund (GBFF).** The country programme strategies and landscape-seascape strategies in relevant countries will be aligned with relevant MEAs, e.g., alignment with specific priority actions in National Biodiversity Strategies and Action Plans (NBSAPs), Land Degradation National Target Setting Programmes, climate change mitigation in the agriculture, forestry and other land use (AFOLU) sector, etc. The sustainability of the landscape-seascape strategies (and country programme strategies) largely depends on durable partnerships and opportunities for additional financing. The GBFF may provide opportunities for replication and upscaling of results achieved under OP8 in alignment with the Kunming-Montreal Global Biodiversity Framework.

- **Contributions to the UNDP Nature Pledge and Climate Promise**. The results achieved under the SGP represent important contributions to the UNDP Nature Pledge, a commitment to provide accelerated and upscaled support to over 140 countries to reach their ambitious targets in the historic Global Biodiversity Framework, and the UNDP Climate Promise, which is focused on over 120 countries and territories to reduce their greenhouse gas emissions and meet the challenges associated with climate change.

- Coordination frameworks will be clarified during the implementation phase of SGP OP8, while keeping needed flexibility for adaptive management, synchronized results, and knowledge approach, building on investments in line with evaluation findings, a common communication approach in working with civil societies and sharing of quality data and evidence towards scale and cohesion.

81. Local-Action related partnerships are summarized below:

- **Global Support Initiative for Indigenous Peoples and Community-Conserved Territories and Areas (ICCA GSI) Phase 2**. The ICCA GSI Phase 1 (USD 15 million) launched in 2014 has been funded by the International Climate Initiative (IKI) of the German Federal Ministry of the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV), and delivered by the GEF SGP, is a multi-partnership initiative implemented together with the Global ICCA Consortium, UNEP World Conservation Monitoring Centre (WCMC), and IUCN Global Protected Areas Programme (GPAP). An ICCA GSI Phase 1 top-up phase was launched in October 2020 with additional funding of USD 17.2 million as part of the BMUV's IKI Corona Response Package. The programme has now expanded to 45 countries with a total of 645 projects being supported. Aligned to the ICCA-GSI Phase 1 objectives of increasing recognition and support to ICCAs and contributing to the CBD Aichi Targets, ICCA-GSI tranche two (Covid top-up response) has supported Indigenous Peoples and local communities to cope with and recover from the socioeconomic impacts of

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

the COVID-19 pandemic. In December 2022, Phase 2 (tranche three) of the ICCA-GSI was announced at the CBD COP 15 with an additional EUR 22 million to be implemented in 50 countries in alignment to the Kunming-Montreal Global Biodiversity Framework (GBF), specifically on Targets 3, 21, 22, and 23.

- **Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS) Phase 4.** In December 2022, the Ministry of Environment Japan, the Keindanren Nature Conservation Fund, and other partners announced the launch of COMDEKS Phase 4, with expected total funding of approximately Yen 1 billion. This initiative will contribute to the implementation of the Kunming-Montreal Global Biodiversity Framework and further promote socio-ecological production landscape and seascapes (SEPLS). COMDEKS Phase 4 will build on the previous three COMDEKS phases implemented by SGP since 2011 which supported over 390 projects in 20 countries.
- **Community-Based Adaptation Programme (CBA Phase 3)**. Since 2009, SGP and the Government of Australia's Department of Foreign Affairs and Trade have been partnering to implement the Community-Based Adaptation Programme in SIDS and Asia-Mekong countries. In 2022, the partnership was expanded to cover a third phase (CBA Phase 3) which is currently under implementation in 26 countries across the Asia and Pacific regions. Building on the global momentum towards locally-led adaptation, the main goal of this phase of CBA funding is to further enhance the capacities of local communities across priority landscapes/seascapes by building their social and ecological resilience to climate change. The total funding for CBA Phase 3 is 10 million Australian Dollars.
- **SOS-SAHEL**, an African-born grassroots organization, implementing actions on food security and nutrition for rural communities in Sub-Saharan Africa. SGP's partnership with SOS-SAHEL has supported over 30 community-based projects in seven participating countries. With the technical assistance provided by SOS-Sahel, the supported projects have enabled community organizations and CSOs in the Sahel to develop and implement adaptive landscape and seascape management strategies that build social, economic, and ecological resilience, based on local sustainable development benefits. A coordination meeting in October 2022 reviewed the achievements of the partnership and discussed the next steps. Based on the achievements of the first phase of this innovative partnership, SOS-Sahel and SGP agreed to continue this partnership.
- **Mountain Partnership** (hosted by the FAO). The collaboration between the SGP and the **Mountain Partnership** hosted by the FAO began in 2019 with the aim of increasing the resilience of mountain communities through the improvement of local economies and livelihoods by strengthening agriculture food value chains and capacity building. With a focus on mountain countries, the partnership with FAO and *Slow Food International* supported producer communities. Their flagship products were mapped, and the communities received capacity building and enhanced marketing with the *Mountain Partnership Products (MPP)* label and Participatory Guarantee System. To date, SGP and the Mountain Partnership Secretariat (MPS) have been engaged in two phases of collaboration, with Phase 2 currently in the incubation stage.
- **PROCARIBE+.** PROCARIBE+ is a 5-year GEF funded project that aims at protecting, restoring, and harnessing the natural coastal and marine capital of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+) to catalyze investments in a climate-resilient, sustainable post-covid Blue Economy, through strengthened regional coordination and collaboration, and wide-ranging partnerships. PROCARIBE+ will provide a grant amount of USD 1 million. In addition to this, a regional proposal "Supporting peace-positive & community-based climate adaptation and blue economies in the Caribbean SIDS" was submitted by UNDP through the climate security window. The total budget requested from the Government of Japan is USD 17 million. If this proposal is approved, SGP will receive about USD 2 million to support the activities of PROCARIBE+ in a number of LAC states including Antigua and Barbuda, Barbados, Dominican Republic, Jamaica, and Trinidad, and Tobago. PROCARIBE+ was launched in July 2023, and is scheduled to close in 2028.
- **SGP Plastic Waste Management & Behavior Change Partnership**: Since April 2023, SGP has been partnering with UNDP, Rare (our global partner) and Rwanda Polytechnic to support the design and implementation of behavior change programs that leverage best practices and the latest insights from behavioral science

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

and design thinking to sustainably prevent and manage plastic waste. SGP and UNDP provide grantmaking and technical assistance while Rare and Rwanda Polytechnic support with technical assistance. As part of this initiative, SGP grantees and National Steering Committee members have been selected from 18 countries to participate in plastics and behavior change workshop in Rwanda. The partnership is a 2-year initiative, expected to close in 2025.

- **Legal Identity related partnership**: Under this partnership, SGP shall work with the UNDP legal identity program at both country and global levels. At the country level, the community members without legal identity will be (i) encouraged to register their vital events and obtain legal identity credentials, (ii) supported to register their organizations to facilitate access to funding opportunities and strengthen fund management capabilities; and (iii) supported in alignment with other initiatives during the transition period (until they receive legal identity/recognition credentials) to receive necessary services. At the global level, the lessons learned from country programming will be compiled and disseminated through webinars and other communication tools.

82. SGP OP8-Part 1 will coordinate with the listed ongoing GEF and non-GEF financed projects/programs at country level in the following ways:

Facilitating stakeholder engagement: This involves government agencies, NGOs, CBOs, private sector, academia, etc. in environmental conservation and sustainable development initiatives. Long-term, continued, multi-phased approach in engaging local communities and whole of society (men, women, youth and elders), SGP promote broad participation in all stages of the grant project cycle: design, implementation, monitoring and evaluation. A key pillar of the landscape approach, sustainability of landscape planning and management processes is enhanced through the continuous development of multi-stakeholder partnerships, involving local government, national agencies and institutions, NGOs, the private sector, universities, research institutions and others at the landscape level.

***Knowledge exchange*:** Through learning platforms where stakeholders involved can exchange knowledge, experiences, and best practices. These platforms could include workshops, conferences, seminars, and online forums to facilitate dialogue and collaboration.

Capacity building: SGP OP8-Part 1 will provide technical assistance and capacity building support to stakeholders. This includes training sessions, mentoring, and knowledge sharing activities to strengthen the capacity of local communities, NGOs, and government agencies to implement their projects more effectively.

Policy advocacy: SGP OP8-Part 1 can promote enabling environments for ongoing projects and programs, by advocating for supportive policies, regulations, and institutional frameworks that facilitate the scaling up of successful initiatives and the replication of best practices. Sustainability of results are ensured by aligning country programmes with relevant government policies and linking with relevant national policies and programs.

Resource mobilization: SGP will leverage its networks and partnerships by connecting grantees with potential funders, donors, technical assistance providers, and government led programs/projects to support their activities, scale up their impact, and ensure the sustainability of results at the grantee level.

Risks:

83. Two broad categories of risks were be identified for the design and implementation of SGP OP8: (1) risks to the development and implementation of landscape-seascape strategies, including their component initiatives per se, and (2) risks to effective development and implementation of the global programme overall. Analysis and screening conducted during the project development phase via UNDP's Social and Environment Screening Procedure (SESP) identified eight potential social and environmental risks associated with project activities. The screening procedure established that the project is rated as being of Moderate risk, and that the identified potential social and environmental impacts are manageable through identified mitigation measures detailed in the screening report, included in **Annex 4**.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

84. An environmental and social management framework (ESMF) was developed during the preparation phase (see **Annex 7**) to specify the processes that will be undertaken by the project for the assessment of potential impacts and identification and development of appropriate risk management measures, in line with UNDP's Social and Environmental Standards (SES). The ESMF also details the roles and responsibilities for its implementation and includes a budget and monitoring and evaluation plan. As with earlier operational phases of SGP, the project activities under OP8 will be defined during project implementation through proposals for small grants issued by local civil society organizations and community-based organizations (CSOs/CBOs). Potential impacts from the proposed activities will be assessed by the National Coordinators as part of the grant proposal process and measures to avoid, minimize, mitigate or manage such impacts incorporated into the grant proposals and implemented during the execution of the activities.

85. SGP Country Programme staff and the National Steering Committee (NSC) will carry out an initial analysis of risks as part of landscape-seascape selection (risks in more than one landscape-seascape may be assessed at this stage); once a candidate landscape-seascape has been agreed by the NSC, a more in-depth participatory risk assessment, including identification of potential mitigation actions, will be conducted with the landscape-seascape multi-stakeholder platform (or country-level platform) as they initiate formulation of the landscape-seascape strategy. Landscape-seascape level risks will be addressed as part of the participatory baseline assessments and mitigation measures reflected in the landscape-seascape strategies. Risks to the design of constituent initiatives will be assessed by each country level NSC prior to approval for funding.

86. Risks to implementation of landscape-seascape strategies include the risk of conflict between communities, organizations and local governments and elite capture of programme resources and potential sustainable development benefits. The risk of conflict will be assessed prior to landscape-seascape selection and during the initial design stages. A consultative conflict resolution mechanism will be established, as well as a multi-tiered grievance redress mechanism. Awareness and discussion of potential conflicts will be a consistent feature of NSC deliberations.

87. At the global programme level, risks are considered to be moderate. UNDP has thirty years of experience of implementing the SGP global programme, and the corresponding multiple independent joint evaluations attest to UNDP's institutional capacities to ensure the quality of Country Programme design and implementation across the 99 participating countries. UNDP will monitor all Country Programmes and exercise due diligence regarding the design and implementation of their country programme strategies which are developed using a robust landscape-seascape approach.

Stakeholder Engagement and South-South Cooperation:

88. Through UNDP's 30-year track record of implementing the SGP, the programme has become highly visible in most countries. Stakeholder consultations were conducted in the 99 countries participating in Part 1 of OP8; a summary of the feedback obtained is included in the stakeholder engagement plan in **Annex 6**. Additional country level stakeholder consultations will be conducted during formulation of the SGP OP8 Country Programme Strategies. Moreover, Indigenous Peoples and local communities, local government units and private sector partners will be further consulted during project implementation, as part of the participatory landscape-seascape baseline assessments and development of the landscape-seascape strategies.

89. SGP OP8 will operate at the country level through a multi-stakeholder landscape-seascape approach, engaging a range of stakeholders at landscape-seascape, national and global levels, including NGOs, CBOs, Indigenous Peoples, local communities, private sector, government, academia, and donor partners. Local CSOs/CBOs will be beneficiaries and direct participants in the programme. Civil society organizations, overall, will be represented on the National Steering Committees, where non-governmental members must be in the majority. Selected CSOs may also take on roles related to capacity building of local CSOs/CBOs, knowledge management, policy advocacy, etc. Although SGP is targeted at specifically empowering CSOs/CBOs, particularly vulnerable groups, including Indigenous Peoples, women, persons with disabilities, etc., a broad range of stakeholders will be engaged as active partners on platforms for landscape-seascape level participatory multi-stakeholder governance. These may include

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

local governments, national and local private sector entities and entrepreneurs, and academic institutions, as well as national experts.

90. Regarding Indigenous Peoples and other marginalized groups, SGP OP8 follows a set of principles that advocate a flexible, time-sensitive, and simplified project cycle to allow these groups to benefit from the programme. As evidenced by SGP participatory video, photo stories, and community theatre, SGP in OP8 will build on this longstanding experience in working with poor and marginalized groups. This includes using alternative formats for grant proposal submission in local and vernacular languages. The programme will also include flexible disbursement terms to adapt to Indigenous Peoples' culture, customs and seasonal movements. SGP OP8 will make extra efforts to reach people and groups who are often marginalized or disadvantaged. Empowering women and engaging youth are two important current initiatives of SGP. The SGP NSCs at the Country Program level designate focal points for Indigenous Peoples (in relevant countries), gender and youth to ensure these voices are heard. Additionally, through stakeholder workshops, communication through mass media and targeted outreach by the National Coordinators in their respective countries, local CSOs/CBOs can learn of SGP projects and activities and provide inputs on how to improve on them.

91. As for the private sector, SGP OP8 will include mechanisms for engaging with the private sector through their potential engagement on landscape-seascape multi-stakeholder platforms as well as in support of regular grant projects through enhanced involvement in public-private partnerships and other means. In line with the GEF 8 Programming Directions' emphasis on engagement with the private sector, SGP will enhance its work with the private sector through a number of ways, including but not limited to engagement at landscape-seascape and national levels to influence businesses towards sustainable practices; and exploring entry points at landscape-seascape, national and global levels for private sector engagement that can assist in financing and supporting locally developed nature-positive innovations. Engagement with micro, small and medium enterprises can also provide peer-to-peer support and knowledge exchange to support nature-positive, locally-developed innovations.

92. In line with GEF and UNDP policies on stakeholder engagement, a stakeholder engagement plan was prepared during the OP8 preparation phase (see **Annex 6**). The primary objectives of the plan is to i) integrate concerns, needs, and interests of key stakeholders to ensure effective and efficient project planning and implementation for better outcome; ii) ensure local ownership and participation of marginalized groups, including women, Indigenous Peoples, youth, and other vulnerable groups, in project design and implementation; iii) collaborate with diverse key stakeholders for increasing adaptability, sustainability, and replicability of project results; and iv) avoid and minimize negative impacts of the project on local communities, their institutions or environment by ensuring that local stakeholders drive project design and implementation.

Engagement with the Private Sector:

93. SGP projects at local and landscape-seascape levels are designed to provide community-based solutions to complex environmental problems. Given the interrelated and integrated nature of such environmental problems, engagement and partnership with a wide variety of stakeholders and actors, including the private sector will be important if the programme is to affect meaningful and transformative change – be this through transforming policies and regulatory frameworks or through building capacities and empowering local actors at the community level. During OP7, SGP developed a Guidance Note on Private Sector Engagement with the GEF Secretariat and UNDP's private sector experts, a practical guide for NCs and NSCs to further enhance engagement with the private sectors to scale up relevant initiatives with further financial and technical resources. This will be further updated and implemented under SGP OP8 in relevant countries.

94. In line with the GEF 8 Programming Directions and the GEF's Private Sector Engagement Strategy, the proposed SGP OP8 strategy is grounded on the principle that an important characteristic of a well-functioning state is synergy between government, civil society and the private sector. SGP OP8 will boost its engagement with the private sector through different ways, including engagement at the national level but most importantly through the participatory multi-stakeholder landscape-seascape platforms that each Country Programme will help facilitate strengthened dialogue and influence businesses toward sustainable practices; and explore entry points at landscape-

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

seascape, national and global levels for private sector engagement and engagement with micro, small and medium enterprises in the landscape-seascapes that can help scale up innovations.

