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United Nations Development Programme

Project Document

<table>
<tr><td colspan="3">Project title: Eighth Operational Phase of the GEF Small Grants Programme (Tranche 2) – SGP OP8-Tranche 2</td></tr>
<tr><td>Countries:
118 countries (refer to Annex 2)</td><td>Implementing Partner (GEF Executing Entity):
UNDP</td><td>Execution Modality:
Global direct implementation modality (Global DIM)</td></tr>
<tr><td colspan="3">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.</td></tr>
<tr><td colspan="2">UNDP Social and Environmental Screening Category:
Moderate</td><td>UNDP Gender Marker:
GEN2</td></tr>
<tr><td colspan="2">Quantum Award ID: 1549373 (Global)</td><td>Quantum Project ID: 01006047 (Global)</td></tr>
<tr><td colspan="2">UNDP PIMS ID number: 9799 (Global)</td><td>GEF Project ID number: 11726</td></tr>
<tr><td colspan="3">LPAC meeting date: 8 April 2026</td></tr>
<tr><td colspan="3">Latest possible date to submit to GEF: December 2025</td></tr>
<tr><td colspan="3">Latest possible CEO endorsement date: June 2026</td></tr>
<tr><td colspan="3">Project duration in months: 48</td></tr>
<tr><td colspan="2">Planned start date: 11 June 2026</td><td>Planned completion date: 10 June 2030</td></tr>
<tr><td colspan="2">Expected date of Mid-Term Review (MTR) submission to the GEF: 11 June 2028</td><td>Expected date of Terminal evaluation (TE) submission to the GEF: 10 December 2029</td></tr>
<tr><td colspan="2">Expected Operational Closure Date: 10 March 2031
Note that Operational Closure must take place within 9 months from the project completion date.</td><td>Expected Financial Closure Date: 10 September 2031
Note that financial closure must take place within 6 months after operational closure.</td></tr>
<tr><td colspan="3">Brief project description:
SGP OP8 builds on 30 years of success in empowering local CSOs/CBOs in community driven initiatives that have enhanced wellbeing, increased awareness and resilience, and generated global environmental benefits. With economic pressures and inequalities intensifying, local communities are becoming increasingly marginalized. The objective of SGP OP8-Tranche 2 is to engage local CSOs/CBOs in integrated approaches across 118 countries, providing access to knowledge and information, capacitating them through learning-by-doing and skills development, and delivering grant assistance for interventions that enhance socioeconomic conditions and generate GEBs. In line with the GEF-8 SGP Implementation Arrangements Paper, core SGP resources are to be allocated equally among all eligible countries. OP8-Tranche 2 is closely linked with OP8-Tranche 1 (approved in</td></tr>
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2024), with results cumulatively reported and evaluated, and complementary knowledge management and learning across the two tranches.

The proposed strategy, elaborated through four complementary outcomes, reflects the key features of GEF SGP 2.0, including new approaches to support youth, women and Indigenous Peoples through focused interventions and capacity building, linking up with complementary initiatives, cooperating with the two additional GEF agencies, and leveraging opportunities with other GEF programs. Areas of collaboration with the two additional agencies include programme governance, M&E, capacity building, and knowledge management. In alignment with the SGP 2.0 Operational Guidelines and Results Framework, 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 Tranche 2 include 150,000 ha of land and ecosystems under restoration, 2,500,000 ha of landscapes under improved practices, 60,000 ha of marine protected areas under improved management, 160,000 ha of marine habitat under improved practices, and 300,000 people (50% women) benefitting from the GEF investment.

FINANCING PLAN	
GEF Trust Fund grant	USD 73,997,710
UNDP TRAC resources	N/A
Confirmed cash co-financing to be administered by UNDP	N/A
(1) Total Budget administered by UNDP	**USD 73,997,710**
(2) Total confirmed co-financing to this project not administered by UNDP	**USD 56,729,836**
(3) Grand-Total Project Financing (1)+(2)	**USD 130,727,546**

SIGNATURES

Signature:	**Agreed by UNDP**	
DocuSigned by: Francine Pickup 58FE35D8457B4BB...	**Francine Pickup** **Deputy Assistant Administrator and Deputy Director,** **Bureau for Policy and Programme Support (BPPS)**	05-Jun-2026

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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
NAP	National Action Plan
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Coordinator
NDC	Nationally Determined Contribution

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NGO	Non-governmental organization
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

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II. DEVELOPMENT CHALLENGE

Global Environmental Problem:

1. While humanity continues to face an integrated and multi-faceted planetary emergency marked by biodiversity loss, climate change, pollution, and ecosystem degradation, there has also been significant progress in recent decades. Efforts towards achieving the Sustainable Development Goals (SDGs) have led to improvements in access to clean water, reductions in extreme poverty, and advancements in health and education. For example, global awareness and action have resulted in a measurable slowdown in the rate of deforestation in some regions, increased reforestation efforts, and innovative approaches to conserving biodiversity, such as the restoration of coral reefs and wetlands. Global greenhouse gas (GHG) emissions, while still high, are beginning to show signs of plateauing in some major economies due to transitions towards renewable energy and more sustainable practices.

2. However, despite these advancements, critical challenges remain. The rate of biodiversity loss continues to exceed safe planetary boundaries, with accelerating declines in forest cover, coral reefs, mangroves, wetlands, and soils. Ecosystem functions that provide vital services, such as food and water security, are still under threat, particularly in regions where economic development has not been matched with sustainable resource management. Climate change adds another layer of complexity, as changing rainfall patterns, rising temperatures, and more frequent extreme weather events disproportionately affect poor and vulnerable communities who rely on climate-sensitive resources for their livelihoods.

3. Moreover, while the world has witnessed significant breakthroughs in GHG reductions — once thought impossible — the pace and scale of change still fall short of what is needed to stabilize global temperatures and prevent irreversible climate impacts. Inequality continues to grow, creating disparities in resilience and adaptation capacities among different populations. This disparity exacerbates the vulnerabilities of disadvantaged groups, fueling insecurity, conflict, and involuntary migration to cities and across borders.

4. Given this context, the Small Grants Programme (SGP) plays a crucial role in bridging the gap between global commitments and local action. By empowering communities to take ownership of their natural resources and fostering innovative, community-driven solutions, the SGP aims to build on the progress achieved while directly addressing the remaining gaps and challenges.

Threats and Root Causes:

5. The planetary emergency of biodiversity loss, climate change, and ecosystem degradation is global in scope; however, the corresponding impacts are felt most acutely at the local level, where communities depend directly on natural resources for their livelihoods. More than two billion people rely on agriculture, grasslands, fisheries, and forests, and these ecosystems are under increasing pressure from unsustainable land use practices, overexploitation of resources, and climate variability. For example, in many rural areas, deforestation and soil degradation threaten agricultural productivity and food security; while overfishing and pollution degrade coastal and freshwater fisheries. These challenges are compounded by limited access to markets, education, and technology, which constrain the ability of communities to adopt sustainable practices.

6. Urban communities, particularly those that are poor and marginalized, face a different but equally severe set of challenges. Increasing urbanization, combined with inadequate infrastructure and governance, has led to rising temperatures, urban heat islands, pervasive air pollution from motorized transport, plastic waste, and chemical pollutants. These environmental stresses are exacerbated by climate change, which intensifies heatwaves, disrupts rainfall patterns, and increases the frequency of extreme weather events like floods and landslides. Poor urban communities often lack green spaces that mitigate heat and pollution, as well as access to clean water and reliable energy sources for cooking, heating, and cooling. These gaps in infrastructure and services increase vulnerability to disasters, health risks, and economic shocks.

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7. Underlying these threats are systemic drivers such as population growth, economic pressures for unsustainable development, weak governance and policy implementation, and socio-cultural factors like inequality and exclusion. Rising inequality, both within and between countries, exacerbates the vulnerability of disadvantaged groups—such as women, youth, the elderly, persons with disabilities, and ethnic and racial minorities—by limiting their access to resources, decision-making processes, and opportunities for recovery and adaptation. Discriminatory practices and structural barriers often leave these groups with fewer coping mechanisms, making them disproportionately affected by environmental degradation and climate-related disasters.

8. By targeting these specific threats and root causes, SGP OP8-Tranche 2 aims to empower local communities to become active agents in reversing environmental degradation and building resilience. The SGP fosters community-driven, inclusive solutions that address the local realities of these global problems, emphasizing the importance of building adaptive capacities, promoting sustainable resource management, and enhancing equitable participation in environmental governance.

Baseline scenario:

9. Civil society and community-based organizations, particularly those representing local communities and Indigenous Peoples, have been proactive in addressing the environmental challenges affecting their landscapes and seascapes. Thousands of these organizations worldwide—comprising women's groups, youth networks, Indigenous associations, producer cooperatives, neighborhood improvement committees, worker and artisan unions, and more—have mobilized to counter increasing ecological degradation and rising vulnerabilities. These CSOs/CBOs are actively engaged in efforts ranging from conserving biodiversity to promoting sustainable livelihoods and enhancing the resilience of their societies, cities, and production systems. This local action aligns with global strategies like the 2030 Sustainable Development Goals (SDGs), UNDP's Strategic Plan 2022-2025, and the GEF-8 Strategy, all of which emphasize the critical role of community participation in achieving sustainable development and generating global environmental benefits.

10. While the impacts of the global emergency are felt locally, the solutions to challenges such as biodiversity loss, declining water quality, and climate vulnerability also emerge locally. CSOs/CBOs are uniquely positioned to address these drivers of environmental degradation by combining local knowledge with innovative practices. They engage in activities such as awareness-raising campaigns, developing and piloting sustainable production techniques, testing market innovations, strengthening organizational management, and demonstrating new technologies. These organizations act as catalysts for building social capital, growing their membership, facilitating knowledge exchange, and advocating for compliance with social norms that enhance global environmental benefits and socio-ecological resilience.

11. CSOs/CBOs have considerable strengths, particularly their commitment and accountability to their communities and landscapes-seascapes, as well as their ability to be flexible, nimble, and adapt to change. However, they face substantial obstacles to undertaking concerted, collective action for sustainable development. These constraints include financial, organizational, informational, technical, and political constraints that limit their effectiveness in addressing global environmental challenges.

- **Financial Constraints**: CSOs/CBOs often suffer from poor and unreliable financing, relying heavily on sweat equity, external donors, and member contributions. This financial instability hampers their capacity to strengthen their organizational effectiveness and equitably participate as partners in conserving biodiversity, enhancing ecosystem functions, and building climate resilience.
- **Organizational Challenges**: Many CSOs/CBOs may be poorly organized and lack strong networks, impeding their ability to engage constructively in policy dialogues and collaborate effectively with local governments and MSMEs on sustainable development decisions. Furthermore, some are unable to register formally, which limits their ability to access grants and open bank accounts.
- **Lack of Access to Finance and Markets**: These organizations often lack access to credit, investment opportunities, and grant funding mechanisms, which prevents them from innovating without incurring

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significant risk. Additionally, they face barriers to equitable market access due to inadequate distribution and production services.

- **Weak Organizational and Technical Capacities**: Many CSOs/CBOs lack the tools, experience, and capacities for transparent, democratic governance and effective collective action within their communities and across shared landscapes-seascapes. Their technical capacities to adopt or adapt sustainable practices are often limited, as is their access to accurate information and digital tools.
- **Limited Participation in Governance and Natural Resource Management**: Despite their local knowledge and potential contributions, CSOs and CBOs frequently lack opportunities for meaningful participation in local, regional, and global governance and natural resource management initiatives.
- **Geographic and Language Barriers**: Many Indigenous Peoples and local communities (IPLCs), who are the primary CSO/CBO beneficiaries of the SGP, are in remote and isolated areas, making access to information, resources, and capacity-building opportunities challenging. Furthermore, information on these opportunities is often unavailable in local languages.

12. These constraints not only limit the potential of CSOs/CBOs to act effectively but also hinder the broader goals of sustainable development and resilience-building. The SGP is uniquely positioned to address these gaps by providing targeted support that enhances the financial, organizational, technical, and governance capacities of CSOs/CBOs, enabling them to become effective stewards of their environments.

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

14. 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.

15. 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.

16. Locally led action builds on **traditional knowledge** to increase the effectiveness and sense of ownership of sustainable development outcomes, including those that generate global environmental benefits and build climate resilience. Supporting locally led approaches that integrate indigenous governance and management systems, as well as traditional knowledge, is essential for empowering local communities to address environmental degradation

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and climate risks effectively. For instance, participatory vulnerability analyses of local socio-ecological landscapes and seascapes—such as agro-ecosystems using indigenous crop species—can improve food security while respecting cultural practices. In coastal areas, similar approaches that leverage traditional knowledge can help identify more robust methods to reduce erosion, stabilize shorelines, protect fisheries, and sustainably manage other coastal and marine resources. Given the barriers CSOs/CBOs face in accessing such support, targeted interventions, such as those provided by the SGP, are crucial for enhancing these local capacities.

17. Effective locally led action also requires **equitable governance** that recognizes and respects the human and resource rights of local communities directly experiencing environmental degradation and climate change impacts. This includes recognizing the roles of local institutions and organizations, such as civil society organizations, production federations, micro, small, and medium enterprises (MSMEs), and others that represent and support these communities. Multi-stakeholder governance—where local actors collaboratively participate in decision-making processes—enables the integration of multiple perspectives and knowledge systems. This approach combines valuable local, intergenerational, indigenous, and traditional knowledge with scientific and technical expertise to resolve trade-offs and achieve sustainable development. Addressing the organizational and political constraints identified earlier, SGP can facilitate inclusive governance models that empower local actors to drive collective action.

18. To effectively meet the challenges of global environmental degradation, local actors must be capable of exercising agency and making their own decisions without constraints. This includes having consistent and reliable access to technical expertise, training, knowledge, and information, which are vital for managing risks, innovating, and sustaining solutions to environmental challenges. Moreover, access to "patient and permissive" financing—such as grant financing that can be used to leverage non-grant funding—is essential, given the weak financial capacities of many CSOs/CBOs discussed previously. The SGP can play a pivotal role by providing this type of support, fostering innovation and enabling local actors to implement effective, context-specific solutions that are sustainable and culturally relevant.

19. The organizational and civic capacities of CSOs/CBOs are strengthened through learning-by-doing, building their sense of responsibility and ownership over landscape management goals and decisions. To ensure these decision-making bodies are respected and effective, they must be representative and inclusive. Overcoming the structural inequalities faced by different groups—such as women, youth, Indigenous Peoples, and other marginalized communities—is essential to achieve this goal. SGP interventions can support equitable governance frameworks that promote effective resource management and enhance resilience across diverse landscapes and seascapes.

Barriers hindering effective and collective action by CSOs/CBOs:

20. While local actors — including CSOs/CBOs, local governments, and the private sector — have shown commitment and potential to drive sustainable development at the landscape-seascape level, their efforts are often hindered by several interrelated barriers. These barriers prevent effective coordination, reduce access to critical resources, and limit the capacity to implement climate-resilient and environmentally sustainable practices. For local actors to mobilize effectively and contribute meaningfully to climate adaptation, biodiversity conservation, and sustainable development, these barriers must be addressed. The following are the key obstacles currently preventing effective and collective action by CSOs/CBOs:

- **Lack of Inclusive Governance Mechanisms**: At the landscape-seascape level, governance mechanisms that would enable substantial engagement of local actors in decision-making are often weak or non-existent. This absence results in poor coordination among local stakeholders, reduces transparency and accountability, and enhances elite capture and marginalization of vulnerable groups such as women, youth, persons with disabilities, displaced people, Indigenous Peoples, and marginalized ethnic groups. For Indigenous Peoples, the failure to respect rights such as Free, Prior, and Informed Consent (FPIC) often leads to environmental degradation due to unregulated extractive activities in their territories.

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- **Insufficient Collaborative Planning and Financing**: Despite the need for collective action to build socio-ecological resilience, there is often a lack of a consensus-based vision or collaborative plans at the landscape-seascape level. This deficiency hinders CSOs/CBOs from effectively engaging partners to provide both grant and non-grant financing necessary to address global environmental degradation and climate adaptation needs. Additionally, efforts to generate knowledge and support adaptive management are limited, reducing the ability to learn from and sustain successful interventions.
- **Limited Access to Information and Technical Skills**: Local CSOs/CBOs often struggle to plan and manage landscape-seascape resources or respond to climate risks due to inadequate access to timely, actionable, and user-friendly information. For example, early warnings of climate-induced extreme weather or other risks are often unavailable to those who need them most. Moreover, a lack of technical skills to identify and implement ecosystem-based management practices further weakens the socio-ecological resilience of rural and urban landscapes.

21. These barriers, along with the constraints related to organizational capacity, financial constraints, limited access to digital technology, and insufficient private sector engagement, significantly reduce the effectiveness of local actors in addressing environmental challenges. Overcoming these obstacles is essential for enabling CSOs/CBOs to act collectively and effectively to achieve sustainable development goals and generate global environmental benefits. The SGP is uniquely positioned to help local actors surmount these barriers by providing targeted support that enhances governance, financial access, technical capacity, and multi-stakeholder collaboration.

Consistency with national priorities and regional and international conventions:

22. 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 the management of chemicals and waste, 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):

23. 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:

24. 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 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-

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Tranche 2 strategy was also developed according to the "Leaving No One Behind" framework, a core principle of the SGP.

III. STRATEGY

25. Building on the identified barriers and baseline needs, this project proposes a transformative approach to enhance the sustainability and resilience of landscapes and seascapes while generating significant global environmental benefits. By leveraging the strengths of local CSOs/CBOs, private sector partners, and local governance structures, SGP OP8-Tranche 2 aims to create inclusive, integrated, and context-sensitive solutions. These solutions will address the interconnected challenges of biodiversity loss, climate change, and ecosystem degradation, fostering a future where local actors are empowered to lead the way in sustainable development.

Proposed Alternative Scenario:

26. The proposed GEF alternative to overcoming the barriers hindering sustainable development, socio-ecological resilience, and global environmental benefits in the project landscapes and seascapes is centered on a participatory and integrated adaptive management approach. By directly addressing the identified barriers — such as weak governance mechanisms, insufficient financing, limited technical capacities, and lack of access to reliable information — the project will leverage a landscape-seascape management program in each country that is built upon locally identified initiatives and priorities. These initiatives align closely with the Strategic Initiatives outlined in the GEF-8 Strategic Positioning and Programming Directions, as well as the GEF Small Grants Programme 2.0 Implementation Arrangements for GEF-8.

27. The Landscape and Seascape Approach will be strengthened and refined to focus on locally led, multi-stakeholder governance models that promote sustainable practices across rural and urban settings. These governance models will ensure that local actors—including women, Indigenous Peoples, youth, and other marginalized groups—are not only included but have a leading role in decision-making processes. The emphasis on participation and collaboration will help overcome barriers to coordination and transparency while fostering a shared vision for sustainable development that resonates with local needs and global goals.

28. Under this approach, SGP OP8-Tranche 2 will focus on integrating the following strategic programs and cross-cutting initiatives to catalyze action and impact at the landscape-seascape level:

- **Community-Based Management of Threatened Ecosystems and Species**: By empowering local communities to take charge of their natural resources through governance reforms and capacity-building initiatives, the project will address barriers related to inadequate representation in decision-making and the lack of mechanisms for equitable resource management.
- **Sustainable Agriculture, Fisheries, and Food Security**: The project will promote sustainable agricultural and fisheries practices that enhance food security while conserving biodiversity. This will involve supporting local innovations that align traditional knowledge with modern techniques, thereby overcoming technical and financial barriers.
- **Low-Carbon Energy Access and Co-Benefits**: Recognizing the constraints local actors face in accessing clean and affordable energy solutions, the project will facilitate partnerships with private sector players and provide financing models that de-risk investments in low-carbon technologies.
- **Local to Global Coalitions for Chemicals and Waste Management**: Addressing gaps in knowledge and coordination, the project will support local actors in building coalitions to manage chemicals and waste more effectively, thereby contributing to safer and healthier environments.
- **Catalyzing Sustainable Urban Solutions**: The project will focus on building capacity among urban communities and local governments to implement sustainable urban planning practices that address environmental degradation and promote socio-ecological resilience.

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29. By integrating these strategic initiatives within a cohesive, adaptive management framework, the project aims to create a transformational impact that not only addresses immediate barriers but also builds long-term capacity for resilience and sustainable development. Through SGP OP8-Tranche 2, local CSOs/CBOs will be equipped with the tools, knowledge, and financial resources needed to drive change from the ground up, ensuring that the benefits extend across scales—from local to global.

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

30. Building on 30 years of supporting local CSOs/CBOs to generate global environmental benefits, the SGP under OP8-Tranche 2 will leverage lessons learned from past experiences to enhance its strategic approach. Evaluations by the Independent Evaluation Office (IEO) have highlighted both the successes and challenges faced in previous operational phases. For instance, the SGP's bottom-up approach has been highly effective in engaging and empowering local communities to address environmental challenges while improving their socioeconomic conditions. In Guatemala, for example, SGP-supported indigenous communities successfully protected biodiversity in the Sierra de las Minas Biosphere Reserve by promoting sustainable agricultural practices and forest conservation initiatives (GEF 2022)[1]. However, challenges remain, such as the need for better follow-up funding mechanisms to sustain project activities beyond the initial grant period (Hughes and Flintan, 2019)[2]. SGP OP8-Tranche 2 will focus on reinforcing such successes while directly addressing identified gaps, aiming to support CSOs/CBOs in enhancing sustainability, resilience, and global environmental assets of their landscapes and seascapes.

31. The participating countries in SGP OP8-Tranche 2, which have provided Letters of Endorsement and Letters of Interest during the PIF stage, are listed in **Annex 2**. These countries have expressed a commitment to continuing the implementation of SGP with UNDP's support during OP8 and to be included in Tranche 2. In line with the GEF-8 SGP Implementation Arrangement Paper, core SGP resources will be allocated equally among all eligible countries participating in Tranches 1 and 2.

32. The strategic approach is grounded in the understanding that if local CSOs/CBOs in landscapes and seascapes worldwide can access tailored grant financing and targeted technical assistance — including capacity development and robust knowledge-sharing mechanisms — they can maintain and enhance their socio-ecological resilience, well-being, and socioeconomic conditions for global environmental benefits. Building on lessons from previous phases, such as the successful promotion of solar-powered irrigation systems and biogas plants in India, which contributed to both climate change mitigation and local energy security (UNDP, 2019)[3], the project will focus on scalable solutions that can be replicated in other contexts. This evidence underscores the potential for well-supported local actors to design, finance, and implement landscape management programs that can be scaled up, generating sustainability, resilience, and global environmental benefits.

33. **Building on these lessons and insights, SGP OP8-Tranche 2 aims to implement a comprehensive, participatory landscape-seascape approach that fosters locally led, synergistic initiatives to achieve both global environmental benefits and improved livelihoods."** These initiatives will prioritize marginalized and vulnerable groups, including women, Indigenous Peoples, persons with disabilities, the elderly, and youth, ensuring that their voices and needs are central to the decision-making processes. Recognizing the need for improved monitoring and evaluation, as highlighted by Dalton (2021)[4], SGP OP8-Tranche 2 will incorporate more robust monitoring systems to better track project outcomes and measure long-term impact. This will ensure that successful models can be replicated and scaled across different landscapes and seascapes, thereby addressing the challenge of varying project

[1] Global Environment Facility (GEF). (2022). *Annual report of the GEF Small Grants Programme: Achievements and lessons learned*. Retrieved from https://www.thegef.org

[2] Hughes, L., and Flintan, F. (2019). *Assessing sustainability of local initiatives: Case studies from the GEF Small Grants Programme*. Development Studies Review, 23(4), 359-376.

[3] United Nations Development Programme (UNDP). (2019). *Empowering communities through small grants: A review of successes and challenges in India*. Retrieved from https://www.undp.org

[4] Dalton, T. (2021). *Challenges in measuring impact: Monitoring and evaluation in the Global Environment Facility Small Grants Programme*. Environmental Impact Assessment Review, 49, 103-114.

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quality and ensuring more consistent, community-driven outcomes (Van Geest, 2020)[5]. Building on evidence from past evaluations, SGP OP8-Tranche 2 will support the SGP Country Programme in each participating country to identify one or more eligible landscapes-seascapes based on national priorities outlined in NDCs, NAPAs, NBSAPs, and other policies. It will work with corresponding local actors to identify socio-ecological vulnerabilities, set priorities, and identify potential solutions as part of a strategy for Inclusive Landscapes-Seascapes for Sustainability, Resilience, and the Global Environment. This approach will emphasize inclusion under the Leave No One Behind (LNOB) principle, ensuring that governance platforms are inclusive, transparent, and equipped to handle the complexities of landscape-seascape management.