95. In response to the GEF evaluation stating that many grantees of the SGP have potential to be micro, small and medium enterprises and should be further supported, the SGP is piloting an initiative for potential and established nature-positive micro, small, medium enterprises in value chain development through courses in business planning, understanding marketing for wholesale and retail, e-commerce, cross-border trade, and credit and financial assistance. Mentoring from private sector companies and peer-to-peer mentoring from other micro, small and medium enterprises are interspersed throughout the courses. The SGP will generate lessons learned in three pilot country programmes, before expanding to other country programmes, in supporting micro, small, medium enterprises to thrive as successful and independent businesses with commercially sustainable business models that demonstrate that environmentally sustainable production can be a competitive advantage and incentivize producers to continue with this production model.

96. Engagement with the private sector will be important throughout programme implementation, reaching out to companies that are buyers of community products, as well as companies that can support product development or market research. To attract investment by the private sector, engagement with financial institutions and establishment of public-private partnerships to facilitate increased access to credit schemes is necessary. Furthermore, the engagement with both private sector and financial institutions will allow local communities to access processing technology.

97. Such engagement is expected to take place across all GEF thematic areas. For instance, in terms of *sustainable agriculture, fisheries and food security*, the programme will strengthen partnerships with the private sector by reaching out to companies that are buyers of non-timber forest products, fish and other marine resources or other local community products, as well as companies that have skills for product development or market research; and innovative, affordable, and practical solutions to chemicals and waste management. Similarly, the role of the private sector in low-carbon energy is critical in promoting community-level technologies. The programme will also explore opportunities to engage with the private sector in supporting community-based management of threatened ecosystems and species, including through the generation of incentives for local communities to sustainably manage and conserve biodiversity. The programme will work with other national and local private sector stakeholders to identify and support exploration of incentives to sustainably manage waste and chemicals.

South-South Cooperation:

98. The OP8 strategy includes a dedicated output (3.1.2) on promoting knowledge transfer and replication, including through South-South exchanges. Results will be disseminated through the UNDP South-South Exchange Platforms, as well as through other ongoing South-South and global platforms, such as the Africa Solutions Platform, the UN South-South Galaxy knowledge sharing platform and PANORAMA[1].

99. The South-South Exchange initiative will continue to support knowledge transfer and exchange across countries and regions encouraging replication of good practices supported by the portfolio. These initiatives produce high impact and scaling up of the innovations and practices developed by SGP grantees, as well as other CSOs/CBOs at the regional level.

100. The goal of the South-South Exchange initiative is to support communities in mobilizing and taking advantage of development solutions and technical expertise available in the South. In this regard, learning opportunities and technology transfer from peer countries will be further explored during project implementation. This complements current SGP grant-making results, as the South-South initiative will support the achievement of impactful results and scaling up of the innovations and practices developed by SGP grantees, as well as other CSOs at the regional level, as currently all grant making, and associated knowledge exchange happens at the national level. SGP will partner with relevant UN and other agencies as appropriate, including the UN Office for South-South

[1] https://panorama.solutions/en

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

Cooperation, the UNDP South-South Exchange Platforms, the Equator Initiative, and other organizations, such that activities by partner organizations are complemented and a critical mass of south-south knowledge exchange is created during the project period.

Gender Equality and Women's Empowerment:

101. SGP recognizes that promoting women's leadership and equal decision-making requires changes in multiple areas: women's own sense of entitlement and confidence; expectations about women's and men's roles and relationships; and existing social and political structures. This includes enabling women to become leading figures within biodiversity conservation, climate change mitigation; empowering women to have both the confidence and skills to contribute to enhancing global environmental benefits and reducing the risk for men, women, and children from the impacts of environmental degradation. SGP OP8 will build on SGP's recognized experience in mainstreaming gender equality and women's empowerment in every step of its programme cycle. In line with the UNDP Gender Equality Strategy 2022-2025, and the GEF Policy on Gender Equality (SD/PL/02, July 01, 2018), the programme activities will be conducted, designed, and implemented in an inclusive manner, so that women's participation and voice are reflected in decision-making, regardless of their background, age, race, ethnicity or religion, and that consultations with women's organizations, including indigenous women and local women's groups are supported at all scales. To achieve this objective, SGP OP8 will put gender equality and women's empowerment at the center of its landscape-seascape approach.

- **At the programme level**, in line with continued efforts in previous operational phases, a gender action plan has been developed (see Annex 8) to provide guidance on achieving gender mainstreaming results across the programme. The gender action plan includes gender-sensitive indicators and sex-disaggregated targets. The gender action plan will help ensure that OP8 is gender responsive and focused on gender equality and women's empowerment and are an integral part of programme interventions.
- **At the country level**, both SGP OP8 Country Programme teams and National Steering Committees will ensure that each funded local initiative, prior to approval, has clear processes for ensuring equality in participation between women and men, as well as involvement of marginalized groups. They will ensure that necessary gender expertise and guidance is provided by a designated NSC gender focal point, and gender responsive mechanisms are followed in the implementation of landscape-seascape investment programmes and constituent grant-funded initiatives. They will monitor and evaluate the achievement of the gender mainstreaming targets outlined in the Gender Action Plan. In addition, emphasis will be provided to work at the **landscape-seascape level**. Herein, participation by women's organizations, including indigenous women and local women's groups will be encouraged in order to ensure equal participation of women in landscape investment strategies and benefits delivered by ensuing programmes.
- **At the project/grant level**, the Country Programme teams will ensure that all awarded grant projects include a gender analysis and an action plan for gender responsive implementation of the individual initiatives, aligned with the overall Gender Action Plan for the overall programme. Grantees will be required to provide monitoring and evaluation (M&E) feedback in periodic reports. In terms of beneficiary selection, all the projects will use gender criteria to select beneficiaries. Criteria will include representation of women in project activities, and within this, prioritization of marginalized or particularly vulnerable women (for example, persons with disabilities, poor and very poor, female-headed households, Indigenous Peoples and ethnic minorities, elderly and youth, land poor, households that have lost assets, pregnant and lactating mothers, LGBTQ, etc.). Specific capacity building and targeted grant opportunities will be available for women's groups and women led CSOs/CBOs, to further advance the gender mainstreaming objectives.

102. In OP8, SGP will conduct a comprehensive update of its successful 2018 Gender and Environment e-course. This revitalization is centered on two primary pillars: aligning with the ever-evolving Multilateral Environmental Agreements (MEAs) and harnessing the latest advancements in e-learning technology and practices. The updated

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

online course and webinar series will continuously address needs and build capacity of individuals, organizations and institutions, and specifically be designed to target (1) GEF country-level stakeholders, staff and agency project managers; (2) GEF Small Grants Programme country level stakeholders, including: staff, steering committee members and potential grantee partners; (3) constituencies of Multilateral Environmental Conventions (e.g. country focal points); and (4) other key global and local partners, working in environmental sectors, interested in improving their capacity to mainstream gender.

Knowledge

103. The knowledge management objectives in SGP are to: capture knowledge, leverage local expertise and give voice to civil society, identify new approaches and ways of learning, improve effectiveness, improve capacities of staff and grantees, promote and encourage innovation, address operational and programmatic challenges effectively, influence policy and scale up good practices.

104. To implement the SGP knowledge management system, different actions at the three levels of global, national and project level are envisaged. At the global level, SGP provides guidance on how to capture and disseminate knowledge and conduct knowledge exchange at the local level so that it can be aggregated at the global level; shares technical publication and provides guidance of each focal and cross cutting areas of work; organizes regional workshops to exchange knowledge and provide training to its staff; and shares good practices emerging from the portfolio at global conferences and events. SGP also establishes partnerships with a variety of partners to upscale best practices in environmental conservation and works to capture and disseminate the lessons learned and best practices of its massive portfolio in case studies, fact sheets, publications, and new media. Key global level knowledge management practices include the knowledge management platforms (i.e., digital library of community innovations, communities connect platform); bringing CSO voices to global forums; portfolio reviews and case studies; best practices; coaching and mentorship; storytelling, mapping technologies and expert locators; and communities of practice (CoPs).

105. At the national level, each country programme typically includes a National Steering Committee (NSC), a National Coordinator and sometimes a Programme Assistant working directly with the communities in (i) capturing their lessons; (ii) conducting knowledge exchanges; (iii) organizing training workshops; (iv) establishing and nurturing networks of NGO's and CSOs/CBOs; (v) working with the government in achieving national environmental priorities; (vi) and helping to scale up and replicate best practices and lessons learned. Each country programme outlines a knowledge management plan as part of their Country Programme Strategy for each operational phase of the programme. In addition, country programme teams provide guidance and develop capacity of local communities and standardize the uptake of information, lessons learned and best practices. Based on these experiences, country programmes routinely produce knowledge materials in local languages, including project fact sheets, informational brochures and case studies, to disseminate at key national events and conferences. Some of the specific activities carried out at the national level include: knowledge fairs; stakeholder workshops; creating or strengthening networks; centers of excellence or demonstration sites; training and how to manuals; leveraging the NSC's expertise. Programme level knowledge management also includes codification of gender-related results and lessons as part of the activities Output 4.1.1.

106. At the project level, each grant project needs to include a knowledge management plan with a corresponding budget that allows the programme to capture their experience as well as to access the training needed to carry out the projects. Knowledge management activities at the project level could include peer to peer learning, training and facilitated exchange of knowledge.

107. Under OP8, specific knowledge management initiatives are envisaged to strengthen project and country level activities with a focus on scaling up, replicating and mainstreaming successes and disseminating the learnings. At the global level, knowledge exchanges and innovation will be promoted through SGP's knowledge platforms: The Digital Library of Community Innovations and the South-South Exchange Initiative. The digital library is an effort to document and curate the innovative solutions developed by indigenous peoples and local communities to environment and sustainable development challenges. The SGP will partner with relevant organizations to expand

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

the reach and use of these practices. Additional emphasis in OP8 will be placed on innovation related knowledge using the digital library platform.

Innovativeness, Sustainability and Potential for Scaling Up:

108. **Innovation**. Community innovations in SGP are manifested in the testing and ground-truthing of low-cost technologies and sustainable production methods, in new methodologies for the involvement of stakeholders, and in integrating traditional decision-making processes within the wider frameworks and actions relevant to meeting country commitments to international environmental agreements. Since SGP funding is modest and its interventions are designed to be initially small scale, the programme can readily support community-based experimentation. Once a novel idea has been tested on the ground and proven to be effective in meeting community needs, it can often take off more widely through grantee networks as well as networking with other CSOs, further resulting in more innovations and eventually attracting additional donor and or government support for wider application. This innovation process is supported through a digital library of community innovations, building on the tens of thousands of SGP-supported projects, as well as a South-South Community Innovation Exchange Platform to share these innovations across countries.

109. To encourage innovation within the portfolio, and to fully explore the potential of the SGP to be an incubator, the SGP will scale-up tracking innovation results in terms of the invention of product, service or process, leveraging local assets and resources, relevance to local unmet needs, potential of scaling up/ replication. Building on results from previous operational phases OP8 will further roll out the implementation of the measurement called the SGP Innovation Meter. This measure covers different types of innovations, including disruptive and sustaining/ incremental innovations that SGP is involved in. It measures innovation both from the standpoint of the coverage of the portfolio and also the depth of innovation in the portfolio. In addition, SGP will continue with the design and implementation of Innovation Programs with interested and relevant SGP Country Programmes to emerging environmental issues for scaling up and/or pilot innovative approaches and tools on specific thematic issues.

110. Achieving **sustainability** of project outcomes is central to SGP. According to IEO Joint Evaluation in 2015, the SGP has secured a high success rate in sustaining project results. Project proponents are required to build measures into their project design that increase the likelihood of outcome sustainability, including through the development of an appropriate exit strategy. The screening of project proposals by the National Steering Committees (NSC) includes a systematic assessment of whether such measures are sound and based on realistic assumptions. Grant level project logical frameworks include outcome indicators that are monitored periodically. Project monitoring activities are designed to verify that initial assumptions hold, and that the required elements for outcome sustainability are in place. Most grants include a capacity development component and a sustainable livelihoods component to ensure that achievements will be sustained at the smallholder and resource-user level. Proactive adaptive management is applied throughout the life of the projects by the National Coordinator (NC) who works with SGP grantees to take corrective action whenever there are indications that project outcomes may be compromised or may not be sustained after the project ends. SGP does not generally support the creation of new organizations, but rather strengthens existing CSOs/CBOs.

111. Although most communities continue applying acquired skills in their day-to-day work, SGP ensures retention of new skills through various means: (i) inviting leaders or members of former grantee organizations to new training; (ii) using former SGP grantees as trainers for other communities and projects; (iii) continuing monitoring former grantees and troubleshooting as much as possible; and (iv) establishing mentoring and peer-to-peer support among communities. Other activities that enhance sustainability include strengthened grantee networks; promoted peer-to-peer knowledge exchanges; organized training within project grants on specific technical issues; organized training for SGP grantees on different subjects to improve project implementation; connected grantees with government services; connected grantees with NGOs/INGOs; connected grantees with the academia or research centers; connected grantees with development agencies/practitioners; and connected grantees with private sector companies. Ultimately, the sustainability of SGP projects results from the strong ownership of the community or CSO/CBO grantee-partners to the actions taken and resulting outcomes, the empowerment built in the process of implementation, and the fact that these projects are meeting their most important needs particularly for

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

sustainable livelihoods. SGP's Grantmakers Plus initiatives is specifically geared towards sustainability and will promote an enabling environment to scale up the impacts of SGP Strategic Initiatives, nationally and globally, through networking and knowledge exchange.

112. With regards to **scaling up**, the majority of SGP innovations have scaling up potential. This is emblematic in the fact that among the 60 cases[2] assessed for a study by the GEF IEO[3] in 2019 for evaluating scaling up in GEF, 14 consisted of SGP projects. This is because successful SGP projects are solutions that are relevant to a thousand-fold more communities under similar situations within the country of implementation, and across other countries. Community-based approaches are inherently more cost-effective in their utilization of existing resources and hitherto untapped resources thereby providing a good model for larger projects concerned with efficiency and sustainability. The highly consultative and participatory processes, including the direct access to funds, practiced in SGP projects, can provide valuable lessons for larger government and donor programs. Notable too is the global reach of SGP – 99 participating countries in Part 1 of OP8 – which combined with good sharing systems, can scale up, mainstream, and replicate successful community projects. Moreover, as pointed out by the GEF IEO study, UNDP-SGP "structure is particularly conducive for interactions" [frequent interactions to exchange knowledge and information] due to its unique structure, at the country level, SGP's long term and local presence, commitment to building multi-stakeholder networks, are crucial factors for scaling up success.

113. Scaling up, as well as mainstreaming and replication, however, are processes that require a proactive approach and additional resources especially for communities and CSOs that have only recently completed their first projects. SGP's main role in the scaling up process is to demonstrate or showcase the successful innovation to a wider set of stakeholders, as well as to establish networks/linkages for pooling of effort and resources by various actors. At the portfolio level, SGP has utilized its NSCs, grantee-partner networks and allied CSO networks to have community innovations and successes recognized and adopted at the national level by policymakers.

114. Under OP8, SGP will further encourage strong partnerships with the private sector to commercialize successful projects with the aim to shift renewable energy projects from pilot innovations to the mainstream. This will be achieved through, but not limited to, the CSO-Government-Private Sector dialogue platforms. The Grant Maker Plus funds that support such CSO-government dialogues was recognized by the IEO study as enabling SGP country programs to provide a platform for stakeholders to reflect on issues such as how implementation at the higher scale could be adapted to improve outcomes.

Digital Solutions[4]:

115. Digital technology and solutions, when developed and applied in a customizable way, can enhance the quality and efficiency of data collection, empower local communities to better engaged in conservation efforts, livelihood improvement and creation sustainable solutions that reduce environmental impact. SGP redoubled efforts in testing these innovative digital technologies in GEF-7 in the fields of territorial mapping of ICCAs, marine conservation, sustainable agriculture, biodiversity conservation, carbon emission monitoring and advocacy for behaviour change. In OP8-Part 1, SGP will continue to support community-led digital technology and innovation projects in the areas described below.