34. SGP OP8-Tranche 2 will increase access to critical land and resource management information that informs decision-making processes, ensuring that local actors are well-equipped to address environmental challenges. This includes expanding knowledge about sustainable technologies and enhancing accessibility to these solutions for CSOs/CBOs and local entrepreneurs. By strengthening the capacity for multi-stakeholder governance and participatory decision-making, the programme will foster collaboration among local CSOs/CBOs, governments, and private sector partners to implement policies in an integrated and sustainable manner. A key lesson from SGP-supported projects in India, for instance, illustrates the importance of coupling technical capacity-building with access to innovative financing. In India, the introduction of solar-powered irrigation systems through SGP projects not only promoted sustainable water management and climate mitigation but also showed how de-risking investments—by combining grant funding with technical training—can encourage broader adoption of sustainable practices among local communities. This approach will be replicated to enhance the technical capacities of CSOs/CBOs in designing initiatives and financial planning to de-risk investments in rural and urban landscape-seascape management, thereby strengthening the sustainability of local economic alternatives and innovations.

35. SGP OP8-Tranche 2 is positioned to deliver substantial benefits across key areas, including ecosystem and biodiversity conservation, climate resilience, sustainable resource management, and community empowerment. Tranche 2 will elevate these outcomes by serving as an 'incubator' of innovation—fostering the development and refinement of scalable, community-led solutions that can be replicated more widely. With a stronger focus on results-based investments and strategic partnerships, Tranche 2 will enhance mechanisms for knowledge sharing, monitoring, and scaling successful models. This approach ensures that impactful, locally led innovations are not only sustained but also amplified to achieve broader environmental and social benefits.

36. In developing country programme strategies and landscape-seascape approaches, local CSOs/CBOs will identify priorities for sustainable development, resilience, and the global environment, selecting specific initiatives for grant financing. These initiatives will be assessed by the SGP National Steering Committee in each participating country for quality, viability, and alignment with 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, where appropriate, to complement Integrated Programs and support localized Sustainable Development Goals (SDGs). The Tranche 2 strategy includes several cross-cutting priorities to enhance impact at the landscape-seascape level:

- **Increasing Opportunities for Local Innovations and Scaling Up**: The SGP OP8-Tranche 2 strategy emphasizes collaboration among multiple stakeholders to foster local innovation and scale successful models. By establishing or strengthening multi-stakeholder governance platforms, the program will increase the inclusion of community-based actors and facilitate capacity-building for micro, small, and medium enterprises (MSMEs) that sustain grant initiatives. This integrates lessons learned from earlier phases, where collaboration was identified as a critical factor for scaling successful interventions. Enhanced coordination with UNDP Country Offices and Regional Bureaux will further link SGP initiatives with complementary GEF-financed projects and integrated programs, amplifying their impact.
- **Enhancing Approaches to Strengthen Social Inclusion**: In line with the "Leave No One Behind" principle, SGP OP8-Tranche 2 places a strong emphasis on social inclusion by actively involving marginalized and

[5] Van Geest, P. (2020). *Evaluating donor-driven projects: Insights from the Global Environment Facility Small Grants Programme*. Journal of Environmental Policy & Planning, 22(2), 198-214.

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vulnerable groups in landscape-seascape planning and governance. This includes a dedicated focus on advancing gender equality and women's empowerment, building on the recognition that inclusive planning leads to more sustainable outcomes. Additionally, the strategy emphasizes legal recognition and registration of Indigenous Peoples' organizations to ensure their full participation and to uphold Free, Prior, and Informed Consent (FPIC) principles. These measures address gaps identified in previous evaluations, which highlighted the need for more robust legal frameworks and greater inclusivity in decision-making processes. By ensuring that Indigenous Peoples and other marginalized communities have both a voice and legal standing in governance structures, SGP OP8-Tranche 2 aims to create more equitable and effective environmental management outcomes.

- **Concerted Focus on Youth and Youth Initiatives.** The SGP OP8-Tranche 2 strategy places a strong emphasis on youth engagement and youth-led initiatives, recognizing the transformative potential of young people in driving sustainable development. As digital natives, youth are often at the forefront of global debates on environmental priorities and are well-positioned to lead in the emerging green economy. Over the last decade, youth have become a key target group for the SGP, with youth participation or leadership in projects increasing to over 40% since 2015. To further mainstream youth empowerment, 74% of SGP countries have appointed a Youth Focal Point to their National Steering Committees. Building on the success of SGP's dedicated innovation program, OP8-Tranche 2 will continue to invest in developing the capacity of young people, equipping them with the skills needed to be effective agents of change. Interventions will include direct project investments in priority landscapes-seascapes, working with youth both individually and through organizations, networks, and councils to address global environmental challenges. By piloting innovative, youth-led approaches across participating countries, SGP aims to amplify the impact of young voices and ideas in sustainable development.
- Building on insights from the SGP Annual Monitoring Reports and global survey findings, SGP OP8-Tranche 2 will **strengthen private sector engagement** by integrating business-oriented approaches within the landscape-seascape management framework. While many SGP Country Programmes reported connecting grantees with private sector companies, feedback from the private sector indicated potential to deepen their involvement further. Tranche 2 will address this need by actively inviting private sector companies and associations to join multi-stakeholder governance platforms, providing partnership opportunities with local CSOs/CBOs. These platforms will foster strategic partnerships that align economic incentives with environmental outcomes, thereby enhancing sustainability. For example, collaboration between local producers and private firms has shown promise in developing green value chains, expanding market access, and improving the quality and sustainability of local products. By focusing on capacity-building in areas such as marketing, quality control, and financial management, and by facilitating access to investment opportunities, Tranche 2 aims to better leverage private sector expertise and resources. This strategy is designed to respond directly to the identified need for stronger private sector engagement, ensuring that project outcomes are more sustainable and have a broader, long-term impact.

37. **Financing and implementing locally led strategies** for Landscapes-Seascapes for Sustainability, Resilience, and the Global Environment will establish a governance framework and strategic planning mechanism that supports further investment toward achieving the SDGs at the local level. This inclusive process will empower local CSOs/CBOs to identify and prioritize SDG-related needs—such as health, education, energy, governance, institutional strengthening, and gender equity—while integrating them with broader sustainable development priorities. By aligning local strategies with the SDGs, SGP OP8-Tranche 2 aims to develop a more comprehensive SDG investment framework that is accessible to a wider range of private, institutional, and governmental investors. This framework will attract diverse funding sources and help bridge the gap between local actions and national or global sustainable development objectives, thereby enhancing the scalability and sustainability of community-led initiatives.

38. **SGP OP8** will empower landscape-seascape level CSOs/CBOs in each participating country by providing targeted grant financing and facilitating access to additional non-grant financing opportunities. To enhance their capacity to implement sustainable development strategies, the program will offer comprehensive technical assistance, capacity-building initiatives, and access to critical knowledge and information. Peer-to-peer learning and south-south exchanges, supported by digital platforms and innovative communication methods, will play a crucial

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role in this effort. By combining financial support with skill development and knowledge-sharing, Tranche 2 aims to equip local CSOs/CBOs with the tools they need to design, implement, and scale effective solutions for tackling biodiversity loss, climate change, and socioeconomic challenges within their communities.

Theory of Change

39. The project theory of change is illustrated schematically in **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.

40. 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 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.).

41. 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). 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.

42. 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.

43. 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.

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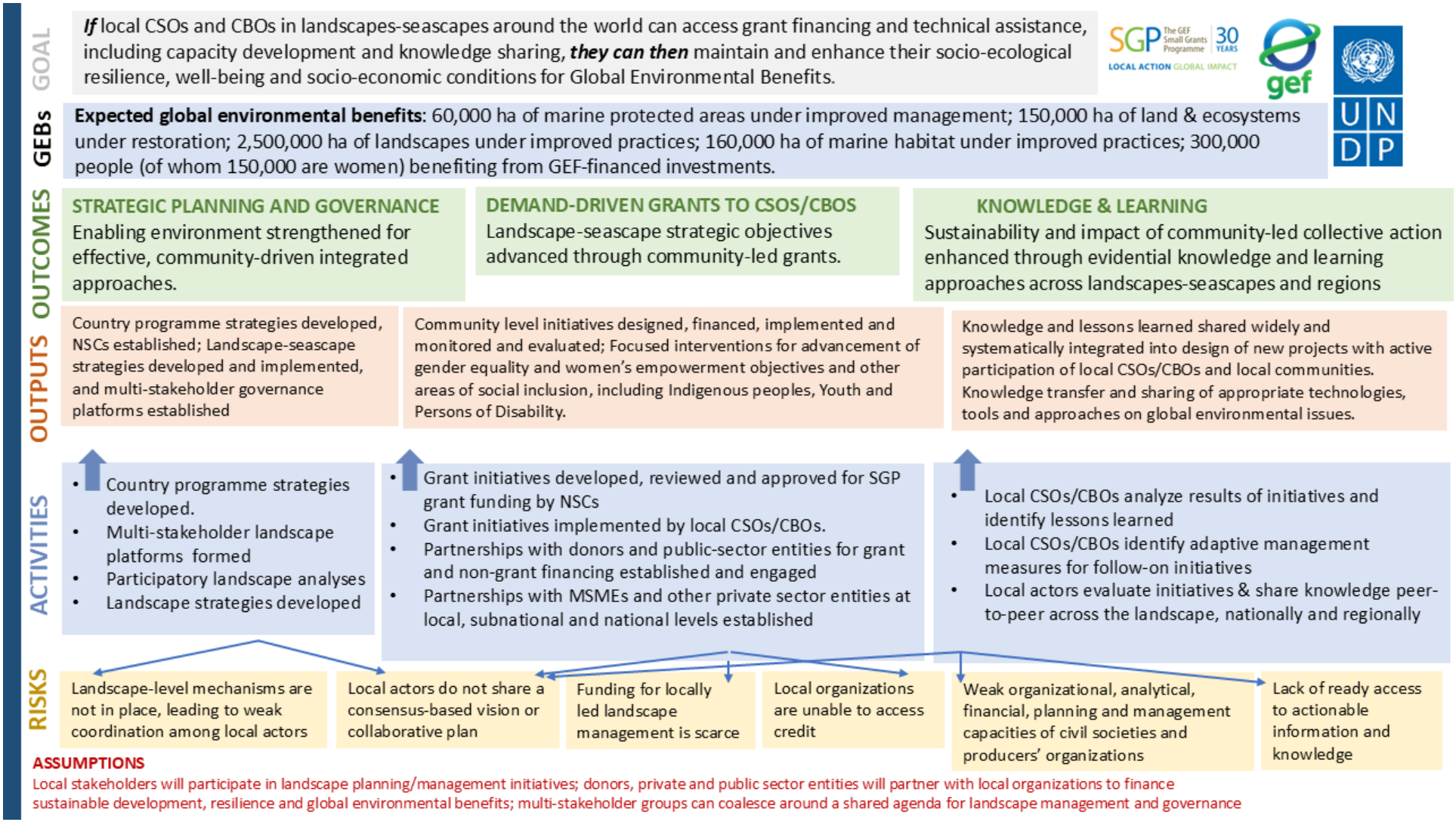


Figure 1: Project theory of change

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

44. 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.

45. 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.

46. 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:

47. ***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.

48. ***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.

49. ***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.

50. ***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.

51. ***Catalyzing Sustainable Urban Solutions***: under its landscape-seascape approach, SGP OP8 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.

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52. 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.

53. 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.

54. The envisaged biodiversity outcomes of SGP OP8-Tranche 2 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.

55. SGP OP8 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

56. 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.

57. SGP OP8 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, but it also leaves those people vulnerable as they are not able to access any public services nor private services. SGP OP8 will 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.

58. 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, the program will actively seek to further strengthen 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 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.

59. The SGP will 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

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

- On biodiversity, the grant-making approach will target to improve management effectiveness of 60,000 ha of marine protected areas, landscapes under improved practices across 2,500,000 ha, and 160,000 of marine habitat under improved practices.
- On land degradation, an estimated 150,000 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 the 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.
- Ten (10) local to global coalitions for chemical and waste management will be strengthened and/or established.