116. **Biodiversity and ecosystem**: Digital technologies can help communities monitor and protect the species and ecosystem. Satellites, drones, and sensors can collect data on land and under water. Artificial Intelligence (AI) and machine learning algorithms can help communities analyze and interpret that data. For example, underwater drones equipped with GPS are more efficient than using scuba divers or releasing a cable tethered camera from a boat to map and monitor the sea grasses. A cloud platform to store, process, and visualize camera trapping data

[2] Cases (projects) were selected for assessment based on their degrees of quantitative and qualitative information on scaling up outcomes. Additionally, the review identified 65 cases in 50 countries where some extent of scaling up in SGP projects had occurred.

[3] GEF IEO (2019). Evaluation of GEF Support to Scaling up Impact. 56th GEF Council Meeting Document. Washington, DC

[4] *Please see* https://www.undp.org/digital/transformations

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

collected from Internet-connected cameras with AI photo processing can speed up species and individual animal identification so that increase the efficiency of data collection, management, and analysis.

117. **Renewable Energy**: Mobile applications can enhance the efficiency of local level renewable energy solutions, as well as provide real-time monitoring.

118. **Sustainable Agriculture**: Digital technologies can help farmers optimize their crop yields while reducing their environmental impact. Drones, sensors, and machine learning can all be used to monitor soil health, manage water, fertilizer, and pesticide usage, and promote sustainable farming practices. Fintech and various e-commerce platforms can also enhance direct access to market.

119. **Circular Economy/waste management**: Digital technologies can help city/community/individual transition from a linear "take-make-dispose" model to a circular economy that promotes reuse and recycling by enabling better resource tracking and management, access to information. For instance, digital platforms and apps can promote sharing and reuse of goods and services, facilitating community-based recycling and upcycling initiatives, and fostering awareness about sustainable consumption practices, contributing to a more circular and resource-efficient economy. Recycling Apps and smart water classification systems can promote the efficiency of reuse and recycle of products.

120. **Climate Action**: Digital technologies can help us take collective action to address climate change. Social media, carbon emission calculator Apps, online petitions, and other digital platforms can help us raise awareness and advocate for policy change and behaviour change.

121. **Project remote monitoring and project outreaching**: During the COVID19, SGP grantees partnered with livestream platform to use on-site camera to livestream the project activities such as mangrove reforestation and share the livestream link with donor and public. This practice can also be used in remote project sites where monitoring travel is difficult.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

V. PROGRAMME MANAGEMENT

Cost Efficiency and Effectiveness

122. Community-based approaches are inherently more cost-effective in their utilization of existing resources and hitherto untapped resources thereby providing a good model for larger projects concerned with efficiency and sustainability. The highly consultative and participatory processes, including the direct access to funds, practiced in SGP projects, can provide valuable lessons for larger government and donor programs. Notable too is the global reach of SGP – 99 participating countries in OP8-Part 1, which combined with good sharing systems, can scale up, mainstream, and replicate successful community projects. Moreover, as pointed out by the GEF IEO study, the UNDP-SGP "structure is particularly conducive for interactions" [frequent interactions to exchange knowledge and information] due to its unique structure, at the country level, SGP's long term and local presence, commitment to building multi-stakeholder networks, are crucial factors for scaling up success.

123. Activities outlined in the M&E plan will be undertaken as necessary and appropriate to ensure cost-effectiveness at each level.

Programme Management

124. The SGP Central Programme Management Team (CPMT) at UNDP manages the SGP Global Programme and has overall responsibility for supervising the SGP Country Programme and for the technical and substantive quality of SGP country portfolios. CPMT develops global strategy, guidelines and standards in the development of SGP projects with the objective of ensuring quality, while also facilitating the design of proposals. CPMT supervises SGP National Coordinators and facilitates the start-up of new Country Programmes.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

VI. PROGRAMME RESULTS FRAMEWORK

Contribution to the Sustainable Development Goal (s): SDG 1, SDG 5, SDG 12, SDG 13, SDG 14, SDG 15, SDG 16 and SDG 17							
Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: *multiple*							
Applicable Output(s) from the UNDP Strategic Plan: 4.1, 4.2							
Project title and Quantum Project Number: Eighth Operational Phase of the GEF Small Grants Programme (Part 1) – SGP OP8 (Quantum Project Number 9520)							
Objective and Outcome Indicators[5]		**Data Source**	**Baseline[6]**	**Mid-term Target[7]**	**End of Project Target**	**Data Collection Methods[8]**	**Risks/Assumptions**
Project Objective:	**Local CSOs and CBOs in landscapes-seascapes around the world access grant financing and technical assistance, including capacity development and knowledge sharing to maintain and enhance their socio-ecological resilience, well-being and socio-economic conditions for Global Environmental Benefits.**						
	Mandatory GEF Core Indicator 1: People benefitting from GEF-financed investments disaggregated by sex (count)[9] (GEF core indicator 11)	Annual monitoring report (AMR)	812,854 (449,588 female; 363,266 male) Source: 2023 AMR	150,000 (of whom 70,000 are female)	500,000 (of whom 250,000 are female)	Grantee monitoring reports; Impact reviews; SGP database	Projects are designed in a gender-responsive manner. Monitoring and evaluation processes are designed to systematically disaggregate data by gender.
	Mandatory GEF Core Indicator 2: Marine protected areas created or under improved management (hectare) (GEF core indicator 2)	AMR	176,955 Source: 2023 AMR	30,000 ha	90,000 ha	Grantee monitoring reports; Impact reviews; SGP database	Adequate financial and technical resources are available to establish and manage MPAs effectively. Ongoing public awareness and education regarding the importance of MPAs and the role of communities in their conservation.
	Mandatory GEF Core Indicator 3: Area of land and ecosystems under restoration (hectare) (GEF core indicator 3.1)	AMR	31,757 Source: 2023 AMR	70,000 ha	225,000 ha	Grantee monitoring reports; Impact	Restoration plans are adaptable to changing environmental and socio-economic conditions

[5] *UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.*

[6] *Baseline, mid-term and end of project target levels must be expressed in the same neutral unit of analysis as the corresponding indicator. Baseline is the current/original status or condition and needs to be quantified. The baseline can be zero when appropriate given the project has not started. The baseline must be established before the project document is submitted to the GEF for final approval. The baseline values will be used to measure the success of the project through implementation monitoring and evaluation.*

[7] *Target is the change in the baseline value that will be achieved by the mid-term review and then again by the terminal evaluation.*

[8] *Data collection methods should outline specific tools used to collect data and additional information as necessary to support monitoring. The PIR cannot be used as a source of verification.*

[9]. *This indicator captures the number of individual people who receive targeted support or assistance from a given GEF-financed project or program and/or who use the specific resources that the project maintains or enhances. Direct beneficiaries are all individuals receiving either: (a) Targeted support. This includes individuals whom can be identified as receiving direct support or assistance, can be counted individually and are aware they are receiving support in some sort and/or use the specific resources. This implies a high degree of attribution to the project; or (b) High intensity of support. This means receiving a high level of support/effort provided per person, assessed on a continuum with broad levels from Low to Medium and High, where only high intensity of support qualifies as direct beneficiary as per Table 1 (page 26) of the GEF's Guidelines on the Implementation of the GEF-8 Results Measurement Framework*

						reviews; SGP database	
	Mandatory GEF Core Indicator 4: Area of landscapes under improved practices (excluding protected areas; hectare) (GEF core indicator 4.1 and 4.3)	AMR	2,121,391 (4.1) 617,865 (4.3) Source: 2023 AMR	1,100,000 ha	3,800,000 ha	Grantee monitoring reports; Impact reviews; SGP database	Collaboration among stakeholders, including government agencies, non-governmental organizations, and local communities. Adequate technical knowledge and information on improved land management practices are accessible to land users and relevant stakeholders.
	Mandatory GEF Core Indicator 5: Area of marine habitat under improved practices to benefit biodiversity (hectare) (GEF core indicator 5)	AMR	77,118 Source: 2023 AMR	80,000 ha	270,000 ha	Grantee monitoring reports; Impact reviews; SGP database	Supportive policies are in place at the national and local levels. Ongoing research and monitoring efforts contribute to the identification and promotion of improved practices that benefit marine biodiversity.
	Mandatory GEF Core Indicator 6: Greenhouse gas emission mitigated (metric tons of CO2e)	AMR	205 climate change mitigation projects completed in 2022-2023 reporting period. Source: 2023 AMR	TBD	TBD	Grantee monitoring reports; Impact reviews; SGP database	Mitigation benefits are expected to be achieved in the AFOLU sector (e.g., improved landscape management, restoration) and through deployment of low-GHG emission community technologies.
Project component 1	**Strategic Planning and Multi-Stakeholder Governance**						
	Indicator 7: Number of countries with high-level policy changes associated with increased community participation in multi-stakeholder dialogue platforms.	AMR	38 countries Source: 2023 AMR	20 SGP countries	50 SGP countries (approx. 50% of the OP8 Part 1 portfolio)	Records of policy dialogues, policy briefs	Government and stakeholders are actively engaged. Stakeholders have the capacity to generate clear outcomes and lessons learned.
	Indicator 8: Number of representatives from social	AMR	4,579 (total number of representatives)	700	1,500	Terms of reference of	

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

Project Outcome[10] 1.1. Enabling environment strengthened for effective community-driven integrated approaches**.**	inclusion group (indigenous people, women, youth, persons with disability, farmers, other marginalized groups) meaningfully engaged in multi-stakeholder dialogue platforms.		Source: 2023 AMR			multi-stakeholder governance and dialogue platforms; records of meetings	
	Indicator 9: Number of SGP countries supporting legal identity and legal empowerment issues.	AMR	New indicator	25% of the countries participating in OP8 Part 1	50% of the countries participating in OP8 Part 1	Country programme strategies; landscape-seascape strategies; impact reviews	
	Indicator 10: Number of CSO-government-private sector dialogues formed or strengthened	AMR	231 Source: 2023 AMR	90 dialogues	180 dialogues	Grantee monitoring reports; Impact reviews	
Outputs to achieve Outcome 1.1	Output 1.1.1. Country programme strategies developed and National Steering Committees in effective operation. Output 1.1.2. Landscape-seascape strategies developed and implemented, and multi-stakeholder governance platforms established in relevant countries.						
Project component 2	**Demand-driven grants to CSOs/CBOs**						
Outcome 2.1. Landscape-seascape strategic objectives advanced through community-led grants	**Indicator 11:** Number of SGP countries supporting partnerships to advance sustainable agriculture and fisheries and/or food security (such as diversification, sustainable intensification, sustainable fisheries management, agroecological farming practices, climate-smart agriculture, certification programmes, local sourcing initiatives, waste reduction and circular economy, etc.)	Grantee Monitoring Report Impact reviews		10 SGP countries	25 SGP countries (approx. 25% of the OP8 Part 1 portfolio)	Grantee monitoring reports; Impact reviews	Existing policies in SGP countries are aligned with sustainable agriculture and fisheries goals.
	Indicator 12: Number of locally adapted solutions promoting low-carbon technologies (such as new/modified biogas technology, locally developed energy-efficient stoves, innovative uses of solar/wind energy, etc.)	AMR	90 Source: 2023 AMR	30 locally adapted low emission development solutions	70 locally adapted low emission development solutions	Grantee monitoring reports; Impact reviews; SGP database	Local communities are actively engaged and participate in the identification, development, and adoption of low-carbon technologies.

[10]*Outcomes are medium term results that the project makes a contribution towards, and that are designed to help achieve the longer-term objective. Achievement of outcomes will be influenced both by project outputs and additional factors that may be outside the direct control of the project.*

							Local communities and stakeholders have the necessary capacity and skills to engage with and adopt low-carbon technologies.
	Indicator 13: Increase in installed renewable energy capacity from community-scale systems (e.g., biomass, micro-hydro, solar, etc.)	Grantee Monitoring Report Impact reviews		50 kW increased renewable energy capacity	150 kW increased renewable energy capacity	Grantee monitoring reports; Impact reviews	Local communities and stakeholders have the necessary capacity and skills to operate and maintain community-scale renewable energy systems.
	Indicator 14: Number of local to global coalitions for chemicals and waste management strengthened and/or established.	AMR	27 Source: 2023 AMR	10 coalitions	20 coalitions	Grantee monitoring reports; Impact reviews; SGP database	Stakeholders share common goals and objectives related to the management of chemicals and waste.
	Indicator 15: Number of community-based sustainable solutions in urban landscapes (e.g., transport, biodiversity conservation, chemical and waste management, energy efficiency, watershed protection, etc.)	Grantee Monitoring Report Impact reviews		3 urban solutions	10 urban solutions	Grantee monitoring reports; Impact reviews	Effective collaboration among various stakeholders, including local government agencies, non-governmental organizations, businesses, and residents. Supportive policies and regulations are in place at the local and national levels
	Indicator 16: Number of projects with focused interventions promoting gender equality and women's empowerment	AMR	81% of projects that involve focused interventions on advancement of gender equality and women's empowerment objectives Source: AMR 2023	70% of projects by midterm	80% of projects	Grantee monitoring reports; Impact reviews; SGP database	Stakeholders involved in project planning and implementation are committed to promoting gender equality and women's empowerment, and inclusion of youth and socially marginalized groups.
	Indicator 17: Number of SGP countries that demonstrate models of engaging (a) Indigenous Peoples, (b) youth, and (c), persons with disabilities.	AMR	a) 34 countries; b) 58 countries; c) 19 countries Source: 2023 AMR	(a) 15 countries; (b) 25 countries; (c) 7 countries	(a) 30 countries, (b) 50 countries, (c) 15 countries	Grantee monitoring reports; Impact reviews; SGP database	
	Indicator 18: Amount of grant funding of total grant portfolio	AMR	(a) est. 20%; (b) est. 20%; (c) est. 20%	(a) 30%; (b) 30%; (c) 30%	(a) 50%; (b) 50%; (c) 50%	Grantee monitoring	

	accessed by: (a) women and/or women's groups; (b) youth and/or youth-led groups; (c) Indigenous peoples' groups.					reports; SGP database	
	Indicator 19: Number of grants supporting promotion of legal identity and legal empowerment, including the participation of Indigenous peoples and other remote/marginalized groups.	AMR	New indicator	10% of grants awarded	10% of grants awarded	Grantee monitoring reports; SGP database	
	Indicator 20: Number of policy recommendations or advocacy initiatives related to land-based pollution as a result of SGP project.	AMR		2 policy recommendations	4 policy recommendations	Grantee monitoring reports; Impact reviews;	Sufficient level of public awareness and support for policies addressing land-based pollution.
Outputs to achieve Outcome 2.1	Output 2.1.1. Capacities of CSOs/CBOs strengthened for implementation of landscape-seascape strategies, for grant-supporting activities. Output 2.1.2. Community level initiatives designed, financed, implemented, monitored and evaluated, under the following *Strategic priorities:* (i) community- based management of threatened ecosystems and species, (ii) sustainable agriculture and fisheries, and food security, (iii) low-carbon energy access and co-benefits, (iv) local to global coalitions for chemicals and waste management, (v) sustainable solutions in targeted urban landscapes. Output 2.1.3. Focused interventions for advancement of gender equality and women's empowerment objectives. Output 2.1.4 Focused interventions on leaving no one behind, including Indigenous Peoples, youth, persons with disabialities.						
Project component 3	**Knowledge Management and Learning**						
Outcome 3.1. Sustainability and impact of community-led collective action enhanced through knowledge management and learning approaches across landscapes-seascapes and regions.	**Indicator 21**: Number of countries undertaking South-South exchanges between communities, NGOs/CSOs, or other partners within or across countries.	AMR	30 Source: 2023 AMR	10 SGP countries	25 SGP countries (approx. 25% of the OP8 Part 1 portfolio)	Grantee monitoring reports; Impact reviews; SGP database	Government and stakeholders are actively engaged. Stakeholders have capacity to generate clear outcomes and lessons learned.
	Indicator 22: Number of South-South exchanges to transfer knowledge, replicate technology, tools or approaches on global environmental issues.	AMR	54 Source: 2023 AMR	20 exchanges	40 exchanges	Grantee monitoring reports; Impact reviews; SGP database	
	Indicator 23: Number of knowledge exchange/sharing events with participation of local communities		462 (number of peer-to-peer exchange) Source: AMR 2023	150	350	Grantee monitoring reports; Impact reviews	Effective communication channels are established to disseminate information.
	Indicator 24: Number of countries with online knowledge repository developed as a result of SGP project			10	20	Grantee monitoring reports; Impact reviews	Stable access to internet. Communities have access to adequate training and ongoing support to effectively use digital tools for documentation

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Outputs to achieve Outcome 3.1	Output 3.1.1. Local knowledge and lessons learned shared widely and systematically integrated into design of new projects with active participation of CSOs/CBOs and local communities. Output 3.1.2. Knowledge transfer and replication of appropriate technologies, tools, and approaches on global environmental issues, including through South-South exchanges across countries. Output 3.1.3 Local organizations mobilized and strengthened through learning by doing and knowledge-exchanges supporting local, sub-national and national peer-to peer dialogue and stakeholder capacity development.						
Project component	**Monitoring & Evaluation**						
Outcome 4.1. Scale, durability and impact of locally-led community action strengthend through monitoring, evaluation and evidence-based learning.	**Indicator 25**: Number of projects with meetings involving local CSOs/CBOs or communities to monitor project results, assess impacts, and identify lessons learned	Grantee Monitoring Report Impact reviews		50% of projects	80% of projects	Grantee monitoring reports; Impact reviews	Local stakeholders are open to adapting based on the lessons identified during meetings.
	Indicator 26: Number of country/cross-country impact reviews conducted with evidence of SGP impact and lessons learned.	Impact reviews	N/A	1 impact review	4 impact reviews (one per geographic region)	Impact reviews	Adequate availability of resources. M&E capacities built across global, country and project levels. Mechanisms of quality assurance and methodologically-sound thought production in place.
Outputs to achieve Outcome 4.1	4.1.1. Participatory monitoring of project implementation, including through digital means, enabling timely adaptive measures and codification of results and lessons. 4.1.2 CSOs/ CBOs and local communities are supported in continuous learnings and improvements in analyzing opportunities, risks and drivers of success and failures to achieve results across landscapes- seascapes and regions. 4.1.3. Evaluate impact of local initiatives to address environmental and socio-economic concerns of communities and generate evidential basis to inform project. development by CSOs/ CBOs.						