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Socioeconomic Benefits:

61. 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 300,000 people, of whom 150,000 are women and girls, will directly benefit from the SGP OP8-Tranche 2 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 20% of the projects, 40% of the projects, and 50 organizations/grantees.
- High level policy changes attributed to increased community representation through facilitation of dialogues in 50 of the SGP countries will be formed or strengthened among CSO-government-private sector partners.
- An estimated five (5) 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 20 South-South exchanges will take place at global and/or regional levels to facilitate knowledge transfer and replication of approaches.

IV. RESULTS AD PARTNERSHIPS

Expected Results*:*

62. The overall **objective of SGP OP8** 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. The two tranches of OP8 will operate in unison, with Tranche 2 feeding into the initiatives commenced under Tranche 1, and sharing approaches and lessons with the countries included in Tranche 2 that are not part of Tranche 1.

63. ***SGP OP8, 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

64. To achieve **Outcome 1.1** ***Enabling environment strengthened for effective community-driven integrated approaches*****,** SGP OP8 will deliver technical 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

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

65. Landscape-seascape multi-stakeholder platforms (and/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.

66. 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.

67. 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.

68. 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

69. Under Output 1.1.1, the programme will facilitate multiple stakeholder consultations, building upon the preliminary consultations that will be conducted during the OP8-Tranche 2 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-Tranche 2. 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

70. In conjunction with the development of the CPSs, the programme will facilitate development and/or updating of landscape-seascape approaches in the SGP OP8-Tranche 2 in targeted countries. Multi-stakeholder

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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)*[6] approach will be applied for development of 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

71. 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.

72. 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-Tranche 2 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.

73. The essential principle underpinning Outcome 2.1 is that local CSOs/CBOs, particularly those representing the most vulnerable and marginalized, are only able 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 socioeconomic benefits are 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.

74. The three outputs leading to Outcome 2.1 include Output 2.1.1 (Community level initiatives designed, financed, implemented, monitored and evaluated); Output 2.1.2 (Focused interventions for advancement of gender equality and women's empowerment objectives); and Output 2.1.3 (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. It is SGP's experience that the above suite of offerings also enables longer term sustainability of environmental results.

Output 2.1.1. Community level initiatives designed, financed, implemented, monitored and evaluated

[6] https://comdeksproject.com/

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75. The bulk of the grant funding will be delivered under Output 2.1.2. In line with the GEF-8 SGP Implementation Arrangements Paper, core SGP resources are to be allocated equally among all eligible countries. Local CSOs/CBOs will develop grant proposals focused on one or more of the following strategic priorities, reflected in the CPSs and/or landscape-seascape strategies: (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 will be 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 2.1.2. Focused interventions for advancement of gender equality and women's empowerment objectives

76. 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 2.1.3. Focused interventions on leaving no one behind, including Indigenous Peoples, youth, persons with disabilities

77. Similar to the focus on gender issues in Output 2.1.3, this output aims to facilitate focused interventions that are targeted to 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

78. 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-Tranche 2 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 of, 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.

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79. 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 will broaden the GEF SGP repository and 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.

80. The **outputs** leading to this knowledge and capacities outcome include 3.1.1. Local knowledge and lessons learned shared widely and systematically integrated into the 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.

81. Knowledge generated during OP8 will contribute to the forthcoming **SGP Learning Platform**, an initiative that focuses on facilitating the scaling up of local actions for global impact, showcasing the work of CSOs/CBOs in addressing environmental challenges.

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

82. In OP8-Tranche 2, 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 Initiative. 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.

83. 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 learning. 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 government. Each country's programme strategy 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 leveraging the NSC as knowledge brokers. At the grant 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, including those related to advancing inclusion and gender equality, are also captured via project reporting and evaluations. These are then harnessed and aggregated by the Country Programmes to generate SGP knowledge products.

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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

84. 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 experience 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

85. 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 learning 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:

86. 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	In-kind	2,369,864	No	N/A
	Grant	7,359,972	No	N/A
Beneficiaries	In-kind	35,000,000	No	N/A
	Grant	12,000,000	No	N/A

Coordination and Cooperation with Ongoing Initiatives and Projects

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

- **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

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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.** UNDP will proactively collaborate with the two other SGP GEF agencies, namely FAO and Conservation International (CI), in those countries where there is parallel implementation of the SGP under OP8 (FAO: Cuba, Jamaica, Venezuela, and Uganda; CI: Sri Lanka). It is understood that each agency will have fiduciary responsibilities over the approved resources, with UNDP fully relying on its own SGP delivery infrastructure. In terms of **governance**, the GEF SGP Steering Committee and the Inter-Agency Technical Working Group will provide platforms for coordination and collaboration. At the national level, joint representation of the SGP GEF agencies on the National Steering Committee in the countries mentioned above will help ensure synergies and alignment with country programme strategy development, and national programming directions. Regarding **monitoring, evaluation, and reporting**, the agencies will coordinate GEF reporting requirements, including PIRs and annual monitoring reports, as well as midterm reviews, terminal evaluations and other independent evaluations. **Capacity building** will provide opportunities for collaboration, e.g., possibly arranging joint proposal writing workshops with CSOs/CBOs, engaging with civil society organizations and other partners on delivering skills and/or training, etc. Sustainability will be enhanced through the coordination of **knowledge management and learning activities**, e.g., organizing webinars, seminars, or conferences; producing and disseminating knowledge products; and arranging South-South cooperations activities. In terms of **branding**, UNDP follows the SGP branding guidelines (SGP Visual Guidelines, updated May 2023); any further dedicated discussion on SGP 2.0 branding and communications will take place with GEF SEC colleagues to ensure a coordinated approach.
- **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.

88. 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

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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 Keidanren 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.
- **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** 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 accelerator 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+ had provided a grant of USD 1 million to implement marine, coastal and social inclusive projects in 5 Caribbean countries. 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 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.
- **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

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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.

- **UN Biodiversity Lab**. Country programmes will be encouraged (e.g., through arrangement of a follow-up global webinar) to utilize the resources available under the UN Biodiversity Lab, which aims at supporting country-led to use spatial data and analytic tools to generate insight and impact for conservation and sustainable development. https://unbiodiversitylab.org/en/

89. SGP OP8-Tranche 2 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. With its long-term, continuous, multi-phased approach in engaging local communities and whole of society (men, women, youth and elders), SGP promotes 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-Tranche 2 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-Tranche 2 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 is 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:

90. Two broad categories of risks were 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**.

91. An environmental and social management framework (ESMF) was developed during the preparation phase for OP8-Tranche 1 and later updated to capture Tranche 2 (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

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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, in close coordination with SGP National Steering Committees, 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.

92. SGP Country Programme staff and the National Steering Committee (NSC) will carry out an initial analysis of risks as part of the country programme strategies and 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.

93. Risks regarding the implementation of the country programme strategies and 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.

94. At the global programme level, risks are categorized as 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 118 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:

95. Through UNDP's 30-year+ track record of implementing the SGP, the programme has become highly visible in most countries. Further consultations will be made during the project preparation phase. Extensive 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 consulted during project implementation, as part of the participatory landscape-seascape baseline assessments and development of the landscape-seascape strategies.

96. SGP OP8 will operate at the country level through a multi-stakeholder integrated 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 socially marginalized 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 local governments, local private sector entities and entrepreneurs, and academic institutions, as well as national experts.

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97. 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 Programme 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.

98. As for the private sector, SGP OP8 will include mechanisms for engaging with the private sector through their potential engagement on 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 and engagement with micro, small and medium enterprises that can assist in financing and supporting locally developed innovations.

99. The stakeholder engagement plan (see **Annex 6**) developed for OP8-Tranche 1 was updated during the project preparation phase of OP8-Tranche 2 with active engagement of CSOs/CBOs, Indigenous Peoples, government, and others prior to CEO endorsement. These consultations will be designed in a way to initiate the multi-stakeholder collaborative action needed for achieving the integrated approaches in the target countries. The primary objectives of the stakeholder engagement plan are 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:

100. 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.

101. 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-

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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.

102. 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.

103. 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.

104. 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 the exploration of incentives to sustainably manage waste and chemicals.

South-South Cooperation:

105. 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[7].

106. 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 scale up of the innovations and practices developed by SGP grantees, as well as other CSOs/CBOs at the regional level.

107. 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

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

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Cooperation, the UNDP South-South Exchange Platforms, the Equator Initiative[8], 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:

108. 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 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, in coordination with the UNDP Country Offices, 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.

[8] The Equator Initiative provides opportunities for Indigenous Peoples and local communities around the world to address the challenges of land degradation, biodiversity conservation and livelihood improvement in a socially equitable manner. The Equator Prize is awarded biennially to recognize outstanding community efforts to reduce poverty through the conservation and sustainable use of biodiversity. https://www.equatorinitiative.org/

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Knowledge

109. 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.

110. 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).

111. 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.

112. 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.

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.

Innovativeness, Sustainability and Potential for Scaling Up:

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

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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.

113. Achieving **sustainability** of project outcomes is central to SGP. According to the 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 are held, 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.

114. 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 sustainable livelihoods. SGP's Grantmakers Plus initiatives are 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.

115. 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[9] assessed for a study by the GEF IEO[10] 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 – 118 participating countries in OP8-Tranche 2 – 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.

[9] 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.

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

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116. 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.

117. Under OP8, SGP will further encourage strong partnerships with the private sector to commercialize successful projects with the aim of shifting 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 were 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[11]**:**

118. 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 engage 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, SGP will continue to support community-led digital technology and innovation projects in the areas described below.

119. **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 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.

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

121. **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 the market.

122. **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.

123. **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.

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

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124. **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.

V. PROGRAMME MANAGEMENT

Cost Efficiency and Effectiveness

125. 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 – 118 participating countries in OP8-Tranche 2, 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.

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

Programme Management

127. The SGP Central Programme Management Team (CPMT) at UNDP manages the SGP Global Programme and has overall responsibility for supervising the SGP Country Programmes, in close coordination with UNDP Country Offices, 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.

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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 (Tranche 2) – SGP OP8 (Quantum Project Number 9799)

Objective and Outcome Indicators		**Data Source**	**Baseline**	**Mid-term Target**	**End of Project Target**	**Data Collection Methods**	**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) (GEF core indicator 11)	Annual monitoring report (AMR)	706,915 (375,125 female; 331,790 male) Source: 2023-2024 AMR	100,000 (of whom 50,000 are female)	300,000 (of whom 150,000 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	538,217 ha Source: 2023-2024 AMR	20,000 ha	60,000 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	55,180 ha Source: 2023-2024 AMR	50,000 ha	150,000 ha	Grantee monitoring reports; Impact reviews; SGP database	Restoration plans are adaptable to changing environmental and socio-economic conditions
	Mandatory GEF Core Indicator 4: Area of landscapes under improved practices (excluding protected areas; hectare) (GEF core indicator 4.1 and 4.3)	AMR	2,083,991 ha Source: 2023-2024 AMR	750,000 ha	2,500,000 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

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Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
							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	1,599,679 ha Source: 2023 AMR	50,000 ha	160,000 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	217 climate change mitigation projects completed in 2023-2024 reporting period. Source: 2023-2024 AMR	TBD during implementation	TBD during implementation	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**						
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.	AMR	46 countries Source: 2023-2024 AMR	20 SGP countries	50 SGP countries (approx. 50% of the OP8 Tranche 2 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 socially marginalized groups (indigenous people, women, youth, persons with disability, farmers, other marginalized groups) meaningfully engaged in multi-stakeholder dialogue platforms.	AMR	Baseline for Tranche 1: 4,579 (total number of representatives) Source: 2023 AMR	700	1,500	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.	AMR	New indicator in OP8	25% of the countries participating in OP8 Tranche 2	50% of the countries participating in OP8 Tranche 2	Country programme strategies; landscape-seascape	

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Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
						strategies; impact reviews	
	Indicator 10: Number of CSO-government-private sector dialogues formed or strengthened	AMR	Baseline for Tranche 1: 231 Source: 2023 AMR	50 dialogues	100 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	85 countries Source: 2023-2024 AMR Baseline to be confirmed	10 SGP countries	25 SGP countries (approx. 25% of the OP8 Tranche 2 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	84 renewable energy projects (39% of 217); 52 energy efficiency projects (24% of 2017). Source: 2023-2024 AMR	15 locally adapted low emission development solutions	35 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. 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	TBD during implementation	25 kW increased renewable energy capacity	75 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

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Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
							renewable energy systems.
	Indicator 14: Number of local to global coalitions for chemicals and waste management strengthened and/or established.	AMR	64 Source: 2023-2024 AMR	5 coalitions	10 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	To be set at project inception	2 urban solutions	5 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: Percentage of projects that are gender-responsive	AMR	86% of projects completed during reporting period Source: AMR 2023-2024	80% 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: (a) Percentage of projects that involve Indigenous Peoples; (b) percentage of projects with youth participation or leadership; (c) number of organizations that engage persons with disabilities.	AMR	a) 22%; b) 41%; c) 50 organizations countries Source: 2023-2024 AMR	(a) 20%; (b) 40%; (c) 20 organizations	(a) 20%, (b) 40%, (c) 50 organizations	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.	AMR	Baseline for Tranche 1: (a) est. 20%; (b) est. 20%; (c) est. 20%	(a) 30%; (b) 30%; (c) 30%	(a) 50%; (b) 50%; (c) 50%	Grantee monitoring 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 in OP8, unclear how this is being monitored	10% of grants awarded	10% of grants awarded	Grantee monitoring reports; SGP database	

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Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	Indicator 20: Number of policy recommendations or advocacy initiatives related to land-based pollution as a result of SGP project.	AMR	TBD during implementation	1 policy recommendations	2 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. 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 2.1.2. Focused interventions for advancement of gender equality and women's empowerment objectives. Output 2.1.3. 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	21 Source: 2023-2024 AMR	10 SGP countries	25 SGP countries (approx. 25% of the OP8 Tranche 2 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	40 Source: 2023-2024 AMR	10 exchanges	20 exchanges	Grantee monitoring reports; Impact reviews; SGP database	
	Indicator 23: Number of country programmes that promote peer-to-peer knowledge exchange	AMR	82 Source: 2023-2024 AMR	40	80	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	AMR	TBD during implementation	5	10	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
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**						

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Objective and Outcome Indicators		Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
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	TBD during implementation	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	TBD during implementation	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.						

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VII. MONITORING AND EVALUATION (M&E) PLAN

An emphasis on building on OP7 gains while introducing new metrics

128. 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.

129. 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.

130. 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 118 countries over time against the OP8 results management framework.

131. 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 will 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 the 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. The M&E activities include regular monitoring and evaluating gender-specific results and progress towards other socioeconomic indicators.

Independent Midterm Review and Terminal Evaluation

132. The M&E plan includes conducting an independent midterm review and terminal evaluation. A single MTR and single TE for OP8, capturing both Tranche 1 and Tranche 2 implementation will be conducted. The MTR is planned to be conducted between the second and third annual Program Implementation Reports (PIRs). Consistent with UNDP policies for GEF-financed projects, the TE will be started no later than 11 months prior to the operational closure date of Tranche 2.

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Alignment with GEF Core indicators

133. 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

134. 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 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.

135. Aligned with the GEF-8 Results Indicators for SGP 2.0, the OP8-Tranche 2 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.

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- 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

136. Guided by the 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.

137. 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 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.

138. 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

139. 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

140. 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 synergies with UNDP Country Programme Documents (CPDs), 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.

141. In line with directives of SGP 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

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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

142. 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:

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

143. 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, discussing contextual changes, clarifying team roles, reviewing the results framework and monitoring plan, and reviewing financial reporting procedures.

b. The *GEF Core Indicators* will be employed to monitor global environmental benefits with relevant data collected at 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 reports 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.

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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.

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

Monitoring Plan:

145. 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)[12]	300,000 (of whom 150,000 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)	60,000 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)	150,000 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)	2,500,000 ha	Reported as part of GEF-8 core indicators SGP aligned with	Annually	SGP National Coordinators; UNDP Country Office	AMR; Grantee monitoring reports; Impact

[12]. *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*

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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)	160,000 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 during implementation	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 Tranche 2 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 Tranche 2	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.	100 dialogues	The indicator measures multi-stakeholder engagement.	Annually	SGP National Coordinators; UNDP Country Office	Grantee monitoring reports; Impact reviews

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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 Tranche 2 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.)	35 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.)	75 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.	10 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.)	5 urban solutions	This indicator quantifies the locally-driven initiatives implemented within urban areas to address various sustainability challenges.	Annually	SGP National Coordinators; UNDP Country Office	Grantee monitoring reports; Impact reviews
		Indicator 16: empowerment Percentage of projects that are gender-responsive	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

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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: (a) Percentage of projects that involve Indigenous Peoples; (b) percentage of projects with youth participation or leadership; (c) number of organizations that engage persons with disabilities	(a) 20%, (b) 40%, (c) 50 organizations	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.	2 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 Tranche 2 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.	20 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 country programmes that promote peer-to-peer knowledge exchange	80	This indicator quantifies the activities designed to facilitate the exchange and sharing of knowledge,	Annually	SGP National Coordinators; UNDP Country Office	Grantee monitoring reports; Impact reviews

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Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
				information, and 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	10	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
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

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Monitoring Activity			
	Frequency/Timeframe	**Expected Action**	**Partners (if joint)**
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
Data analysis by region and typology	Annually	Identify patterns for informed decision-making	N/A

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Monitoring Activity			
	Frequency/Timeframe	**Expected Action**	**Partners (if joint)**
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	113,110
M&E required to report on progress made in reaching GEF core indicators and programme results included in the programme results framework	650,390
Preparation of the annual GEF Project Implementation Report (PIR) and annual monitoring report (AMR)	338,480
Monitoring all requirements (SESP, ESMF, stakeholder engagement plan, gender action plan, CPS progress)	237,535
Monitoring missions	203,600
Independent Mid-term Review (MTR):	113,110

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Monitoring and Evaluation Budget for project execution:	
GEF M&E requirements to be undertaken by Central Programme Management Team (CPMT)	**Indicative costs (US$)**
Independent Terminal Evaluation (TE):	113,110
Maintain SGP Database and online system	56,555
Programme quality assurance / technical assistance	593,835
TOTAL indicative COST	**2,419,725**

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

146. Implementing Partner: The Implementing Partner (UNDP terminology) for OP8-Tranche 2 is UNDP BPPS Planet Hub under the Direct Implementation Modality (DIM). In GEF terminology the Implementing Partner is the GEF Executing Entity.

147. 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.

148. 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.

149. In line with SGP 2.0 Implementation Arrangements[13], 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.

150. Adopting the DIM 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.

151. **Responsible Parties**: UNDP has been engaging NGO partners (as Responsible Parties) in several countries for providing national host institution services and/or on-granting services. 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. During SGP OP8 these countries, among others include the following: **Brazil** (Instituto Sociedade, População e Natureza: ISPN), **Egypt** (Arab Office for Youth and Environment: AOYE), **India** (The Energy and Resource Institute: TERI), **Federal States of Micronesia**, **Nauru** (EcoNauru), **Philippines** (Forest Foundation for the Philippines), **Tonga** (Civil Society Forum of Tonga), and **Tuvalu** (TBD). Each country is in a different stage of the process, as partners need to go through fiduciary and capacity assessments according to UNDP policies and procedures. Moreover, as part of the development of new

[13] GEF Small Grants Programme 2.0, Implementation Arrangements for GEF-8. GEF/C63/06/Rev.01, November 25, 2022. See reference to para 146 on UNDP terminology. UNDP is the Implementing Partner (UNDP terminology) which corresponds to the GEF Executing Entity (GEF terminology)

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or updated country programme strategies and launch of call proposals for SGP OP8, potential strategic partnership arrangements are being reviewed together with the National Steering Committees.

152. Based on country level discussions and fiduciary and capacity assessments, the most appropriate 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 (responsible parties, in UNDP terminology) in the country concerned. See figure 2 below.

153. 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.

154. **Programme Stakeholders and Target Groups**: The programme stakeholders include 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.

155. **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 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.

156. 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.

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Section 2: Governance structure

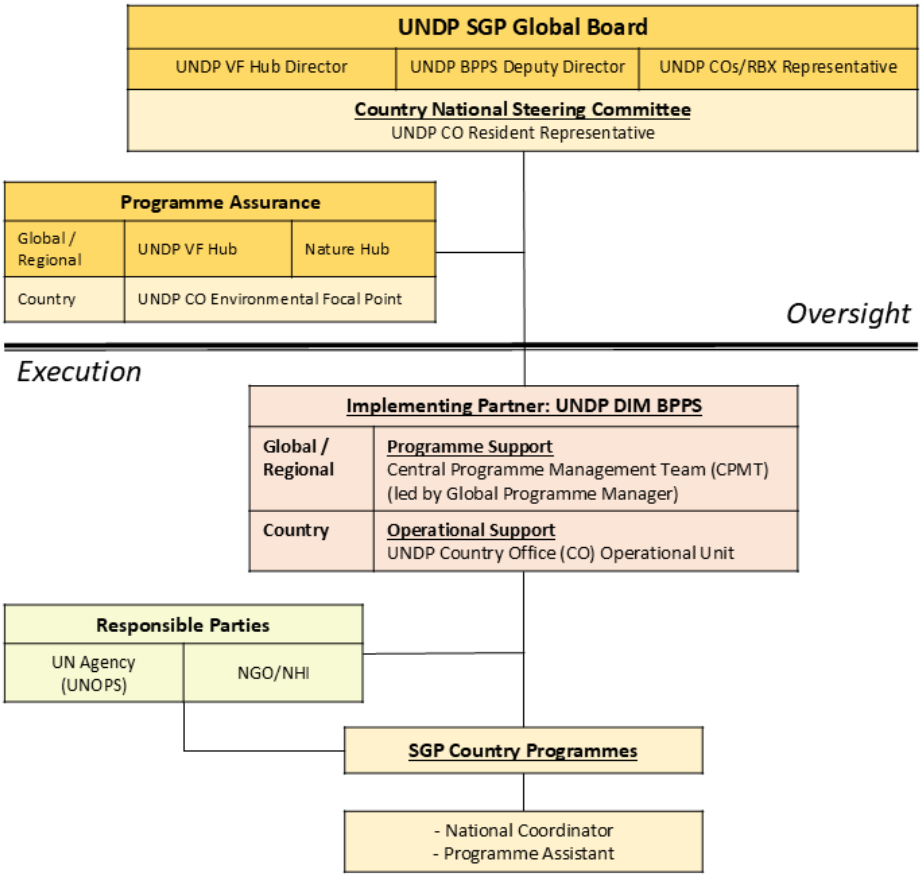


Figure 2: Programme Organization Structure

157. UNDP BPPS Planet 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 Planet Hub representatives (UNDP Planet Hub Principal Technical Advisor and UNDP Planet Hub Local Action Global Technical Advisor) will assume the assurance role and will present assurance findings to the UNDP SGP Global Board, and therefore attend 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

158. 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.

159. 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 Planet Hub, Principal Technical Advisor and the Planet Hub, Local Action Global Technical Advisor.

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160. **At global Level:** GEF SGP will be overseen at the programme level by UNDP staff from the BPPS Planet Hub in close coordination with UNDP BPPS VF Hub, as well as with Regional Bureaus and Hubs. These units and functions are institutionally separate and have distinct reporting lines from the execution functions listed below. 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, Planet Hub
(ii) Local Action Lead and Global/Senior Technical Advisor, Planet Hub

161. Global Level 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.

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

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

163. Country Level 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 and execution at the UNDP Country Office level and reporting lines will be fully segregated.

164. 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**

165. 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 the programme. At the global level, the SGP Global Board provides high-level oversight of the execution of the programme. BPPS Deputy Director will chair the SGP Global Board.

166. 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).

167. 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,

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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.

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).

168. 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.

169. 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:

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- Provide guidance on evolving or materialized programme risks and agree on possible mitigation and management actions to address specific risks.
- 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.

170. **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 BPPS Deputy 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:

171. 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.

172. 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, Planet Hub and Local Action Lead and Global/Senior Technical Advisor, Planet Hub.

c) Programme Management – Execution of the programme:

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173. 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.

174. **UNDP Country Offices are responsible for implementing and providing oversight of the SGP in the respective countries through a delegation of authority to each Resident Representative.** Country Offices have supported the start-up of SGP Country Programmes, recruitment of national coordinators, local supervision, and resource mobilization. The UNDP Resident Representative/Resident 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 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.