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

VII. MONITORING AND EVALUATION (M&E) PLAN

An emphasis on building on OP7 gains while introducing new metrics

125. Strengthening results management, monitoring and evaluation (M&E) is a key priority for the Small Grants Programme (SGP) during its Eighth Operational Phase. In line with positive endorsement by the Third Joint Evaluation, SGP's OP8 results build upon improvements made in OP7 results architecture and management system while adding more granularity to grantee level monitoring and measuring additional socio-economic co-benefits. Overall, there will be a continued emphasis of monitoring programme and project cycle effectiveness, funding delivery rates, results-driven implementation, integration of corporate standards in programming, involvement of stakeholders (partners/NSCs), and financing. With a key objective to measure and manage the efficiency, impact, and sustainability of SGP initiatives- monitoring in OP8 will further develop learning-based approaches supporting scaling up of successes and generating knowledge from failures as well.

126. SGP will continue to employ the multi-tiered approach that addresses distinct requirements at project, country, and global levels. This approach also responds to differentiated capacities, resources, and infrastructure of various countries in the portfolio, including LDCs and SIDS. Each country possesses unique contextual realities that influence its ability to engage in and benefit from SGP initiatives. A multi-tiered approach, therefore, allows SGP to be responsive to the varying contexts of its country programmes, all the while ensuring aggregated global effectiveness, efficiency and impact of the Programme.

127. The M&E system will continue to be operationalized in an integrated manner across projects, country and global levels . At the project level, a streamlined roster of indicators will be used to capture results gains while introducing new metrics. At the country level, country programme teams and the NSC will support monitoring of project grants with an emphasis on evidential mechanisms. At the global level, SGP will employ a consistent approach to aggregate and track cumulative progress across 99 countries over time against the OP8 results management framework.

128. In OP8, there is a dedicated outcome on M&E: ***Outcome 4.1. Scale, durability and impact of locally led community action strengthened through monitoring, evaluation and evidence-based learning***. The outputs under the Monitoring & Evaluation outcome are integrated with and feed into the other outcomes of the programme. The M&E outputs include: 4.1.1. Participatory monitoring of project implementation, including through digital means, enabling timely adaptive measures and codification of results and lessons; 4.1.2. CSOs/ CBOs and local communities are supported in continuous learnings and improvements in analyzing opportunities, risks and drivers of success and failures to achieve results across landscapes-seascapes and regions; and 4.1.3. Evaluate impact of local initiatives to address environmental and socio-economic concerns of communities and generate evidential basis to inform project development by CSOs/ CBOs. These outputs aim at strengthening CSOs'/CBOs' capacities to manage towards results, increased and shared evidence-based knowledge, and assess the socio-ecological impacts of local actors' initiatives within the landscape-seascape investment programmes.

Alignment with GEF Core indicators

129. In OP8, SGP places greater emphasis on promoting strategic and results-based investments at the local level, in alignment with GEF-8 results framework. Its priorities are closely aligned to those of the GEF-8 Programming Directions Paper and its outcomes to meet the GEF-8 targets. To capture global environmental benefits, SGP is aligned with 6 of the 11 GEF-8 core indicators, in line with the agreed guidelines. These indicators programmatically align with SGP's work and possess technical suitability to apply specific tools at the community level.

Enhanced Socio-economic indicators

130. SGP will continue to support local CSOs/CBOs, particularly those representing marginalized and vulnerable groups, including women, Indigenous Peoples, persons with disabilities, elderly, and the youth, to design and

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

implement projects producing global environmental benefits coupled with socioeconomic co-benefits to local communities. In this regard, SGP will further enhance its measurement system for socio-economic indicators to facilitate the tracking of deeper socio-economic impact due to SGP interventions. In OP8, socio-economic indicators will stay mandatory for each SGP project.

a. The scope of socio-economic measurement will be expanded with an inclusion of economic indicators, particularly on livelihoods creation and strengthening. This will include (i.) *Livelihood support:* measuring projects that directly or indirectly create or strengthen livelihoods through SGP interventions, particularly for vulnerable groups (ii.) *Skills Development and entrepreneurship*: measure projects that support development of new skills or have successfully initiated micro-enterprises and businesses as a result of SGP interventions. This goes beyond the tracking of basic training numbers, focusing on the sustainable application of acquired skills for economic activities and the entrepreneurial spirit within communities. (iii.) *Natural resource-based livelihoods*: Track the development and enhancement of livelihoods based on sustainable natural resource management. For example, the number of community-based enterprises engaged in eco-friendly practices, agroecological farming, or sustainable fisheries.

b. Addition transformation-based measurements for involvement with marginalized groups will be introduced. These include: (i.) *Empowerment and decision-making*: Assess the extent to which marginalized groups, such as women, Indigenous Peoples, youth, and persons with disabilities, are actively participating in community decision-making processes .(ii.) *Community resilience*: Measure the community's resilience to socio-economic and environmental changes, such as establishment of community-managed funds and successful adaptation strategies. (iii.) *Community-led initiatives*: Track the number of community-led initiatives that have expanded beyond the project's scope, demonstrating sustainability and the ability of communities to take charge of their development.

131. Aligned with the GEF-8 Results Indicators for the SGP 2.0, the OP8-Part 1 results framework includes the following indicators for capturing socioeconomic impacts:

- Indicator 8: Number of representatives from social inclusion group (indigenous peoples, women, youth, persons with disability, farmers, other marginalized groups) meaningfully engaged in multi-stakeholder dialogue platforms.
- Indicator 9: Number of SGP countries supporting legal identity and legal empowerment issues.
- Indicator 14: Number of community-based sustainable solutions in urban landscapes (e.g., transport, biodiversity conservation, chemical and waste management, energy efficiency, watershed protection, etc.).
- Indicator 16: Number of projects with focused interventions promoting gender equality and women's empowerment.
- Indicator 17: Number of SGP countries that demonstrate models of engaging (a) Indigenous Peoples, (b) youth, and (c), persons with disabilities.
- Indicator 18: Amount of grant funding of total grant portfolio accessed by: (a) women and/or women's groups; (b) youth and/or youth-led groups; (c) Indigenous peoples' Groups.
- Indicator 19: Number of grants supporting promotion of legal identity and legal empowerment, including the participation of Indigenous peoples and other remote/marginalized groups.

Measuring benefits accrued to KM, Capacity development and M&E

132. Guided by Third Joint Evaluation, an emphasis will be made to assess results attributable to capacity-building, monitoring and evaluation, as well as communications and knowledge management activities. The implementation of these activities increases the effectiveness, efficiency and impact of grantmaking processes. The Annual Monitoring Process will pilot an approach to capture benefits due to enabling services noted here.

133. Specifically, *Capacity development* is a nuanced process which requires time to demonstrate tangible results. Therefore, the measurement focus will be to assess gains made from technical capacity, facilitating partner

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

meetings, strategic planning and management of the project, building consensus and promoting dialogue amongst stakeholders, knowledge management, and developing monitoring and learning tools. On *M&E*, with observational data and learning gathered from field missions, conducting regular project monitoring supports in systematically capturing signs of project challenges for improved implementation and adaptive management of the programme. On *KM and communications*, the knowledge obtained from project experiences and lessons learned are disseminated through stakeholder networks and platforms at local, national, regional, and global levels, which facilitates the replication and upscaling of successful initiatives.

134. New results management tools such as outcome mapping will be applied to understand the changes in behavior of local communities due to such enabling services. SGP will enhance the systematic documentation of project information, promoting standardized inputs from grantee and country levels, as well as ensuring timely and regular updates.

Sustainability

135. SGP will also implement sustainability measurement which assesses the extent to which a project's outcomes demonstrate durability and its potential to achieve the expected long-term impact, as well as whether the organizations continue to operate in the environmental space after the SGP grant is concluded. With an emphasis on further integration of SGP country teams with UNDP country offices, sustainability of results will be maintained through linkage with relevant national policies and programmes, as well as by scaling up through larger donor and government-led programmes and projects. An enhanced and comprehensive approach to measuring sustainability will be piloted across the following dimensions: (i.) *Results sustainability*: Assess project's influence on policy frameworks and the depth of community engagement and empowerment. (ii.) *Grantee sustainability*: Examine grantee's ability to continue operation after SGP grant cycle has ended.

Synergy with UNDP and GEF Policies

136. Results management aligns the efforts of SGP with those of UNDP country office and synergizes with the GEF results architecture, facilitating the upscaling and replication of SGP's environmental and socio-economic outcomes. SGP Country Programme Strategies (CPS) for OP8 will reflect a synergy with UNDP Country Programme Document (CPD), which in turn is linked to UNDP Strategic Plan and related Integrated Results and Resources Framework (2022-2025). This approach will foster the alignment of results and increase the awareness of UNDP country team's work, facilitating a mutual exchange of evidential lessons and experiences. In OP8, SGP places emphasis on strengthening connections within UNDP and with GEF infrastructure on the ground including GEF OFPs, other GEF partnership entities, and key national partners. The regular reporting of results from the Country Programme serves as a tool for continuous collaboration.

137. In line with directives of 2.0, UNDP stands ready to collaborate with results monitoring and evaluation as a tool of harmonization among the SGP GEF agencies, facilitating a wider understanding of programmatic impact and operational performance. In close coordination with GEF Secretariat, frameworks can be clarified with necessary flexibility for adaptive management, synchronized results, and a knowledge-oriented approach that builds upon investments aligned with evaluation findings. A common M&E, KM and communication approach in collaboration with civil societies, along with the sharing of high-quality data and evidence, is integral to achieving scale and cohesion by the programme as a whole.

Quality assurance

138. Quality assurance (QA) is a crucial part of SGP's results management approach. Generating, aggregating and reporting on data based on strong technical definitions, methodological basis, and standardized procedures will be continued in line with OP7 practices- all the while adding to the evidential basis for integrated results across operational phases. In OP8, the QA effort will be further enhanced with the following components:

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

a. *Digital technology integration*: To enhance the cost-efficiency of monitoring processes, SGP will pilot the use of digital technology for remote monitoring. This will include using some of the innovations made in COVID-19 pandemic phase in using photo stories, videos and web-based applications to virtually interact with grantees.

b. *Community engagement and continuous capacity building initiatives*: SGP will implement continuous capacity building initiatives to empower grantees. This will involve providing ongoing training sessions, workshops, and resources to ensure that grantees are well-equipped for effective data collection and reporting. Overall, an emphasis on more inclusive and participatory monitoring and quality assurance processes which involve local communities more in monitoring and evaluating project outcomes will be initiated.

OP8 M&E Procedures

139. In OP8, SGP will carry out a set of M&E procedures which will actively deploy UNDP Country offices and SGP National Coordinators (called as SGP country teams in note below) and SGP National Steering Committees.

a. SGP focuses on participatory M&E with grantee ownership. The SGP country team typically *organizes a workshop at the inception of a grant distribution cycle* to convene the cohort of grantees with the objective to: (i) build common understanding and capacities to undertake quality M&E activities; (ii) create early synergies between grantees for deeper impact, including broader adoption; (iii) enable a forum of learning from both success and failures. Such workshops will support in familiarizing stakeholders with the programme's strategy, discuss contextual changes, clarify team roles, review the results framework and monitoring plan, and review financial reporting procedures.

b. The *GEF Core Indicators* will be employed to monitor global environmental benefits with relevant data collected at each project levels while ensuring a robust evidential basis.

c. At the project level, a measurement system exists to harmonize reporting across the SGP portfolio. Each of the SGP projects picks from a roster of project indicators, including both global environmental and socio-economic indicators, and report results as guided by the SGP M&E guidelines, and the Project Framework for OP8.

d. At country level, SGP country programme teams, as well as the NSC, undertake monitoring of grant portfolio on an ongoing basis. Close and regular collaboration are undertaken between NC and NSCs on M&E activities at the country level. Periodic reviews and monitoring of the Country Programme Strategy implementation is undertaken during the operational phase. This enables (i) verifiable and structured adjustments to the CPS to take place, including any course correction in terms of ongoing projects and advice on the selection of new projects; (ii) noting early results for broader adoption and partnership development; and (iii) identification of risks. Regular updates to all information on SGP database is also made as part of country level work.

e. The programme will continue to provide annual monitoring report along with the new introduction of programme implementation reports (PIRs)- meeting necessary accountability requirements along with a basis to undertake adaptive management, examine lessons learned and explore scaling-up opportunities.

f. Besides an Independent Joint Evaluation of the Programme, a Mid-term Review (MTR) will be conducted by the programme's midpoint, and a Terminal Evaluation (TE) will be carried out upon completion of major programme outputs.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

140. In accordance with UNDP's programming policies and procedures, the programme will be monitored through the following monitoring and evaluation plans.

Monitoring Plan:

141. The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored by the Central Programme Management Team (CPMT) annually, and will be reported in the GEF AMR and PIR every year, and will be evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. Project risks, as outlined in the risk register, will be monitored quarterly.

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
Track results progress	Local CSOs and CBOs in landscapes-seascapes around the world access grant financing and technical assistance, including capacity development and knowledge sharing to maintain and enhance their socio-ecological resilience, well-being and socio-economic conditions for Global Environmental Benefits.	**Mandatory GEF-8 Core Indicator 11: People benefitting from GEF-financed investments disaggregated by sex** (count)[11]	500,000 (of whom 250,000 are female)	Reported as part of GEF-8 core indicators SGP aligned with	Annually reported in AMR; (reported in Development Objective (DO) progress section of the GEF PIR); mid-term, closure	SGP National Coordinators; UNDP Country Office	AMR; Grantee monitoring reports; Impact reviews; SGP database
		Mandatory GEF Core Indicator 2: Marine protected areas created or under improved management (hectare)	90,000 ha	Reported as part of GEF-8 core indicators SGP aligned with	Annually	SGP National Coordinators; UNDP Country Office	AMR; Grantee monitoring reports; Impact reviews; SGP database
		Mandatory GEF Core Indicator 3: Area of land and ecosystems under restoration (hectare)	225,000 ha	Reported as part of GEF-8 core indicators SGP aligned with	Annually	SGP National Coordinators; UNDP Country Office	AMR; Grantee monitoring reports; Impact reviews; SGP database
		Mandatory GEF Core Indicator 4: Area of landscapes under improved practices (excluding protected areas; hectare)	3,800,000 ha	Reported as part of GEF-8 core indicators SGP aligned with	Annually	SGP National Coordinators; UNDP Country Office	AMR; Grantee monitoring reports; Impact

[11]. *This indicator captures the number of individual people who receive targeted support or assistance from a given GEF-financed project or program and/or who use the specific resources that the project maintains or enhances. Direct beneficiaries are all individuals receiving either: (a) Targeted support. This includes individuals whom can be identified as receiving direct support or assistance, can be counted individually and are aware they are receiving support in some sort and/or use the specific resources. This implies a high degree of attribution to the project; or (b) High intensity of support. This means receiving a high level of support/effort provided per person, assessed on a continuum with broad levels from Low to Medium and High, where only high intensity of support qualifies as direct beneficiary as per Table 1 (page 26) of the GEF's Guidelines on the Implementation of the GEF-8 Results Measurement Framework*

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
							reviews; SGP database
		Mandatory GEF Core Indicator 5: Area of marine habitat under improved practices (hectare)	270,000 ha	Reported as part of GEF-8 core indicators SGP aligned with	Annually	SGP National Coordinators; UNDP Country Office	AMR; Grantee monitoring reports; Impact reviews; SGP database
		Mandatory GEF Core Indicator 6: Greenhouse gas emission mitigated (metric tons of CO2e)	TBD	Mitigation benefits are expected to be achieved in the AFOLU sector (e.g., improved landscape management, restoration) and through deployment of low-GHG emission community technologies	Annually	SGP National Coordinators; UNDP Country Office	AMR; Grantee monitoring reports; Impact reviews; SGP database
	Project Outcome 1.1 Enabling environment strengthened for effective community-driven integrated approaches.	**Indicator 7:** Number of countries with high-level policy changes associated with increased community participation in multi-stakeholder dialogue platforms.	50 SGP countries (approx. 50% of the OP8 Part 1 portfolio)	This indicator measures the impact of policy shifts at a national level that facilitate greater community engagement in multi-stakeholder dialogues.	Annually	SGP National Coordinators; UNDP Country Office	Records of policy dialogues, policy briefs
		Indicator 8: Number of representatives from social inclusion group (indigenous people, women, youth, persons with disability, farmers, other marginalized groups) meaningfully engaged in multi-stakeholder dialogue platforms.	1,500	This indicator is a metric on social inclusion in accordance with the principle of "leave no one behind", facilitating the involvement of marginalized and vulnerable groups participating in landscape-seascape planning.	Annually	SGP National Coordinators; UNDP Country Office	Terms of reference of multi-stakeholder governance and dialogue platforms; records of meetings
		Indicator 9: Number of SGP countries supporting legal identity and legal empowerment issues.	50% of the countries participating in OP8 Part 1	This indicator measures how SGP countries are promoting legal identity and legal empowerment issues for local CSOs/CBOs.	Annually	SGP National Coordinators; UNDP Country Office	Country programme strategies; landscape-seascape strategies; impact reviews
		Indicator 10: Number of CSO-government-private sector dialogues formed or strengthened.	180 dialogues		Annually	SGP National Coordinators; UNDP Country Office	Grantee monitoring reports; Impact reviews

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
	Project Outcome 2.1 Landscape-seascape strategic objectives advanced through community-led grants	**Indicator 11:** Number of SGP countries supporting partnerships to advance sustainable agriculture and fisheries and/or food security (such as diversification, sustainable intensification, sustainable fisheries management, agroecological farming practices, climate-smart agriculture, certification programmes, local sourcing initiatives, waste reduction and circular economy, etc.)	25 SGP countries (approx. 25% of the OP8 Part 1 portfolio)	This indicator assesses the collaborative efforts SGP countries in promoting sustainable practices and food security within the agriculture and fisheries sectors.	Annually	SGP National Coordinators; UNDP Country Office	Grantee monitoring reports; Impact reviews
		Indicator 12: Number of locally adapted solutions promoting low-carbon technologies (such as new/modified biogas technology, locally developed energy-efficient stoves, innovative uses of solar/wind energy, etc.)	70 locally adapted low emission development solutions	This indicator is a metric of innovative solutions implemented at the local level to advance the adoption of low-carbon technologies.	Annually	UNDP Country Offices; National Coordinators	AMR; Grantee monitoring reports; Impact reviews; SGP database
		Indicator 13: Increase in installed renewable energy capacity from community-scale systems (e.g., biomass, micro-hydro, solar, etc.)	150 kW increased renewable energy capacity	This indicator measures the growth in the power generation capability derived from renewable sources within community-level infrastructure.	Annually	SGP National Coordinators; UNDP Country Office	Grantee monitoring reports; Impact reviews
		Indicator 14: Number of local to global coalitions for chemicals and waste management strengthened and/or established.	20 coalitions	This is a metric of collaborative partnerships and alliances at various levels with the aim of addressing challenges related to chemicals and waste management.	Annually	UNDP Country Offices; National Coordinators	AMR; Grantee monitoring reports; Impact reviews; SGP database
		Indicator 15: Number of community-based sustainable solutions in urban landscapes (e.g., transport, biodiversity conservation, chemical and waste management, energy efficiency, watershed protection, etc.)	10 urban solutions	This indicator quantifies the locally-driven initiatives implemented within urban areas to address various sustainability challenges.	Annually	Pr SGP National Coordinators; UNDP Country Office	Grantee monitoring reports; Impact reviews
		Indicator 16: Number of projects with focused interventions promoting gender equality and women's empowerment	80% of projects	This indicator quantifies the projects that intentionally incorporate specific actions and strategies to advance	Annually	UNDP Country Offices; National Coordinators	AMR; Grantee monitoring reports; Impact

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
				gender equality and empowerment of women.			reviews; SGP database
		Indicator 17: Number of SGP countries that demonstrate models of engaging (a) Indigenous Peoples, (b) youth, and (c), persons with disabilities.	(a) 30 countries, (b) 50 countries, (c) 15 countries	Deduced from number of countries that report on Indigenous Peoples projects, youth projects, and PwD organizations.	Annually	SGP National Coordinators; UNDP Country Office	AMR; Grantee monitoring reports; Impact reviews; SGP database
		Indicator 18: Amount of grant funding of total grant portfolio accessed by: (a) women and/or women's groups; (b) youth and/or youth-led groups; (c) Indigenous peoples' groups.	(a) 50%; (b) 50%; (c) 50%	This indicator measures the amount of grant funding accessed by women, youth and Indigenous peoples' groups.	Annually	SGP National Coordinators; UNDP Country Office	AMR; Grantee monitoring reports; Impact reviews; SGP database
		Indicator 19: Number of grants supporting promotion of legal identity and legal empowerment, including the participation of Indigenous peoples and other remote/marginalized groups.	10% of grants awarded	This indicator measures how individual grants are promoting legal identity and legal empowerment issues.	Annually	SGP National Coordinators; UNDP Country Office	AMR; Grantee monitoring reports; Impact reviews; SGP database
		Indicator 20: Number of policy recommendations or advocacy initiatives related to land-based pollution as a result of SGP project.	4 policy recommendations	It measures the level of public awareness and support for policies addressing land-based pollution.	Annually	SGP National Coordinators; UNDP Country Office	AMR; Grantee monitoring reports; Impact reviews; SGP database
	Project Outcome 3.1 Sustainability and impact of community-led collective action enhanced through knowledge management and learning approaches across landscapes-seascapes and regions.	**Indicator 21**: Number of countries undertaking South-South exchanges between communities, NGOs/CSOs, or other partners within or across countries.	25 SGP countries (approx. 25% of the OP8 Part 1 portfolio)	It measures the extent to which countries engage in collaborative knowledge sharing, capacity building, and partnership activities within the South-South cooperation framework.	Annually	SGP National Coordinators; UNDP Country Office	AMR; Grantee monitoring reports; Impact reviews; SGP database
		Indicator 22: Number of South-South exchanges to transfer knowledge, replicate technology, tools or approaches on global environmental issues.	40 exchanges	It measures the extent to which countries engage in collaborative knowledge sharing, capacity building, and partnership activities within the South-South cooperation framework.	Annually	UNDP Country Offices; National Coordinators	AMR; Grantee monitoring reports; Impact reviews; SGP database
		Indicator 23: Number of knowledge exchange/sharing events with participation of local communities	350	This indicator quantifies the activities designed to facilitate the exchange and sharing of knowledge, information, and	Annually	SGP National Coordinators; UNDP Country Office	Grantee monitoring reports; Impact reviews

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
				experiences, specifically involving the active participation of local communities			
		Indicator 24: Number of countries with online knowledge repository developed as a result of SGP project	20	This indicator quantifies the SGP countries where an internet-based database of knowledge, information, and resources has been created.	Annually	SGP National Coordinators; UNDP Country Office	Grantee monitoring reports; Impact reviews
	Project Outcome 4.1 Scale, durability and impact of locally-led community action strengthend through monitoring, evaluation and evidence-based learning.	**Indicator 25**: Number of projects with meetings involving local CSOs/CBOs or communities to monitor project results, assess impacts, and identify lessons learned	80% of projects	This is a metric quantifying the frequency of organized sessions for participatory monitoring purposes.	Annually	SGP National Coordinators; UNDP Country Office	Grantee monitoring reports; Impact reviews
		Indicator 26: Number of country/cross-country impact reviews conducted with evidence of SGP impact and lessons learned.	4 impact reviews (one per geographic region)	Country or region level impact reviews to evaluate performance.	Annually	UNDP Country Offices; National Coordinators	Impact reviews

Monitoring Activity			
	Frequency/Timeframe	**Expected Action**	**Partners (if joint)**
Project Level			
Track results progress (see above table for details)	Annually and at mid-point and closure	Slower than expected progress will be addressed by project management.	N/A
M&E Plan at grantee level	At project commitment stage	Systematically monitor and assess the progress, performance, and impact of a project.	N/A
Participatory monitoring at grantee level	Ongoing throughout project implementation	Project stakeholders, including beneficiaries, are engaged in the monitoring process.	N/A

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

Project evaluation	Upon completion of project activities, as appropriate	Analyze data to make assess the project's effectiveness	N/A
Project progress reports	At mid-term and final tranche	Report project results	N/A
Project financial reports	At each disbursement request	Track financial performance and assess cost-effectiveness	N/A
Project monitoring	At least once per project cycle	Monitoring conducted by SGP staff	N/A
Update project information in global project database	At start of project, on ongoing basis, and at project completion	Maintain project information and results	N/A
Country Level			
Supervision missions	Annually	Manage projects to ensure effective implementation and achievement of objectives	N/A
Learning and learning Missions	As needed	Relevant lessons are captured by the project team and used to inform management decisions.	N/A
Develop Country Programme Strategy	At start of project	Elaborate a comprehensive and strategic plan to guide country programme's activities	N/A
Review project results and analysis	Minimum twice per year	Examine project outcomes to understand the project's performance and impact	N/A
Conduct country portfolio Review	Once per operational phase	Systematic assessment and evaluation of country portfolio within country's context	N/A
Maintain SGP database	Throughout the operational phase.	Timely update project information and results	N/A
Audit	Annually for selected countries on risk-assessment basis	Independent entities examine financial and operational aspects of country programme.	External
Global Level			
Inception Workshop and Report	Inception Workshop within 2 months of the First Disbursement	Involve stakeholders to initiate planning	N/A
Monitor and manage risk	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	N/A
Monitor SESP, ESMF, stakeholder engagement plan, gender action plan	ongoing	Project safeguard instruments regularly monitored and updated accordingly.	N/A
Annual programme quality assurance	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	N/A
Review and make course Corrections with NSC and programme stakeholders	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	N/A
Annual GEF Project Implementation Report (PIR)	Annually typically between June-September	Mandatory contribution by CPMT, COs and RTAs. Strengths and weaknesses will be reviewed by project management and used to inform decisions to improve project performance	N/A
Programme review (SGP Global Programme Board)	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	N/A
Annual Monitoring Report (AMR)	Annually	Comprehensive report on progress towards achievement of programme results.	N/A
Maintain SGP database	Ongoing	Quality assurance of data, regular backup, address technical issues	N/A

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

Data analysis by region and typology	Annually	Identify patterns for informed decision-making	N/A
Manage country and thematic impact reviews	Ongoing	Assess the impact and effectiveness of SGP interventions and support generating methodologically solid evidence	N/A
Programme Delivery Reports (GEF Financial Reporting)	Quarterly	Assess efficiency of programme progress and performance	N/A
Contribute to UNDP and GEF country and thematic evaluations	Ad hoc	Collect and provide relevant information for the assessment of programme effectiveness and impacts	UNDP and/or GEF Evaluation Offices
Mid-term Review (MTR)	By mid-term evaluation date		
Terminal Evaluation (TE)	By Terminal evaluation date		
SGP Independent Evaluation	Once per Operational Phase	Assess programme effectiveness, impact, and overall performance	UNDP and GEF Independent Evaluation Offices

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders
Independent Mid-Term Review (MTR)	N/A	4.1, 4.2	Multiple	By the MTR submission date included on cover page of Project Document	Members of NSCs, members of GEF SGP Steering Committee, members of SGP Global Programme Board, UNDP BPPS, CPMT, co-financing partners, grantees and local beneficiaries
Independent Terminal Evaluation (TE)	N/A	4.1, 4.2	Multiple	By the TE submission date included on cover page of Project Document	Members of NSCs, members of GEF SGP Steering Committee, members of SGP Global Programme Board, UNDP BPPS, CPMT, co-financing partners, grantees and local beneficiaries

Monitoring and Evaluation Budget for project execution:	
GEF M&E requirements to be undertaken by Central Programme Management Team (CPMT)	**Indicative costs (US$)**
Inception Workshops	200,000
M&E required to report on progress made in reaching GEF core indicators and programme results included in the programme results framework	1,100,000
Preparation of the annual GEF Project Implementation Report (PIR) and annual monitoring report (AMR)	576,302
Monitoring all requirements (SESP, ESMF, stakeholder engagement plan, gender action plan, CPS progress)	400,000
Monitoring missions	350,000
Independent Mid-term Review (MTR):	200,000
Independent Terminal Evaluation (TE):	200,000

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

Monitoring and Evaluation Budget for project execution:	
GEF M&E requirements to be undertaken by Central Programme Management Team (CPMT)	**Indicative costs (US$)**
Maintain SGP Database and online system	100,000
Programme quality assurance / technical assistance	1,000,000
TOTAL indicative COST	**4,126,302**

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Section 1: General roles and responsibilities in the programme's governance mechanism

142. Implementing Partner: The Implementing Partner for OP8-Part 1 (Tranche 1) is UNDP BPPS Nature Hub under the Direct Implementation Modality (DIM).

143. The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed Project Document along with the assumption of full responsibility and accountability for the effective use of GEF resources and the delivery of outputs, as set forth in this document.

144. The Implementing Partner is responsible for executing this programme. Specific tasks include:

- Programme planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure programme-level M&E is undertaken by qualified service providers.
- Overseeing the management of programme risks as included in this project document and new risks that may emerge during programme implementation.
- Procurement of goods and services, including human resources.
- Financial management, including overseeing financial expenditures against programme budgets.
- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

145. In line with SGP 2.0 Implementation Arrangements[12], UNDP "will develop execution arrangements most appropriate to the country context." The option of UNDP itself directly funding grantees in some countries is based on UNDP's established policies (e.g., Low Value Grant Policy) and procedures, while further replicating successful NGO execution arrangements experienced in other countries, depending on the volume of funding and capacity.

146. Adopting the DIM execution modality for SGP offers several advantages. Leveraging UNDP's existing structure and administrative, financial, and monitoring systems will enhance clarity and integration of SGP activities at the country level, including better integration into UNDP's strategic programming, enhanced reporting and resource mobilization capabilities, and the potential to leverage SGP's experience for additional support to locally led action for the global environment.

147. **Responsible Parties**: Responsible Parties (Agencies, NGOs) will be identified during project implementation to ensure seamless transition from OP7 to OP8 SGP operation, including a number of NGOs in selected countries, for example, in Brazil, India, and the Philippines, and potentially other countries where the NGO execution modality will continue to be utilized. This is in line with the experience gained from a number of Upgraded Country Programmes (GEF-6 and GEF-7) and also with the SGP 2.0 Implementation Arrangements, which encourage Implementing Agencies to work with local executing entities.