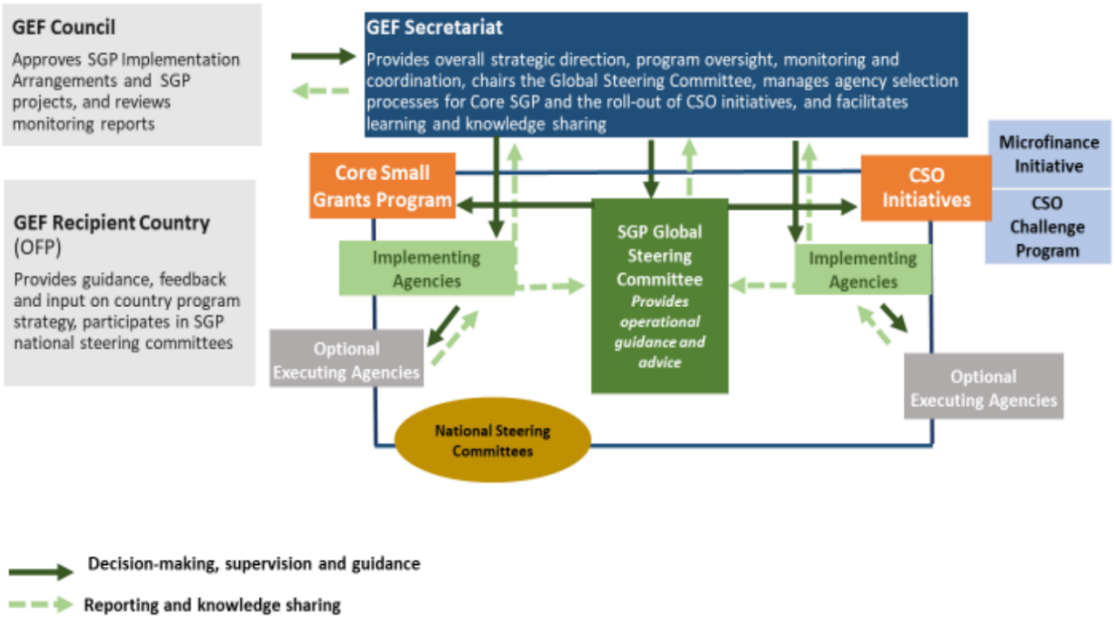
175. **SGP National Steering Committee (NSC):** At the country level, the structure of the SGP, implemented by UNDP, is decentralized and country-driven in line with the parameters established and approved by the GEF Council under the GEF SGP Implementation Arrangements and other relevant GEF Council 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.

176. **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 regarding 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.

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SGP 2.0 Implementation Arrangements

177. SGP OP8 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*[14] 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.



178. Within SGP 2.0 the following will apply:

179. **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.

180. **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.

181. **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.

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

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IX. FINANCIAL PLANNING AND MANAGEMENT

182. The total cost of the project is USD130,727,546. This is financed through a GEF grant of USD 73,997,710 administered by UNDP, and additional support of USD 56,729,836 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.

183. **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	In-kind	2,369,864
		Grant	7,599,972
Beneficiaries	Grantees and beneficiaries	In-kind	35,000,000
		Grant	12,000,000
Total			**56,729,836**

184. **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:

185. 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.

186. 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).

187. **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;

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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.

188. 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 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.

189. 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.

190. **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.

191. **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[15]. The transfer should be done before Project Management Unit complete their assignments.

192. **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.

193. **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).

[15] 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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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.

194. **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)..

195. **Refund to GEF:** Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/VF 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	Multiple		
Quantum Project ID:	Multiple	Quantum Project Title:	GEF SGP 8th Operational Phase – Core (Tranche 2)
Quantum Award ID:	Multiple	Quantum Award Title:	Eighth Operational Phase of GEF Small Grants Programme
UNDP-GEF PIMS No.	Multiple		
Implementing Partner	UNDP		

Quantum Outcome	**Quantum Output**	**Quantum UNDP(UNDP, IP, or UNDP)**	**Quantum Fund ID**	**Quantum Donor ID**	**Quantum Budgetary Account Code**	**Quantum Budget Account Description**	**Amount Year 2026**	**Amount Year 2027**	**Amount Year 2028**	**Amount Year 2029**	**Total (USD)**	**See Budget Note:** *(reference as number, not as letter)*
(GEF Component)	**(GEF Outcome)**											
Component 1: Strategic Planning and Multi-Stakeholder Governance	***Outcome 1.1. Enabling environment strengthened for effective community-driven integrated approaches***	***UNDP***	***62000***	***10003***	***71200***	***International Consultants***	**$11,113**	**$11,113**	**$11,113**	**$11,111**	**$44,450**	**2**
					71300	***Local Consultants***	**$44,668**	**$44,668**	**$44,668**	**$44,666**	**$178,670**	**3**
					71400	***Contractual Services - Individual***	**$686,244**	**$686,244**	**$686,244**	**$686,242**	**$2,744,974**	**5**
					71600	***Travel***	**$11,497**	**$11,497**	**$11,497**	**$11,496**	**$45,987**	**7**
					72500	***Supplies***	**$2,833**	**$2,833**	**$2,833**	**$2,831**	**$11,330**	**10**
					74500	***Miscellaneous Expenses***	**$25,000**	**$25,000**	**$25,000**	**$25,000**	**$100,000**	**11**
					75700	***Training, Workshops and Confer***	**$7,136**	**$7,136**	**$7,136**	**$7,136**	**$28,544**	**6**
					61200	***Salaries Costs - GS Staff***	**$106,432**	**$106,432**	**$106,432**	**$106,431**	**$425,727**	**4**
					61300	***Salary & Post Adj Cst-IP Staff***	**$194,528**	**$194,528**	**$194,528**	**$194,528**	**$778,111**	**4**
		Total UNDP					**$1,089,451**	**$1,089,451**	**$1,089,451**	**$1,089,441**	**$4,357,793**	
	Total Outcome 1.1.						**$1,089,451**	**$1,089,451**	**$1,089,451**	**$1,089,441**	**$4,357,793**	
Component 2: Demand-driven grants to CSOs/CBOs (Grants)	***Outcome 2.1. Landscape-seascape strategic objectives advanced through community-led grants.***	***UNDP***	***62000***	***10003***	***72600***	***Grants***	**$8,711,010**	**$20,325,691**	**$20,325,691**	**$8,711,011**	**$58,073,403**	**1**
		Total UNDP					**$8,711,010**	**$20,325,691**	**$20,325,691**	**$8,711,011**	**$58,073,403**	
	Total Outcome 2.1.						**$8,711,010**	**$20,325,691**	**$20,325,691**	**$8,711,011**	**$58,073,403**	
Component 3: Knowledge Management and Learning	***Outcome 3.1. Sustainability and impact of community-led***	***UNDP***	***62000***	***10003***	***71200***	***International Consultants***	**$5,928**	**$5,928**	**$5,928**	**$5,929**	**$23,713**	**2**

	collective action enhanced through knowledge management and learning approaches across landscapes-seascapes and regions.				*71300*	*Local Consultants*	$23,834	$23,834	$23,834	$23,835	$95,337	3
					71400	*Contractual Services - Individual*	$274,620	$274,620	$274,620	$274,619	$1,098,479	5
					71600	*Travel*	$9,390	$9,390	$9,390	$9,391	$37,561	7
					72200	*Equipment and Furniture*	$4,485	$4,485	$4,485	$4,484	$17,939	13
					72300	*Materials & Goods*	$10,792	$10,792	$10,792	$10,790	$43,166	14
					72400	*Communication & Audio Visual Equip*	$31,814	$31,814	$31,814	$31,812	$127,254	15
					72500	*Supplies*	$4,275	$4,275	$4,275	$4,274	$17,099	10
					72800	*Information Technology Equipment*	$20,321	$20,321	$20,321	$20,322	$81,285	16
					74200	*Audio Visual & Print Prod Costs*	$14,435	$14,435	$14,435	$14,436	$57,741	18
					74500	*Miscellaneous Expenses*	$25,000	$25,000	$25,000	$25,000	$100,000	11
					75700	*Training, Workshops and Confer*	$3,811	$3,811	$3,811	$3,812	$15,245	6
					61200	*Salaries Costs - GS Staff*	$62,347	$62,347	$62,347	$62,347	$249,388	4
					61300	*Salary & Post Adj Cst-IP Staff*	$113,880	$113,880	$113,880	$113,878	$455,518	4
		Total UNDP					$604,932	$604,932	$604,932	$604,929	$2,419,725	
	Total Outcome 3.1.						$604,932	$604,932	$604,932	$604,929	$2,419,725	
Component 4: Monitoring & Evaluation	*Outcome 4.1. Scale, durability and impact of locally-led community action strengthened through monitoring, evaluation and evidence-based learning.*	*UNDP*	*62000*	*10003*	*71200*	*International Consultants*	$36,140	$36,140	$36,140	$36,139	$144,559	2
					71300	*Local Consultants*	$55,619	$55,619	$55,619	$55,617	$222,474	3
					71400	*Contractual Services - Individual*	$182,608	$182,608	$182,608	$182,609	$730,433	5
					71600	*Travel-Monitoring mission*	$25,451	$25,451	$25,451	$25,450	$101,803	7
					72100	*Contractual Services-MTR&TE*	$56,555	$56,555	$56,555	$56,555	$226,220	12
					72100	*Contractual Services-IT*	$14,140	$14,140	$14,140	$14,140	$56,560	20

					72500	*Supplies*	$26,098	$26,098	$26,098	$26,097	$104,391	10
					74500	*Miscellaneous Expenses*	$22,156	$22,156	$22,156	$22,154	$88,622	11
					75700	*Training, Workshops and Confer*	$12,883	$12,883	$12,883	$12,882	$51,531	6
					61300	*Salary & Post Adj Cst-IP Staff*	$173,283	$173,283	$173,283	$173,283	$693,132	4
		Total UNDP					$604,933	$604,933	$604,933	$604,926	$2,419,725	
	Total Outcome 4.1.						$604,933	$604,933	$604,933	$604,926	$2,419,725	
Project Management Cost (PMC)	*PMC*	*UNDP*	*62000*	*10003*	*71400*	*Contractual Services - Individual*	$817,200	$817,200	$817,200	$817,201	$3,268,801	5
					71600	*Travel*	$4,667	$4,667	$4,667	$4,668	$18,669	7
					72500	*Supplies*	$34,813	$34,813	$34,813	$34,811	$139,250	10
					73100	*Rental & Maintenance-Premises*	$313,986	$313,986	$313,986	$313,984	$1,255,942	8
					73400	*Rental & Maintenance of Other Equip*	$18,500	$18,500	$18,500	$18,498	$73,998	17
					74100	*Professional Services*	$49,780	$49,780	$49,780	$49,781	$199,121	9
					74500	*Miscellaneous Expenses*	$32,500	$32,500	$32,500	$32,500	$130,000	11
					74700	*Transport, Shipping and handle*	$6,895	$6,895	$6,895	$6,896	$27,581	19
					61200	*Salaries Costs - GS Staff*	$164,503	$164,503	$164,503	$164,501	$658,010	4
					61300	*Salary & Post Adj Cst-IP Staff*	$238,923	$238,923	$238,923	$238,923	$955,692	4
		Total UNDP					$1,681,767	$1,681,767	$1,681,767	$1,681,763	$6,727,064	
	Total Project Management Cost						$1,681,767	$1,681,767	$1,681,767	$1,681,763	$6,727,064	
Total Project Grant							$12,692,093	$24,306,774	$24,306,774	$12,692,070	$73,997,710	

Budget Notes*

1.Grants to CSOs/CBOs. Proportional amounts per country would be allocated for grant making from OP8-Tranche 2 under CORE Grants. STAR Grants will be allocated to the specific countries that have committed STAR resources approved under Tranche 2.

2. International consultants include project experts for M&E, KM & communication, and capacity development activities

3. Local consultants include project experts for capacity development activities, M&E, KM and communications.

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

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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 grantee projects, delivery of capacity building, development of 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 include low-value, non-recurring operating expenses.

12. Costs related to Mid-term Review and Terminal Evaluation.

13. Purchase of office equipment and furniture

14. Materials & Goods

15. Acquisition of Audio Visual & Communication equipment

16. Acquisition of Information Technology supplies

17. Rent and maintenance of office equipment.

18. Payments for printing services

19. Transport, Shipping and handling of goods.

20. Costs related to SGP Database and online system

** 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.*

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XI. LEGAL CONTEXT

196. 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."