148. Based on country level discussions and assessments of capacities, the most appropriate execution modality is determined for each country and UNDP will either: (i) plan to directly fund grantees in line with its established Low Value Grants Policy, which permits direct funding to grantees, or (ii) will do so indirectly, via "on-granting", i.e., an arrangement where UNDP provides funds to another "grant-making institution" which will operate as executing entity in the country concerned.

[12] GEF Small Grants Programme 2.0, Implementation Arrangements for GEF-8. GEF/C63/06/Rev.01, November 25, 2022

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

149. Building on more than 30 years of successfully supporting locally led sustainable development, UNDP aims to strategically expand support for direct access to finance by civil society organizations, including expanding the pool of in-country, non-governmental National Host Institutions as a first step towards direct execution and on-granting by those CSOs who possess the administrative, fiduciary and technical capacities for effective Country Programme management. CSO execution is possible in countries with well-established philanthropic foundations or NGOs, which ipso facto tends to limit the possibility of this modality to those countries with a longer history of constructive CSO engagement. During the course of OP8 implementation, as part of country programme strategy formulation and implementation, potential CSO partners will be identified, in close consultation with SGP National Steering Committees and networks of prior grantees, who may be capable of the kind of transparent and accountable management and administration that is required by UNDP's own fiduciary standards and responsibilities as GEF Agency. Progress on identifying qualified NGO responsible parties will be tabled in the NSC meetings and reported in the annual PIRs and documented in the midterm review.

150. **Programme Stakeholders and Target Groups**: The programme stakeholders include the government agencies, civil society organizations, community-based organizations private sector and other stakeholders involved in the SGP in the respective countries. The target groups, i.e., grantee partners are the Indigenous Peoples and Local Communities (IPLCs) in the landscapes-seascapes where the grants are executed.

151. **UNDP**: UNDP is accountable to the GEF for the oversight and implementation of this programme. This includes overseeing programme execution undertaken by the Implementing Partner to ensure that the programme is being carried out in accordance with UNDP and GEF policies and procedures and the standards and provisions outlined in the Delegation of Authority (DOA) letter for this project. **The UNDP BPPS Vertical Fund Programme Support, Oversight and Compliance Unit Executive Coordinator, in consultation with UNDP Bureaus and the Implementing Partner, retains the right to revoke the project DOA, suspend or cancel this GEF project.** UNDP is responsible for the Programme Assurance function in the programme governance structure and presents to the SGP Global Steering Committee and attends Steering Committee meetings as a non-voting member.

152. A strict firewall will be maintained between the delivery of programme oversight and quality assurance performed by UNDP and programme execution undertaken by UNDP. The segregation of functions and firewall provisions within UNDP in this case is described in the next section.

Section 2: Governance structure

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

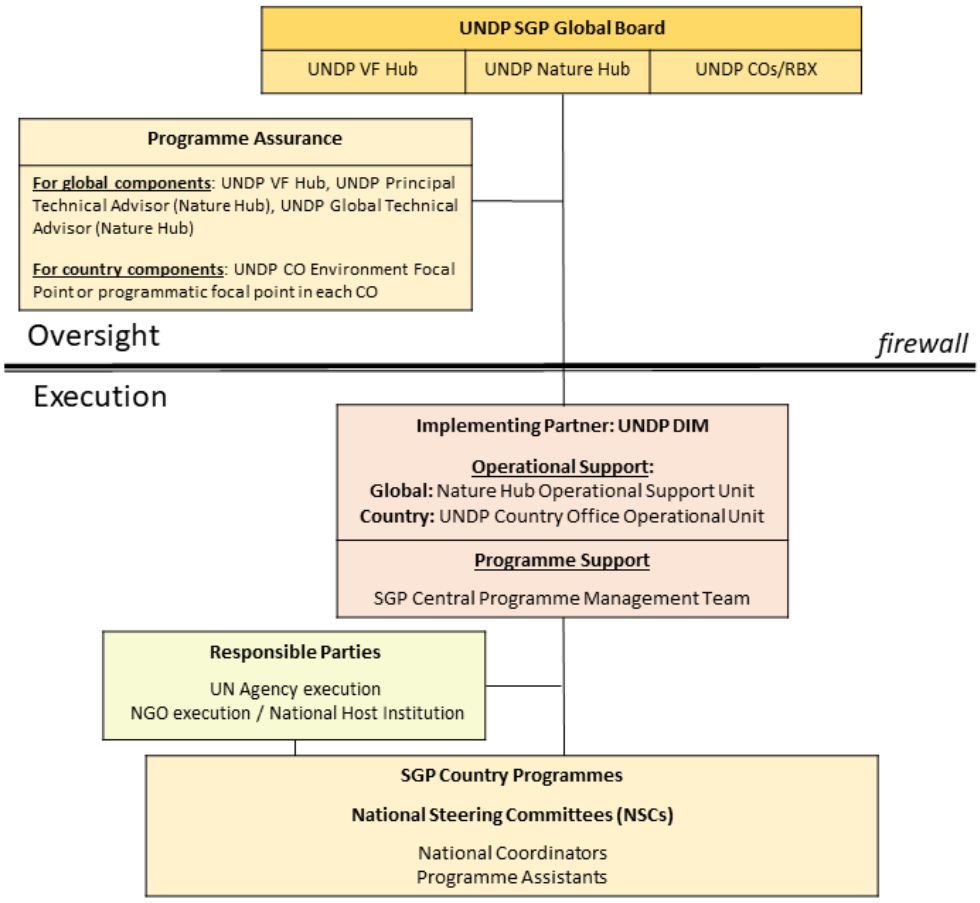


Figure 2: Programme Organization Structure

153. UNDP BPPS Nature Hub, in close coordination with UNDP BPPS VF Hub, assumes full responsibility and accountability for oversight and quality assurance of this programme and ensures its timely implementation in compliance with the GEF-specific requirements and UNDP's Programme and Operations Policies and Procedures (POPP), its Financial Regulations and Rules and Internal Control Framework. UNDP BPPS Nature Hub representatives (UNDP Nature Hub Principal Technical Advisor and UNDP Nature Hub Global Technical Advisor) will assume the assurance role and will present assurance findings to the UNDP SGP Global Board, and therefore attends Board meetings as a non-voting members.

Section 3: Segregation of duties and firewalls vis-á-vis UNDP representation on the UNDP SGP Global Board

154. As noted in the Minimum Fiduciary Standards for GEF Partner Agencies, in cases where a GEF Partner Agency (i.e. UNDP) carries out both implementation oversight and execution of a project, the GEF Partner Agency (i.e. UNDP) must separate its project implementation oversight and execution duties, and describe in the relevant project document a: 1) Satisfactory institutional arrangement for the separation of implementation oversight and executing functions in different departments of the GEF Partner Agency; and 2) Clear lines of responsibility, reporting and accountability within the GEF Partner Agency between the programme implementation oversight and execution functions.

155. In this case UNDP's implementation oversight role in the programme – as represented in the Board and via the programme assurance function – is performed by Nature Hub, Principal Technical Advisor and the Nature Hub, Global Technical Advisor.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

156. **At global Level:** GEF SGP will be overseen at the programme level by UNDP staff from the BPPS Nature Hub in close coordination with UNDP BPPS VF Hub. These units and functions are institutionally separate and have distinct reporting lines from the execution functions listed below.

(i) Principal Technical Advisor, Biodiversity and Ecosystem, Nature Hub
(ii) Local Action Lead and Global/Senior Technical Advisor, Nature Hub

157. Global Level Execution Arrangements: At the global level, the SGP Central Programme Management Team (CPMT) will manage and coordinate execution functions, including coordinating and providing coherent technical guidance and support to country execution staff in the participating countries. These global execution staff are distinct from the global staff engaged in oversight functions and reporting lines are fully segregated, thus ensuring a firewall between implementation and execution.

158. At country level: Oversight and Quality Assurance will be provided by:

- Programmatic oversight (quality assurance) by the CO Environment Focal point
- Representation on the National Steering Committee: RR/DRR

159. Country Level Execution Arrangements: the SGP National Coordinator and other programme staff will execute the programme at the country level. The same firewall exists at country level where the programme will be overseen through senior CO management representation at the SGP National Steering Committee and quality assurance provided by the programmatic teams within the UNDP country office. Execution functions will be provided by the SGP National Coordinator and other operational and project staff who will support the day-to-day execution functions for the project (including calls for proposals, signing grants, making payments to grantees, etc.). There will be a clear separation between the roles of oversight/assurance and execution at the UNDP Country Office level and reporting lines will be fully segregated.

160. Following best practices from 30 years of implementation of the Small Grants Programme, country-driven decision-making principles and program autonomy, independence and transparency will continue to be promoted through the Country Program strategies, Steering Committees, transparent calls for proposals etc.

Section 4: Roles and responsibilities of the programme organization structure

a) UNDP SGP Global Board

161. All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The UNDP SGP Global Board is the most senior, dedicated oversight body for a project. At the global level, the SGP Global Board provides high-level oversight of the execution of the programme. BPPS Nature Hub Director will chair the SGP Global Board.

162. The functions of the Board include assessments of major risks to the programme, and decisions on management actions or remedial measures to address them effectively. The Board reviews evidence of programme performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report. Other members of the Board include the UNDP VF Director and representatives of the Regional Bureaux (on a rotating basis).

163. The two main (mandatory) roles of the UNDP SGP Global Board are as follows:

1) **High-level oversight of the execution of the project by the Implementing Partner** (as explained in the "Provide Oversight" section of the POPP). This is the primary function of the Board and includes annual (and as-needed) assessments of any major risks to the programme, and decisions/agreements on any management actions or remedial measures to address them effectively. The Board reviews evidence of programme performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Board is responsible for taking corrective action as needed to ensure the programme achieves the desired results.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

2) **Approval of strategic project execution decisions of the Implementing Partner** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of programme execution decisions of the Implementing Partner (as explained in the "Manage Change" section of the POPP).

164. Requirements to serve on the Board:

- ✓ Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- ✓ Meet annually; at least once.
- ✓ Disclose any conflict of interest in performing the functions of a Programme Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- ✓ Discharge the functions of the Board in accordance with UNDP policies and procedures.
- ✓ Ensure highest levels of transparency and ensure Board meeting minutes are recorded and shared with programme stakeholders.

165. Responsibilities of the Board:

- ✓ Consensus decision making:
  - The Board provides overall guidance and direction to the programme, ensuring it remains within any specified constraints, and providing overall oversight of the programme implementation.
  - Review programme performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
  - The Board is responsible for making management decisions by consensus.
  - In order to ensure UNDP's ultimate accountability, Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
  - In case consensus cannot be reached within the Board, the UNDP representative on the Board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure programme implementation is not unduly delayed.
- ✓ Oversee project execution:
  - Agree on programme manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
  - Appraise annual work plans prepared by the Implementing Partner for the programme; review combined delivery reports prior to certification by the implementing partner.
  - Address any high-level project issues as raised by the programme manager and programme assurance;
  - Advise on major and minor amendments to the programme within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator (and the GEF, as required by GEF policies);
  - Provide high-level direction and recommendations to the programme management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
  - Track and monitor co-financed activities and realization of co-financing amounts of this programme.
  - Approve the Inception Report, GEF annual project implementation reports, mid-term review and terminal evaluation reports.
  - Ensure commitment of human resources to support programme implementation, arbitrating any issues within the programme.
- ✓ Risk Management:
  - Provide guidance on evolving or materialized programme risks and agree on possible mitigation and management actions to address specific risks.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

- Review and update the programme risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this programme, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the programme.
- Appraised of programme-level grievances and address grievances that cannot be resolved at the local or country level.

✓ Coordination:
- Ensure coordination between various donor and government-funded projects and programmes.
- Ensure coordination with various government agencies and their participation in programme activities.

166. **Composition of the UNDP SGP Global Board**: The composition of the Board must include individuals assigned to the following three roles:

1. **Programme Executive:** This is an individual who represents ownership of the programme and chairs (or co-chairs) the Board. The Executive must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Board. If the programme executive co-chairs the Board with representatives of another category, it typically does so with a development partner representative. The Programme Executive is the Nature Hub Director or designee.
2. **Beneficiary Representatives**: Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the programme. Their primary function within the Board is to ensure the realization of programme results from the perspective of programme beneficiaries. The Beneficiary representative (s) are the UNDP COs/Regional Bureau representatives (on a rotating basis).
3. **Development Partners:** Individuals or groups representing the interests of the parties concerned who provide funding, strategic guidance and/or technical expertise to the programme. The Development Partner(s) is the UNDP Vertical Fund Director.

b) Programme Assurance:

167. Programme assurance is the responsibility of each board member; however, UNDP has a distinct assurance role for all UNDP projects and programmes in carrying out objective and independent oversight and monitoring functions. UNDP performs quality assurance and supports the Board (and Central Programme Management Team) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The Board cannot delegate any of its quality assurance responsibilities to the Programme technical lead. Programme assurance is totally independent of programme execution.

168. A designated representative of UNDP playing the programme assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's programme assurance role across the project may encompass activities happening at several levels (e.g., global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meeting and provide board members with the required documentation required to perform their duties. The UNDP representatives playing the main programme assurance function are: Principal Technical Advisor, Biodiversity and Ecosystem, Nature Hub and Local Action Lead and Global/Senior Technical Advisor, Nature Hub.

c) Programme Management – Execution of the programme:

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

169. The **SGP Central Programme Management Team (CPMT)** manages the SGP Global Programme and has overall responsibility for supervising the SGP Country Programme and for the technical and substantive quality of SGP country portfolios. CPMT develops global strategy, guidelines and standards in the development of SGP projects with the objective of ensuring quality, while also facilitating the design of proposals. CPMT supervises SGP National Coordinators and facilitates the start-up of new Country Programmes. CPMT is expected to consist of a Global Manager, Regional Technical Specialists responsible for matrixed country support, operational and focal area guidance, Programme Specialists for Knowledge Management and for M&E, and Programme Associates. The primary CPMT representative attending the Board meetings is the Global Manager. The Global Manager, as the senior most representative of CPMT is responsible for the overall day-to-day management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over CPMT project staff, responsible parties, consultants and sub-contractors. The project technical lead typically presents key deliverables and documents to the board for their review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk registers.

170. **UNDP Country Offices** will play a key role in providing the necessary support at the country level. UNDP provides oversight functions of the program at the global and national levels. In particular, with UNDP's nearly universal presence in countries, its Country Offices have supported the start-up of SGP Country Programmes, recruitment of national coordinators, local supervision, and resource mobilization. The UNDP Country Offices provide any needed operational oversight for the SGP Country Programme. The UNDP Resident Representative/Coordinator or delegated staff is a member of the SGP National Steering Committee. In a limited number of countries, a **National Host Institution (NHI),** supports the administration of the programme. There will be a clear separation between the roles of oversight/assurance and execution at the UNDP Country Office level. Oversight will primarily be delivered through representation on the SGP National Steering Committees by senior country office management (or his/her designate). In terms of execution support, the National Coordinators in most cases will be embedded in the respective UNDP Country Offices, and grant administration services (calls for proposals, signing grants, making payments to grantees, etc.) will be directly provided by or managed by the country offices.

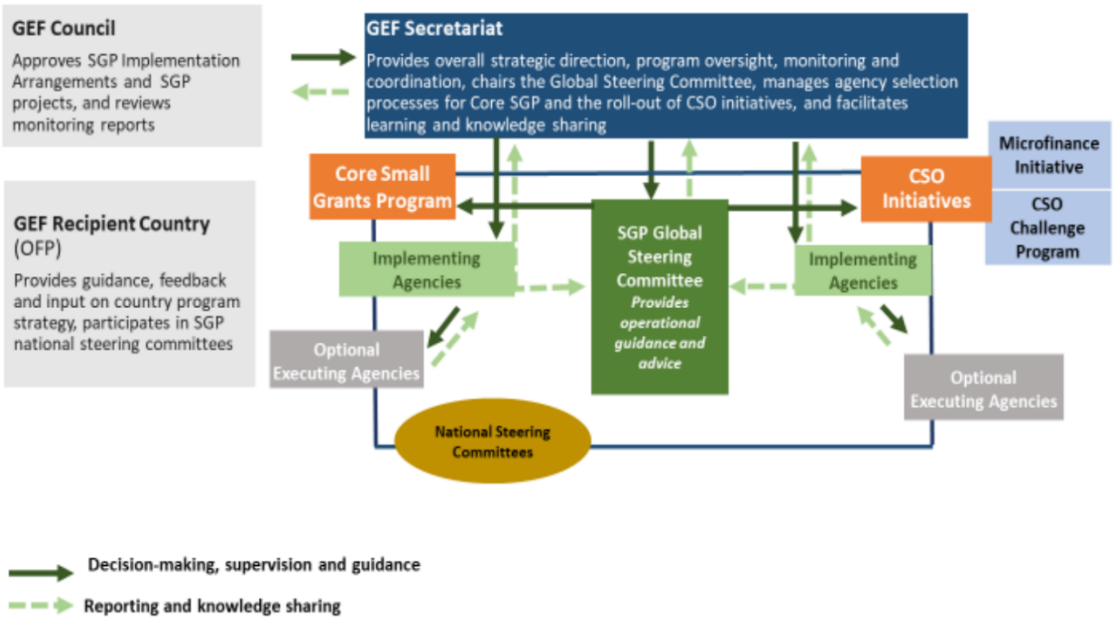
171. **SGP National Steering Committee (NSC):** At the country level, the structure of the SGP, implemented by UNDP, is decentralized and country-driven in line with the parameters established and approved by the GEF Council under the GEF SGP Implementation Arrangements and other relevant GEF Council decisions. The SGP National Steering Committee (NSC) in each country provides overall Country Programme guidance and provides direct linkages to national policymaking, development planning, knowledge dissemination, and leveraging of SGP's catalytic role. It is composed of government and non-governmental representatives, with majority membership by non-governmental stakeholders; this reflects the program's mandated focus on CSO capacity building. At country level. the NSC is responsible for selecting and approving grant-funded projects and for ensuring their technical and substantive quality with support in some countries from a Technical Advisory Group (TAG). The TAG consists of a pool of voluntary experts who help review proposals and provide advice in relation to specific areas of programming and partnership development. The respective UNDP CO RR or designated representative also serves on the NSC.

172. **SGP Country Programme Team:** For each participating country, there is an SGP Country Programme Team typically consisting of the National Coordinator (NC) and Programme Assistant (PA), for the operation of the SGP Country Programme on a day-to-day basis. The NC is responsible for all aspects of country programme operations and management, including implementation, management, partnership development, knowledge management and M&E of the programme. When fulfilling his/her functions, and in adherence to the country-driven nature of the programme, the NC seeks guidance and support from, and in a sense also reports to the National Steering Committee (NSC) on progress in programme implementation. Most SGP Country Programme Teams are hosted by the UNDP Country Office, providing required local supervision and oversight of the program. In a number of countries, a National Host Institution is selected among the national NGOs with necessary capacity. The SGP Country Programme Strategy is developed in each country and guides SGP operations in-country, enabling strategic use of resources and articulating how the SGP supports national and GEF strategic priorities. The SGP Country Programme Team is responsible for all aspects of SGP management in the country, in particular working with the NSC, while also facilitating global coherence in SGP implementation through its reporting links to the SGP.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

SGP 2.0 Implementation Arrangements

173. The SGP OP8-Part 1 (Tranche 1) programme will be implemented by UNDP in line with its rules and procedures. UNDP will report back to the GEF in line with the requirements of the fund. As outlined in the GEF *Small Grants Programme 2.0 Implementation Arrangements for GEF-8*[13] document, the GEF SGP 2.0 Steering Committee shall provide a platform for coordination between GEFSEC, SGP implementing agencies and civil society representatives to ensure alignment with the SGP 2.0 Implementation Arrangements for GEF 8 and GEF Operational Guidelines for SGP.



174. Within the SGP 2.0 the following will apply:

175. **GEF Council**: Endorses SGP Implementation Arrangements, approves funding for projects covering multiple countries submitted by GEF Agencies, receives reports and reviews implementation progress and results.

176. **GEF Secretariat**: Provides the strategic direction and manages the operationalization of SGP 2.0 along the Implementation Arrangements per Council decisions. It provides program oversight and monitoring, manages the agency selection processes of Implementing Agencies, and leads the development of the operational guidelines of the program. It chairs the GEF SGP 2.0 Global Steering Committee.

177. **GEF SGP 2.0 Global Steering Committee**: Provides periodic operational guidance for SGP within the parameters of these Implementation Arrangements. It provides strategic guidance, oversight of progress, and any strategic issues arising during SGP implementation. The GEF Secretariat chairs the Committee and leads the process to update the Committee's Terms of Reference which will be included in the operational guidelines to be developed by the GEF Secretariat. In GEF-8 the Secretariat will strategically expand the membership and increase the frequency of meetings to strengthen the role and effectiveness of the GEF SGP 2.0 Global Steering Committee to support the operationalization of SGP 2.0.

[13] GEF Small Grants Programme 2.0, Implementation Arrangements for GEF-8. GEF/C63/06/Rev.01, November 25, 2022

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

IX. FINANCIAL PLANNING AND MANAGEMENT

178. The total cost of the project is USD 161,186,603. This is financed through a GEF grant of USD 126,186,603 administered by UNDP, and additional support of USD 35,000,000 in co-financing. UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

179. **Co-financing**: The actual realization of project co-financing amounts will be monitored by the UNDP and the PMU on an annual basis in the GEF PIR and will be reported to the GEF during the mid-term review and terminal evaluation process as follows.

Sources of Co-Financing	Name of Co-Financier	Type of Co-Financing	Co-financing amount (USD)
GEF Agency	UNDP	Grant	35,000,000
Total			***35,000,000***

180. **Budget Revision and Tolerance:** As per UNDP POPP, the project board may agree with the project manager on a tolerance level for each detailed plan under the overall multi-year workplan. The agreed tolerance should be written in the project document or approved project board meeting minutes. It should normally not exceed 10 percent of the agreed annual budget at the activity level, but within the overall approved multi-year workplan at the activity level. Within the agreed tolerances, the project manager can operate without intervention from the project board. Restrictions apply as follows:

181. Should the following deviations occur, the Project Manager/Executing Agency through UNDP will seek the approval of the BPPS/NCE-VF team to ensure accurate reporting to the GEF. It is **strongly encouraged** to maintain the expenditures within the approved budget at the budgetary account and at the component level:

a) Budget reallocations must prove that the suggested changes in the budget will not lead to material changes in the results to be achieved by the project. A strong justification is required and will be approved on an exceptional basis. Budget re-allocations among the components (including PMC) of the approved Total Budget and Work Plans (TBWP) that represent a value greater than 10% of the total GEF grant.

b) Introduction of new outputs/activities (i.e. budget items) that were not part of the agreed project document and TBWP that represent a value greater than 5% of the total GEF grant. The new budget items must be eligible as per the GEF and UNDP policies.

c) Project management cost (PMC): budget under PMC component is capped and cannot be increased.

182. UNDP is not in a position to increase the total budget above the amount approved by the donor, therefore any over-expenditure would have to be absorbed from non-GEF resources by the Implementing Partner (GEF Executing Entity).

183. **Project extensions:** The UNDP-BPPS-NCE team Executive Coordinator must approve all requests for extension of the Project Completion Date and for other milestone extensions with hard deadlines. All extensions impose additional time and cost burdens at all levels and the GEF project budget cannot be increased beyond its originally approved amount. A single extension may be granted on an exceptional basis and subject to the conditions and maximum durations set out in the UNDP POPP. The project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs shall be covered by non-GEF resources; the additional UNDP oversight costs during the extension period must be covered by non-GEF resources, in accordance with UNDP's policy as set out in UNDP POPP.

184. For any extension request, UNDP CO and IP will consult and jointly present a clear plan indicating how and from which specific sources the additional oversight costs that will be incurred by UNDP will be covered during the

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extended period. The BPPS Vertical Fund Programme Support, Oversight and Compliance Unit Executive Coordinator will consult the Regional Bureaux (RBX) and may reject the extension request if no (external co-financing by the Executing Agency or internal UNDP CO resources) can be identified.

185. All extension requests, along with all supporting documentation, shall be submitted by the IP to the UNDP CO in line with the requirements and within the deadlines set out in the UNDP SOPs and policies in UNDP POPP.

186. **Audit**: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

187. **Transfer or disposal of assets**: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project, however, **must be done before the operational closure date**. In all cases of transfer, a transfer document must be prepared and kept on file[14]. The transfer should be done before Project Management Unit complete their assignments.

188. **Completion Date:** The project completion date is the date of Project Document Signature plus project duration. This date can only be extended through a formal extension request. Prior to completion date, all UNDP-financed inputs must be provided and related activities for the Project completed. No activities, except for the final clearance of the Terminal Evaluation Report and the corresponding management response and the end-of-project review Project Board Meeting should take place after the Completion Date.

189. **Project Closure**: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

- **Operational Closure**: **Operational closure must happen within 9 months from project completion date.** Prior to operational closure, the Terminal Evaluation must have been submitted and the corresponding TE management response and the end-of-project review Project Board meeting must have been completed. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. Before Operational Closure, the project must have completed the transfer or disposal of any equipment that is still the property of UNDP.
- **Financial Closure: Financial closure must happen within 6 months of operational closure or after the date of cancellation.** The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

  Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to BPPS/NCE for confirmation before the project will be financially closed in Quantum by the UNDP Country Office.

[14] See https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

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190. **Cancellation and Suspension:** All projects considering going through cancellation or suspension must follow UNDP and GEF requirements. Guidance can be found in the UNDP POPP (SOPs for management actions of Vertical Fund projects escalated to the Executive Coordinator and Guidance for GEF project revisions)..

191. **Refund to GEF:** Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/NCE team Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF. Unspent project balance is not permitted to be transferred to any other projects.

X. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Quantum Business Unit	UNDP1		
Quantum Project ID:	01001602	Quantum Project Title:	GEF SGP 8th Operational Phase – Core (Part 1)
Quantum Award ID:	1210267	Quantum Award Title:	Eighth Operational Phase of GEF Small Grants Programme
UNDP-GEF PIMS No.	9520		
Implementing Partner	UNDP		

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity (GEF Output)	Quantum UNDP (UNDP, IP, or UNDP)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount Year 2024	Amount Year 2025	Amount Year 2026	Amount Year 2027	Amount Year 2027	Total (USD)	See Budget Note: *(reference as number, not as letter)*
Component 1: Strategic Planning and Multi-Stakeholder Governance		*Output 1.1.1. Country programme strategies developed and National Steering Committees in effective operation.*	*UNDP*	*62000*	*10003*	*71200*	*International Consultants*	$15,760	$21,351	$9,660	$2,541	$1,525	$50,836	2
						71300	*Local Consultants*	$63,109	$85,497	$38,681	$10,175	$6,107	$203,569	3
						71400	*Contractual Services - Individ*	$950,378	$1,287,539	$582,510	$153,227	$91,967	$3,065,621	5
						71600	*Travel*	$103,119	$139,702	$63,204	$16,626	$9,979	$332,630	7
						72500	*Supplies*	$3,984	$5,398	$2,442	$642	$386	$12,853	10
						75700	*Training, Workshops and Confer*	$20,171	$27,327	$12,364	$3,252	$1,952	$65,067	6
						61200	*Salaries Costs - GS Staff*	$128,520	$174,114	$78,773	$20,721	$12,437	$414,564	4
						61300	*Salary & Post Adj Cst-IP Staff*	$234,984	$318,348	$144,027	$37,886	$22,739	$757,984	4
			Total UNDP					**$1,520,025**	**$2,059,277**	**$931,660**	**$245,069**	**$147,091**	**$4,903,123**	
		Total Output 1.1.1						**$1,520,025**	**$2,059,277**	**$931,660**	**$245,069**	**$147,091**	**$4,903,123**	
	Outcome 1.1. Enabling environment strengthened for effective community-driven integrated approaches	*Output 1.1.2. Landscape-seascape strategies developed and implemented, and multi-stakeholder governance platforms established in*	*UNDP*	*62000*	*10003*	*71200*	*International Consultants*	$7,831	$10,609	$4,800	$1,263	$758	$25,261	2
						71300	*Local Consultants*	$31,358	$42,484	$19,219	$5,058	$3,035	$101,153	3
						71400	*Contractual Services - Individ*	$500,669	$678,326	$306,862	$80,753	$48,452	$1,615,061	5
						71600	*Travel*	$51,238	$69,419	$31,404	$8,264	$4,959	$165,284	7

		relevant countries through community and/or strategic grants.				*72500*	*Supplies*	$1,980	$2,682	$1,213	$319	$192	$6,386	10
						75700	*Training, Workshops and Confer*	$10,023	$13,579	$6,143	$1,617	$970	$32,332	6
						61200	*Salaries Costs - GS Staff*	$63,859	$86,519	$39,140	$10,300	$6,180	$205,998	4
						61300	*Salary & Post Adj Cst-IP Staff*	$116,760	$158,190	$71,562	$18,832	$11,299	$376,644	4
			Total UNDP					**$783,717**	**$1,061,810**	**$480,343**	**$126,406**	**$75,844**	**$2,528,120**	
		Total Output 1.1.2						**$783,717**	**$1,061,810**	**$480,343**	**$126,406**	**$75,844**	**$2,528,120**	
	Total Outcome 1.1.							**$2,303,742**	**$3,121,087**	**$1,412,003**	**$371,476**	**$222,935**	**$7,431,244**	
Component 2: Demand-driven grants to CSOs/CBOs (Grants)	*Outcome 2.1. Landscape-seascape strategic objectives advanced through community-led grants.*	*Output 2.1.1. Capacities of CSOs/CBOs strengthened for implementation of landscape-seascape strategies.*	*UNDP*	*62000*	*10003*	*71200*	*International Consultants*	$22,701	$30,755	$13,914	$3,660	$2,197	$73,228	2
						71300	*Local Consultants*	$90,907	$123,158	$55,719	$14,657	$8,797	$293,239	3
						71400	*Contractual Services - Individ*	$1,392,469	$1,886,468	$853,478	$224,504	$134,748	$4,491,666	5
						71600	*Travel*	$67,508	$91,457	$41,377	$10,884	$6,533	$217,759	7
						72500	*Supplies*	$5,740	$7,777	$3,518	$925	$555	$18,516	10
						75700	*Training, Workshops and Confer*	$29,056	$39,365	$17,809	$4,685	$2,812	$93,727	6
						61200	*Salaries Costs - GS Staff*	$185,131	$250,809	$113,471	$29,848	$17,915	$597,173	4
						61300	*Salary & Post Adj Cst-IP Staff*	$338,490	$458,574	$207,469	$54,574	$32,755	$1,091,861	4
			Total UNDP					**$2,132,002**	**$2,888,362**	**$1,306,756**	**$343,737**	**$206,312**	**$6,877,170**	
		Total Output 2.1.1						**$2,132,002**	**$2,888,362**	**$1,306,756**	**$343,737**	**$206,312**	**$6,877,170**	
		Output 2.1.2. Community level initiatives designed, financed, implemented, monitored and evaluated, under the following Strategic priorities: (i) community-based management of threatened ecosystems and species, (ii) sustainable agriculture and fisheries, and food security, (iii) low-carbon energy access and co-benefits, (iv) local to global	*UNDP*	*62000*	*10003*	*72600*	*Grants*	$ 4,823,534	$ 10,450,989	$ 28,137,280	$ 28,137,280	$ 8,843,145	$ 80,392,228	1

		coalitions for chemicals and waste management, (v) sustainable solutions in targeted urban landscapes.												
			Total UNDP					**$4,823,534**	**$10,450,989**	**$28,137,280**	**$28,137,280**	**$8,843,145**	**$80,392,228**	
		Total Output 2.1.2						**$4,823,534**	**$10,450,989**	**$28,137,280**	**$28,137,280**	**$8,843,145**	**$80,392,228**	
		Output 2.1.3. Focused interventions for advancement of gender equality and women's empowerment objectives.	*UNDP*	*62000*	*10003*	*72600*	*Grants*	$ 352,855	$ 764,520	$ 2,058,324	$ 2,058,324	$ 646,901	$ 5,880,924	1
			Total UNDP					**$352,855**	**$764,520**	**$2,058,324**	**$2,058,324**	**$646,901**	**$5,880,924**	
		Total Output 2.1.3						**$352,855**	**$764,520**	**$2,058,324**	**$2,058,324**	**$646,901**	**$5,880,924**	
		Output 2.1.4 Focused interventions on leaving no one behind, including Indigenous Peoples, Youth, Persons with Disabilities.	*UNDP*	*62000*	*10003*	*72600*	*Grants*	$ 352,855	$ 764,520	$ 2,058,324	$ 2,058,324	$ 646,901	$ 5,880,924	1
			Total UNDP					**$352,855**	**$764,520**	**$2,058,324**	**$2,058,324**	**$646,901**	**$5,880,924**	
		Total Output 2.1.4						**$352,855**	**$764,520**	**$2,058,324**	**$2,058,324**	**$646,901**	**$5,880,924**	
	Total Outcome 2.1.							**$7,661,247**	**$14,868,391**	**$33,560,684**	**$32,597,665**	**$10,343,259**	**$99,031,246**	
Component 3: Knowledge Management and Learning	*Outcome 3.1. Sustainability and impact of community-led collective action enhanced through knowledge management and learning approaches across landscapes-seascapes and regions.*	*Output 3.1.1. Local knowledge and lessons learned shared widely and systematically integrated into design of new projects with active participation of CSOs/CBOs and local communities.*	*UNDP*	*62000*	*10003*	*71200*	*International Consultants*	$4,299	$5,824	$2,635	$693	$416	$13,867	2
						71300	*Local Consultants*	$17,213	$23,321	$10,550	$2,776	$1,666	$55,526	3
						71400	*Contractual Services - Individ*	$259,214	$351,193	$158,873	$41,809	$25,085	$836,174	5
						71600	*Travel*	$38,794	$52,559	$23,777	$6,257	$3,754	$125,141	7
						72500	*Supplies*	$1,087	$1,473	$666	$175	$105	$3,506	10
						74500	*Miscellaneous Expenses*	$1,132	$1,533	$694	$183	$108	$3,650	11
						75700	*Training, Workshops and Confer*	$5,502	$7,454	$3,372	$887	$532	$17,747	6
						61200	*Salaries Costs - GS Staff*	$35,054	$47,492	$21,484	$5,654	$3,392	$113,076	4
						61300	*Salary & Post Adj Cst-IP Staff*	$64,092	$86,834	$39,282	$10,337	$6,202	$206,747	4
			Total UNDP					**$426,387**	**$577,683**	**$261,333**	**$68,771**	**$41,260**	**$1,375,434**	
		Total Output 3.1.1						**$426,387**	**$577,683**	**$261,333**	**$68,771**	**$41,260**	**$1,375,434**	