197. 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]16 [UNDP funds received pursuant to the Project Document]17 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.

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:

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

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

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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:
   (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

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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.

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.

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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.

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XIII. MANDATORY ANNEXES

Annex 1: GEF budget template

Expenditure Category	Detailed Description	Component (USD)						Total (USD)	Responsible Entity
		Component 1: Strategic Planning and Multi-Stakeholder Governance	*Component 2: Demand-driven grants to CSOs/CBOs (Grants)*	*Component 3: Knowledge Management and Learning*	*Sub -Total*	*Monitoring & Evaluation*	*PMC (10%)*		(Executing Entity receiving funds from the GEF Agency)
		Project Outcome 1.1. Enabling environments trengthened through strategic planning and multi-stakeholder collaboration.	*Outcome 2.1. Landscape-seascape strategic objectives advanced through community-led grants.*	*Outcome 3.1. Sustainability and impact of community-led collective action enhanced through knowledge management and learning approaches across landscapes-seascapes and regions.*					
Audits	**10-12 country level audits per year by reputable international firm.**	**0**	**0**	**0**	**0**		**199,121**	**199,121**	**UNDP**
Contractual Services	**Individuals hired under UNDP service contracts, providing technical assistance and programme management at the country level.**	**2,744,974**	**0**	**1,098,479**	**3,843,453**	**730,433**	**3,268,801**	**7,842,687**	**UNDP**
Grants	**Grants to CSOs/CBOs. Proportional amounts per country would be allocated for grant making from OP8-Part 2 under CORE Grants. STAR Grants will be allocated to the specific countries that have committed STAR resources approved under Part 2.**	**0**	**58,073,403**	**0**	**58,073,403**	**0**	**0**	**58,073,403**	**UNDP**

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International Consultants	International consultants include project experts for M&E, KM & communication, and capacity development activities	44,450	0	23,713	68,163	144,559	0	212,722	UNDP
Local Consultants	Local consultants include project experts for capacity development activities, M&E, KM and communications.	178,670	0	95,337	274,007	222,474	0	496,481	UNDP
Office Supplies	Cost of supplies for day-to-day operation of SGP global and country offices (e.g. stationaries)	11,330	0	17,099	28,429	104,391	139,250	272,070	UNDP
Other Operating Costs	Audio Visual & Print Prod Costs	0	0	57,741	57,741	0	0	57,741	UNDP
Other Operating Costs	Communication & Audio Visual Equip	0	0	127,254	127,254	0	0	127,254	UNDP
Other Operating Costs	Equipment and Furniture	0	0	17,939	17,939	0	0	17,939	UNDP
Other Operating Costs	Information Technology Equipment	0	0	81,285	81,285	0	0	81,285	UNDP
Other Operating Costs	Materials & Goods	0	0	43,166	43,166	0	0	43,166	UNDP
Other Operating Costs	Miscellaneous Expenses	100,000	0	100,000	200,000	88,622	130,000	418,622	UNDP
Other Operating Costs	Rental & Maintenance of Other Equip	0	0	0	0	0	73,998	73,998	UNDP
Other Operating Costs	Contractual Services-MTR&TE	0	0	0	0	226,220	0	226,220	UNDP
Other Operating Costs	Contractual Services-IT	0	0	0	0	56,560	0	56,560	UNDP
Premises (Office rental)	Office rent and maintenance at countries and global levels	0	0	0	0	0	1,255,942	1,255,942	UNDP

Salary and benefits	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.	1,203,838	0	704,906	1,908,744	693,132	1,613,702	4,215,578	UNDP
Trainings, Workshops, Meetings	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.	28,544	0	15,245	43,789	51,531	0	95,320	UNDP
Travel	Travel costs related to grantee projects, delivery of capacity building, development of country programme, participation in MEA COPs, etc.	45,987	0	37,561	83,548	101,803	46,250	231,601	UNDP
Grand Total		$ 4,357,793	$58,073,403	$2,419,725	$64,850,921	$2,419,725	$6,727,064	$73,997,710	

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Annex 2: List of participating countries

Record of Endorsements by GEF Operational Focal Points on Behalf of the Governments:

Name of GEF OFP	Position	Ministry	Date *(mm/dd/yyyy)*
Zainul Abedin Abid	Deputy Director General, Technical and Policy	National Environmental Protection Agency (AFGHANISTAN)	09/12/2024
Yolande J. Howard	Permanent Secretary	Environment and National Beautification, Green and Blue Economy (BARBADOS)	07/10/2024
Larissa Lukina	Deputy Head of the General Directorate for Environmental Policy, International Cooperation and Science.	Natural Resources and Environmental Protection (BELARUS)	08/02/2024
Carlos David Guachalla Terrazas	Vice Minister of Planning and Coordination	Development Planning (BOLIVIA)	05/17/2024
Malebogo Somolekae	Deputy Director, Department of Environmental Affairs	Environment and Tourism (BOTSWANA)	04/04/2024
Prosper Dodiko	Minister	Environment, Agriculture and Livestock (BURUNDI)	05/27/2024
Peng Xiang	Deputy Director, Department of International Economic and Financial Cooperation	Finance (CHINA)	09/14/2024
Yaser Amin Al Roaya	Chief of the International Affairs and Conventions Center	Department of Environment (IRAN)	06/09/2024
Saule Sabiyeva	Director of the Climate Policy Department	Ecology and Natural Resources (KAZAKHSTAN)	05/28/2024
Qongqong Hoohlo	Director, Department of Environment	Environment and Forestry (LESOTHO)	05/22/2024
Hery A. Rakotondravony	Minister	Environment and Sustainable Development (MADAGASCAR)	03/22/2024
Datuk Nor Yahati Binti Awang	Deputy Secretary General, Environmental Sustainability	Natural Resources and Environmental Sustainability (MALAYSIA)	07/16/2024
Silvia Guadalupe Gamboa Valladares	Deputy Director of Green Funds	Finance and Public Credit (MEXICO)	05/27/2024
Mauricio Gonzales Del Rosario	Head, General Office for Cooperation and International Affairs	Environment (PERU)	06/04/2024
Kumaras Kay Kalim	Director, Sustainable Environment Program and National Director for UNDP GEF 6 and 7 Projects	Conservation and Environment Protection Authority (PAPUA NEW GUINEA)	8/28/2024
XXXXX	XXXXX	X XXXXX (PARAGUAY)	XXXXX
Liban Mohamed Abdulkadir	Advisor to the Minister	Environment and Climate Change (SOMALIA)	09/12/2024
B.K. Prabath Chandrakeerthi	Secretary	Environment (SRI LANKA)	08/27/2024
Colincia Levine	Permanent Secretary	Environment, Climate Action and Constituency Empowerment (ST. KITTS AND NEVIS)	08/14/2024

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Name of GEF OFP	Position	Ministry	Date *(mm/dd/yyyy)*
Patrick Ocailap	Deputy Secretary to the Treasury	Finance, Planning and Economic development (UGANDA)	01/29/2024
Jakhongir Talipov	Head of Department	Ecology, Environmental Protection and Climate Change (UZBEKISTAN)	08/05/2024
Nguyen Duc Thuan	Director, Vietnam Environment Protection Fund	Natural Resources and Environment (VIETNAM)	06/12/2024
Faisal S. Al Thalabi	Acting Chairman, Environment Protection Authority	Water and Environment (YEMEN)	06/12/2024
XXXXX	XXXXX	X XXXXX (ZAMBIA)	XXXXX

Record of Letters of Interest from GEF Operational Focal Points on Behalf of the Governments:

Name of GEF OFP	Position	Ministry	Date *(mm/dd/yyyy)*
Zainul Abedin Abid	Deputy Director General, Technical and Policy	National Environmental Protection Agency (AFGHANISTAN)	09/12/2024
Sofjan Jaupaj	General Director.	Tourism and Environment (ALBANIA)	07/25/2024
Karim Baba	Director of Urban Environmental Policy	Environment and Renewable Energy (ALGERIA)	04/28/2024
Joao Nelson Catinda	Director of Studies, Planning and Statistics Cabinet	Environment (ANGOLA)	06/04/2024
Diann Black-Layne	Director, Department of Environment	Health, Wellness, and the Environment (ANTIGUA & BARBUDA)	05/21/2024
Juan Rodrigo Walsh	Senior Advisor under Secretariat for Environment and Sustainable Development	Interior (ARGENTINA)	04/16/2024
Hakob Simidyan	Minister	Environment (ARMENIA)	04/17/2024
Emin Garabaghli	Head, Division of International Cooperation	Ecology and Natural Resources (AZERBAIJAN)	09/11/2024
Rhianna M. Neely-Murphy	Director, Department of Environment Planning and Protection	Environment and Natural Resources (BAHAMAS)	04/23/2024
Tushar Kumar Paul	Deputy Secretary	Environment, Forest and Climate Change (BANGLADESH)	05/15/2024
Yolande J. Howard	Permanent Secretary	Environment and National Beautification, Green and Blue Economy (BARBADOS)	05/24/2024
Larissa Lukina	Deputy Head of the General Directorate for Environmental Policy, International Cooperation and Science.	Natural Resources and Environmental Protection (BELARUS)	07/11/2024
Kenrick W. Williams	Chief Executive Officer	Sustainable Development and Climate Change (BELIZE)	03/28/2024
Memanton Boni Yalla	Director of Planification, Administration and Finance	Environment and Transport, in charge of Sustainable Development (BENIN)	09/13/2024
Tshering Dorji	Director, Department of Macro-fiscal and Development Finance	Finance (BHUTAN)	05/07/2024

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Name of GEF OFP	Position	Ministry	Date *(mm/dd/yyyy)*
Carlos David Guachalla Terrazas	Vice Minister of Planning and Coordination	Development Planning (BOLIVIA)	05/17/2024
Malebogo Somolekae	Deputy Director, Department of Environmental Affairs	Environment and Tourism (BOTSWANA)	04/04/2024
Livia Farias Ferreira de Oliveira	General Coordinator for Sustainable Finance	Finance (BRAZIL)	05/17/2024
Pamoussa Ouedraogo	Permanent Secretary of National Council for Sustainable Development	Environment, Water and Sanitation (BURKINA FASO)	04/19/2024
Prosper Dodiko	Minister	Environment, Agriculture and Livestock (BURUNDI)	03/27/2024
Alexandre Nevsky Rodrigues	Special Advisor to the Minister of Agriculture and Environment	Agriculture and Environment (CABO VERDE)	04/16/2024
San Vanty	Permanent Secretary of State	Environment (CAMBODIA)	05/07/2024
Haman Unusa	Interim Technical Adviser	Environment, Protection of Nature and Sustainable Development (CAMEROON)	03/13/2024
Lambert Gnapelet	Direction de Cabinet	Environment and Sustainable Development (CENTRAL AFRICAN REPUBLIC)	04/30/2024
Oumar Gadji Soumaila	National Climate Change Director	Environment, Fisheries and Sustainable Development (CHAD)	05/23/2024
Peng Xiang	Deputy Director, Department of International Economic and Financial Cooperation	Finance (CHINA)	09/14/2024
Maria Teresa Becerra Ramirez	Head of International Affairs Office	Environment (COLOMBIA)	05/02/2024
Youssouf Elamine Mbechezi	National Director of Forest and Environment	Agriculture, Fisheries, Environment, and City Planning (COMOROS)	03/11/2024
Benjamin Toirambe Bamoninga	Secretary General	Environment and Sustainable Development (CONGO, DR)	04/16/2024
Enid Chaverri Tapia	Director of International Cooperation	Environment and Energy (COSTA RICA)	03/20/2024
Sosthene Kouadio	Technical Advisor	Finance and Budget (COTE D'IVOIRE)	06/12/2024
Dini Abdallah Omar	General Secretary of the Minister of Environment	Environment and Sustainable Development (DJIBOUTI)	04/18/2024
Edgar Hunter	Senior Technical Adviser	Environment, Rural Modernisation, Kalinago Upliftment and Constituency Empowerment (DOMINICA)	05/21/2024
Milagros De Camps	Deputy Minister of Climate Change and Sustainability	Environment and Natural Resources (DOMINICAN REPUBLIC)	04/18/2024
Edgar Heredia Salazar	Vice Minister of Environment	Environment, Water and Ecological Transition (ECUADOR)	05/24/2024
Ali Abu Sena	CEO, Egyptian Environmental Affairs Agency	Environment (EGYPT)	04/08/2024