		Output 3.1.2. Knowledge transfer and replication of appropriate technologies, tools, and approaches on global environmental issues, including through South-South exchanges across countries.	*UNDP*	*62000*	*10003*	*71200*	*International Consultants*	$3,868	$5,241	$2,371	$624	$374	$12,478	2
						71300	*Local Consultants*	$15,490	$20,987	$9,494	$2,498	$1,499	$49,968	3
						71400	*Contractual Services - Individ*	$233,269	$316,042	$142,972	$37,624	$22,574	$752,481	5
						71600	*Travel*	$77,587	$105,118	$47,554	$12,514	$7,508	$250,281	7
						72500	*Supplies*	$978	$1,325	$599	$158	$95	$3,155	10
						74500	*Miscellaneous Expenses*	$1,018	$1,380	$624	$164	$99	$3,285	11
						75700	*Training, Workshops and Confer*	$4,951	$6,708	$3,035	$799	$479	$15,972	6
						61200	*Salaries Costs - GS Staff*	$31,545	$42,739	$19,334	$5,088	$3,053	$101,759	4
						61300	*Salary & Post Adj Cst-IP Staff*	$57,677	$78,143	$35,350	$9,303	$5,582	$186,055	4
			Total UNDP					**$426,383**	**$577,683**	**$261,333**	**$68,772**	**$41,263**	**$1,375,434**	
		Total Output 3.1.2						**$426,383**	**$577,683**	**$261,333**	**$68,772**	**$41,263**	**$1,375,434**	
		Output 3.1.3 Local organizations mobilized and strengthened through learning by doing and knowledge-exchanges supporting local, sub-national and national peer-to peer dialogue and stakeholder capacity development.	*UNDP*	*62000*	*10003*	*71200*	*International Consultants*	$4,406	$5,970	$2,701	$711	$426	$14,214	2
						71300	*Local Consultants*	$17,644	$23,904	$10,814	$2,846	$1,707	$56,915	3
						71400	*Contractual Services - Individ*	$265,700	$359,981	$162,848	$42,855	$25,713	$857,097	5
						71600	*Travel*	$29,095	$39,419	$17,833	$4,693	$2,816	$93,856	7
						72500	*Supplies*	$1,114	$1,509	$683	$180	$108	$3,594	10
						74500	*Miscellaneous Expenses*	$1,160	$1,572	$711	$187	$111	$3,741	11
						75700	*Training, Workshops and Confer*	$5,639	$7,640	$3,456	$910	$546	$18,191	6
						61200	*Salaries Costs - GS Staff*	$35,931	$48,680	$22,022	$5,795	$3,477	$115,905	4
						61300	*Salary & Post Adj Cst-IP Staff*	$65,695	$89,007	$40,265	$10,596	$6,358	$211,921	4
			Total UNDP					**$426,384**	**$577,682**	**$261,333**	**$68,773**	**$41,262**	**$1,375,434**	
		Total Output 3.1.3						**$426,384**	**$577,682**	**$261,333**	**$68,773**	**$41,262**	**$1,375,434**	
	Total Outcome 3.1.							**$1,279,154**	**$1,733,048**	**$783,999**	**$206,316**	**$123,785**	**$4,126,302**	
Component 4: Monitoring & Evaluation	*Outcome 4.1. Scale, durability and impact of locally-led community action strengthend through monitoring,*	*Output 4.1.1. Participatory monitoring of project implementation, including through digital means,*	*UNDP*	*62000*	*10003*	*71200*	*International Consultants*	$7,618	$10,322	$4,669	$1,229	$737	$24,575	2
						71300	*Local Consultants*	$30,392	$41,176	$18,627	$4,902	$2,941	$98,038	3
						71400	*Contractual Services - Individ*	$85,735	$116,157	$52,547	$13,828	$8,297	$276,564	5

	evaluation and evidence-based learning.	*enabling timely adaptive measures and codification of results and lessons.*				*71600*	*Travel*	$112,782	$152,801	$69,124	$18,191	$10,914	$363,812	7
						72100	*Contractual Services-Companies*	$34,544	$46,802	$21,172	$5,572	$3,343	$111,433	12
						72500	*Supplies*	$9,595	$12,999	$5,881	$1,548	$929	$30,952	10
						74500	*Miscellaneous Expenses*	$63,300	$85,761	$38,797	$10,210	$6,126	$204,194	11
						75700	*Training, Workshops and Confer*	$49,627	$67,236	$30,416	$8,004	$4,803	$160,086	6
						61300	*Salary & Post Adj Cst-IP Staff*	$32,792	$44,428	$20,098	$5,289	$3,173	$105,780	4
			Total UNDP					**$426,385**	**$577,682**	**$261,331**	**$68,773**	**$41,263**	**$1,375,434**	
		Total Output 4.1.1						**$426,385**	**$577,682**	**$261,331**	**$68,773**	**$41,263**	**$1,375,434**	
		Output 4.1.2 CSOs/ CBOs and local communities are supported in continuous learnings and improvements in analyzing opportunities, risks and drivers of success and failures to achieve results across landscapes-seascapes and regions.	*UNDP*	*62000*	*10003*	*71200*	*International Consultants*	$7,618	$10,322	$4,669	$1,229	$737	$24,575	2
						71300	*Local Consultants*	$30,392	$41,176	$18,627	$4,902	$2,941	$98,038	3
						71400	*Contractual Services - Individ*	$85,735	$116,157	$52,547	$13,828	$8,297	$276,564	5
						71600	*Travel*	$112,782	$152,801	$69,124	$18,191	$10,914	$363,812	7
						72100	*Contractual Services-Companies*	$34,544	$46,802	$21,172	$5,572	$3,343	$111,433	12
						72500	*Supplies*	$9,595	$12,999	$5,881	$1,548	$929	$30,952	10
						74500	*Miscellaneous Expenses*	$63,300	$85,761	$38,797	$10,210	$6,126	$204,194	11
						75700	*Training, Workshops and Confer*	$49,627	$67,236	$30,416	$8,004	$4,803	$160,086	6
						61300	*Salary & Post Adj Cst-IP Staff*	$32,792	$44,428	$20,098	$5,289	$3,173	$105,780	4
			Total UNDP					**$426,385**	**$577,682**	**$261,331**	**$68,773**	**$41,263**	**$1,375,434**	
		Total Output 4.1.2						**$426,385**	**$577,682**	**$261,331**	**$68,773**	**$41,263**	**$1,375,434**	
		Output 4.1.3. Evaluate impact of local initiatives to address environmental and socio-economic concerns of communities and generate evidential basis to inform project. development by CSOs/ CBOs.	*UNDP*	*62000*	*10003*	*71200*	*International Consultants*	$7,618	$10,322	$4,669	$1,229	$737	$24,575	2
						71300	*Local Consultants*	$30,392	$41,176	$18,627	$4,902	$2,941	$98,038	3
						71400	*Contractual Services - Individ*	$85,735	$116,157	$52,547	$13,828	$8,297	$276,564	5
						71600	*Travel*	$112,782	$152,801	$69,124	$18,191	$10,914	$363,812	7
						72100	*Contractual Services-Companies*	$34,544	$46,802	$21,172	$5,572	$3,343	$111,433	12
						72500	*Supplies*	$9,595	$12,999	$5,881	$1,548	$929	$30,952	10
						74500	*Miscellaneous Expenses*	$63,300	$85,761	$38,797	$10,210	$6,126	$204,194	11

						75700	*Training, Workshops and Confer*	$49,627	$67,236	$30,416	$8,004	$4,803	$160,086	6
						61300	*Salary & Post Adj Cst-IP Staff*	$32,792	$44,428	$20,098	$5,289	$3,173	$105,780	4
			Total UNDP					**$426,385**	**$577,682**	**$261,331**	**$68,773**	**$41,263**	**$1,375,434**	
		Total Output 4.1.3						**$426,385**	**$577,682**	**$261,331**	**$68,773**	**$41,263**	**$1,375,434**	
	Total Outcome 4.1.							**$1,279,155**	**$1,733,046**	**$783,993**	**$206,319**	**$123,789**	**$4,126,302**	
Project Management Cost (PMC)	*PMC*	*PMC*	*UNDP*	*62000*	*10003*	*71400*	*Contractual Services - Individ*	$1,607,740	$2,178,228	$985,389	$259,313	$155,588	$5,186,258	5
						71600	*Travel*	$157,011	$212,725	$96,233	$25,324	$15,195	$506,487	7
						72200	*Equipment and Furniture*	$11,359	$15,390	$6,962	$1,832	$1,099	$36,642	13
						72300	*Materials & Goods*	$27,396	$37,117	$16,791	$4,419	$2,651	$88,374	14
						72400	*Communic & Audio Visual Equip*	$80,852	$109,541	$49,554	$13,041	$7,824	$260,812	15
						72500	*Supplies*	$73,496	$99,575	$45,046	$11,854	$7,113	$237,084	10
						72800	*Information Technology Equipmt*	$51,564	$69,861	$31,604	$8,317	$4,990	$166,336	16
						73100	*Rental & Maintenance -Premises*	$663,937	$899,527	$406,929	$107,087	$64,252	$2,141,732	8
						73400	*Rental & Maint of Other Equip*	$39,034	$52,884	$23,924	$6,296	$3,777	$125,915	17
						74100	*Professional Services*	$105,263	$142,614	$64,516	$16,978	$10,187	$339,558	9
						74200	*Audio Visual&Print Prod Costs*	$36,629	$49,626	$22,450	$5,908	$3,545	$118,158	18
						74500	*Miscellaneous Expenses*	$45,875	$62,153	$28,117	$7,399	$4,436	$147,980	11
						74700	*Transport, Shipping and handle*	$14,753	$19,987	$9,042	$2,379	$1,428	$47,589	19
						61200	*Salaries Costs - GS Staff*	$272,758	$369,543	$167,174	$43,993	$26,396	$879,864	4
						61300	*Salary & Post Adj Cst-IP Staff*	$368,503	$499,262	$225,857	$59,436	$35,662	$1,188,720	4
			Total UNDP					**$3,556,170**	**$4,818,033**	**$2,179,588**	**$573,576**	**$344,143**	**$11,471,509**	
	Total Project Management Cost							**$3,556,170**	**$4,818,033**	**$2,179,588**	**$573,576**	**$344,143**	**$11,471,509**	
Total Project Grant								$16,079,468	$26,273,605	$38,720,267	$33,955,352	$11,157,911	$126,186,603	
Implementing Agency Fee (9%)								$1,447,152	$2,364,624	$3,484,824	$3,055,982	$1,004,212	$11,356,794	
Grand Total								**$17,526,620**	**$28,638,230**	**$42,205,091**	**$37,011,333**	**$12,162,123**	**$137,543,397**	

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Budget Notes

0. Management/administrative costs (up to 6%) by Responsible Parties (UN Agency and/or NGO), if applicable, are incorporated in individual budget lines and will be charged against the non-grants portion.
1.Grants to CSOs/CBOs. Proportional amounts per country would be allocated for grant making from OP8-Part 1 under CORE Grants. STAR Grants will be allocated to the specific countries that have committed STAR resources approved under Part 1.
2. International consultants include project experts for M&E, KM & communication, and capacity development activities
3. Local consultants include project experts for M&E, KM & communication, and capacity development activities
4. Salaries costs of NCs and PAs, and for Global project staff (Global Manager, Finance and Procurement specialist, Programme Associate, Knowledge Management and Communication Specialist, M&E Specialist, and Regional Technical Specialists). CPMT and national project staff provide thematic expertise (e.g. in GEF focal areas) and technical inputs into program implementation. In line with the established functions, the tasks of CPMT involve all three categories of PMC, TA, and M&E as CPMT manages the SGP global portfolio, provide technical assistance and advice on focal areas and other thematic areas of work and undertakes M&E, knowledge management and other services and support. The tasks of National Coordinators involve mainly TA and M&E, including technical management of the country portfolio by providing thematic advice to the grantees capacity development, communication and policy advocacy, knowledge management with communities and civil society organizations that contribute directly to achieve global environmental benefits. The tasks of Programme Associate mainly involve PMC and M&E, including working on finance, procurement, monitoring projects, and communication and knowledge management.
5. NCs, PAs and others under local individual contracts, providing technical assistance and programme management at the country level.
6. Training/workshops on capacity development for (grantee and country stakeholders), project development, and CSO dialogues and events at the country level. Organization of National Steering Committees and other coordination meetings.
7. Travel costs related to monitoring of grantee projects and country programme. Participation in MEA COPs, etc.
8. Office rent and maintenance at countries and global levels
9. 10-12 country level audits per year by reputable international firm.
10. Cost of supplies for day-to-day operation of SGP global and country offices (e.g. stationaries)
11. Miscellaneous Costs including bank charges
12. Knowledge Management & Communication product costs.
13. Purchase of office equipment and furniture
14. Materials & Goods
15. Acquisition of Audio Visual & Communication equipments
16. Acquisition of Information Technology supplies
17. Rent and maintenance of office equipment.
18. Payments for printing services
19. Transport, Shipping and handle of goods.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

XI. LEGAL CONTEXT

192. This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

193. This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

XII. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]15 [UNDP funds received pursuant to the Project Document]16 are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

[15] To be used where UNDP is the Implementing Partner

[16] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

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

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
        i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
        ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

    b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

    c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
        (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
        (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

    d. In the performance of the activities under this Project, each sub-party shall (with respect to its own activities) and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

(i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
(iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
(v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C

XIII. MANDATORY ANNEXES

Annex 1: GEF budget template

Annex 2: List of participating countries

Annex 3: Multiyear work plan

Annex 4: UNDP social and environmental screening report

Annex 5: Project risk register

Annex 6: Stakeholder engagement plan

Annex 7: Environmental and social management framework

Annex 8: Gender analysis and gender action plan

Annex 9: Procurement plan

Annex 10: Terms of reference

Annex 11: Additional agreements: co-financing letter

Annex 12: GEF-8 Results Measurement Framework worksheet

Annex 13: GEF taxonomy

Annex 14: UNDP project quality assurance report

Annex 15: GEF CEO Endorsement/Approval

Docusign Envelope ID: F68381B8-A2F6-4E7A-9B61-FD481C0E846C