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Name of GEF OFP	Position	Ministry	Date *(mm/dd/yyyy)*
Eva Maria Colorado Panameno	Director of International Cooperation and Climate Change	Environment and Natural Resources (EL SALVADOR)	05/02/2024
Kibrom Asmerom	Acting Director General	Land, Water & Environment (ERITREA)	03/25/2024
Khangeziwe Mabuza	Principal Secretary	Tourism and Environmental Affairs (ESWATINI)	07/10/2024
Mensur Dessie Nuri	Director, MEAs Negotiation Coordination Directorate	Planning and Development (ETHIOPIA)	04/12/2024
Andrew R. Yatilman	Secretary	Department of Environment, Climate Change and Emergency Management (FEDERATED STATES OF MICRONESIA)	04/25/2024
Sivendra Michael	Permanent Secretary	Environment and Climate Change (FIJI)	05/08/2024
Stanislas Stephen Mouba Olouna	General manager of Environment and Sustainable Development	Environment, Climate and Human-Wildlife Conflict (GABON)	04/23/2024
Dawda Badgie	Executive Director	National Environment Agency (GAMBIA)	04/15/2024
Nino Tkhilava	Head of Department of Environment and Climate Change	Environmental Protection and Agriculture (GEORGIA)	05/27/2024
Isaac Charles Acquah Jnr.	Chief Programme Officer	Environmental Protection Agency (GHANA)	03/19/2024
Nicole Clarke	Permanent Secretary (AG)	Mobilisation, Implementation and Transformation (GRENADA)	03/14/2024
Lourdes Maria Fernandez Balconi	International Cooperation Coordinator	Environment and Natural Resources (GUATEMALA)	03/12/2024
Fode Toure	Director General of Environment and Natural Capital Fund	Environment and Sustainable Development (GUINEA)	04/03/2024
Joao Lona Tchedna	General Director of the National Environment Institute	Environment, Biodiversity and Climate Action (GUINEA-BISSAU)	03/18/2024
Astrel Joseph	General Director	Environment (HAITI)	04/16/2024
Malcolm Bryan Stufkens Salgado	Deputy Secretary of Environment	Natural Resources and the Environment (HONDURAS)	04/11/2024
Neelesh Kumar Sah	Joint Secretary	Environment, Forest and Climate Change (INDIA)	05/30/2024
Yaser Amin Al Roaya	Chief of the International Affairs and Conventions Center	Department of Environment (IRAN)	06/09/2024
Marwan Al-Refai	Secretary General	Planning and International Cooperation (JORDAN)	06/12/2024
Saule Sabiyeva	Director of the Climate Policy Department	Ecology and Natural Resources (KAZAKHSTAN)	05/28/2024
Nenenteiti Teariki - Ruatu	Director, Environment and Conservation Division	Environment, Lands and Agricultural Development (KIRIBATI)	05/27/2024
Mirslav Amankulov	Deputy Minister	Natural resources, Ecology and Technical supervision (KYRGYZSTAN)	09/17/2024

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Name of GEF OFP	Position	Ministry	Date *(mm/dd/yyyy)*
Phakkavanh Phissamay	Director General	Natural Resources and Environment (LAO PDR)	04/22/2024
Nasser Yassin	Minister	Environment (LEBANON)	06/26/2024
Qongqong Hoohlo	Director, Department of Environment	Environment and Forestry (LESOTHO)	04/24/2024
Dweh S. Boley Sr.	Acting Deputy Executive Director	Environmental Protection Agency (LIBERIA)	04/11/2024
Hery A. Rakotondravony	Minister	Environment and Sustainable Development (MADAGASCAR)	03/13/2024
Evans Njewa	Chief Environmental Officer	Natural Resources and Climate Change (MALAWI)	05/28/2024
Datuk Nor Yahati Binti Awang	Deputy Secretary General, Environmental Sustainability	Natural Resources and Environmental Sustainability (MALAYSIA)	07/16/2024
Miruza Mohamed	Deputy Director General	Climate Change, Environment Energy (MALDIVES)	04/30/2024
Amidou Goita	Head of Environmental Data Section	Environment, Sanitation and Sustainable Development (MALI)	05/13/2024
Lalya Aly Kamara	Minister	Environment (MAURITANIA)	05/08/2024
D. D Manraj	Financial Secretary	Finance, Economic Planning and Development (MAURITIUS)	04/24/2024
Silvia Guadalupe Gamboa Valladares	Deputy Director of Green Funds	Finance and Public Credit (MEXICO)	05/27/2024
Petru Tataru	General Secretary	Environment (MOLDOVA)	04/26/2024
Tserendulam Shagdarsuren	Director General	Environment and Tourism (MONGOLIA)	05/17/2024
Nikola Tomasevic	Secretary	Tourism, Ecology, Sustainable Development and Northern Region Department (MONTENEGRO)	03/25/2024
Rachid Firadi	Director of Partnership, Communication and Cooperation	Energy Transition and Sustainable Development (MOROCCO)	03/22/2024
Eduardo Baixo	Head of Department of Mitigation and Low Carbon Development	Land and Environment, National Directorate of Climate Change (MOZAMBIQUE)	03/22/2024
Teofilus Nghitila	Executive Director	Environment, Forestry and Tourism (NAMIBIA)	03/15/2024
Berilyn Jeremiah	Secretary for Environmental Management and Agriculture	Department of Environmental Management and Agriculture (NAURU)	04/18/2024
Shreekrishna Nepal	Joint Secretary and Chief, International Economic Cooperation Coordination Division	Finance (NEPAL)	05/13/2024
Hamadou Yaye	Director of Development Planning and Programming	Economy and Finance (NIGER)	05/21/2024
Jonah Stanley	Director Planning, Research and Statistics	Environment (NIGERIA)	04/16/2024

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Name of GEF OFP	Position	Ministry	Date *(mm/dd/yyyy)*
Haden T. Talagi	Director, Department of Environment	Natural Resources (NIUE)	09/09/2024
Kaja Shukova	Minister	Environment and Physical Planning (NORTH MACEDONIA)	05/27/2024
Zulfiqar Younas	Additional Secretary (Climate Finance)	Climate Change and Environmental Coordination (PAKISTAN)	08/23/2024
Charlene Mersai	National Environmental Coordinator	National Environmental Protection Council (PALAU)	05/08/2024
Ahmad Abu Thaher	Director General of Projects and International Relations, Environment Quality Authority	Environment Quality Authority (PALESTINIAN AUTHORITY)	04/29/2024
Kumaras Kay Kalim	Director, Sustainable Environment Program and National Director for UNDP GEF 6 and 7 Projects	Conservation and Environment Protection Authority (PAPUA NEW GUINEA)	8/28/2024
XXXXX	XXXXX	X XXXXX (PARAGUAY)	XXXXX
Raul Pinedo	Planning Analyst	Environment (PANAMA)	04/15/2024
Mauricio Gonzales Del Rosario	Head, General Office for Cooperation and International Affairs	Environment (PERU)	06/04/2024
Analiza Rebuelta-Teh	Undersecretary	Department of Environment and Natural Resources (PHILIPPINES)	04/15/2024
Juliet Kabera	Director General, Rwanda Environment Management Authority	Environment (RWANDA)	05/20/2024
Lealaisalanoa Frances Brown Reupena	Chief Executive Officer	Natural Resources and Environment (SAMOA)	03/31/2024
Darnel Helio De Sousa Baia	Directorate General	Environment (SAO TOME AND PRINCIPE)	07/05/2024
Baba Drame	Director of the Environment and Classified Establishments	Environment, Sustainable Development and Ecological Transition (SENEGAL)	03/18/2024
Wills Agricole	Technical Advisor, Climate Change and Energy Department	Agriculture, Climate Change and Environment (SEYCHELLES)	04/11/2024
Sheku Mark Kanneh	Chief Director	Environment Protection Agency (SIERRA LEONE)	03/14/2024
Chanel Iroi	Deputy Secretary	Environment, Climate Change, Disaster Management and Meteorology (SOLOMON ISLANDS)	03/21/2024
Liban Mohamed Abdulkadir	Advisor to the Minister	Environment and Climate Change (SOMALIA)	09/12/2024
Shahkira Parker	Senior Policy Advisor, International Governance Management	Department of Forestry, Fisheries and the Environment (SOUTH AFRICA)	03/19/2024
Colincia Levine	Permanent Secretary	Environment, Climate Action and Constituency Empowerment (ST. KITTS AND NEVIS)	05/23/2024
Samanthia Justin	Deputy Chief Sustainable Development and Environment Officer	Education, Sustainable Development, Innovation, Science, Technology and Vocational Training (ST. LUCIA)	05/24/2024

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Name of GEF OFP	Position	Ministry	Date *(mm/dd/yyyy)*
Vanuessa Gefferie	Permanent Secretary Finance and Administration	Spatial Planning and Environment (SURINAME)	05/02/2024
Kemilembe Mutasa	Director of Environment	Vice President's Office (TANZANIA)	04/16/2024
Jatuporn Buruspat	Permanent Secretary	Natural Resources and Environment (THAILAND)	07/05/2024
Joao Carlos Soares	National Director, Climate Change	Tourism and Environment (TIMOR-LESTE)	04/29/2024
Comlan Awougnon	Director of Administrative and Financial Affairs	Environment and Forest Resources (TOGO)	04/15/2024
Sione Akauola	Chief Executive Officer	Meteorology, Energy, Information, Disaster Management, Environment, Climate Change and Communications (TONGA)	05/09/2024
Hayden Romano	Managing Director	Environmental Management Authority (TRINIDAD & TOBAGO)	07/26/2024
Sabria Bnouni	Director General for International Cooperation	Environment (TUNISIA)	05/20/2024
Ahmet Bagci	Deputy Minister	Agriculture and Forestry (TURKEY)	05/08/2024
Pepetua E Latasi	Secretary	Home Affairs, Climate Change, and Environment (TUVALU)	09/13/2024
Yevhenii Fedorenko	Deputy Minister for European Integration	Environmental Protection and Natural Resources (UKRAINE)	05/16/2024
Robert Bouvier	Minister	Environment (URUGUAY)	05/03/2024
Jakhongir Talipov	Head of Department	Ecology, Environmental Protection and Climate Change (UZBEKISTAN)	08/05/2024
Abraham Nasak	Acting Director General	Climate Change (VANUATU)	04/29/2024
Nguyen Duc Thuan	Director, Vietnam Environment Protection Fund	Natural Resources and Environment (VIETNAM)	08/09/2024
Faisal S. Al Thalabi	Acting Chairman	Water and Environment (YEMEN)	06/10/2024
Godwin Fishani Gondwe	Director, Environment Management Department	Green Economy and Environment (ZAMBIA)	03/15/2024
Tanyaradzwa Mundoga	Acting Director, Department of Wildlife and Forest Resources Management	Environment, Climate and Wildlife (ZIMBABWE)	03/19/2024

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Annex 3: Multiyear Work Plan

Activities	2025				2026				2027				2028				2029			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Component 1: Strategic Planning and Multi-Stakeholder Governance																				
Outcome 1.1: Enabling environment strengthened through strategic planning and multi-stakeholder collaboration																				
Output 1.1.1. Country programme strategies developed and National Steering Committees in effective operation.			x	x																
Output 1.1.2. Landscape-seascape strategies developed and implemented, and multi-stakeholder governance platforms established in relevant countries through community and/or strategic grants.				x	x	x														
Component 2: Demand-driven grants to CSOs/CBOs																				
Outcome 2.1. Landscape-seascape strategic objectives advanced through community-led grants																				
Output 2.1.1. Community level initiatives designed, financed, implemented, monitored and evaluated.					x	x	x	x	x	x	x	x	x	x	x	x	x	x		
Output 2.1.2. Focused interventions for advancement of gender equality and women's empowerment objectives.					x	x	x	x	x	x	x	x	x	x	x	x	x	x		
Output 2.1.3. Focused interventions on leaving no one behind, including Indigenous Peoples, youth, persons with disabilities.					x	x	x	x	x	x	x	x	x	x	x	x	x	x		
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.							x	x	x	x	x	x	x	x	x	x	x	x		
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.							x	x	x	x	x	x	x	x	x	x	x	x		
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.							x	x	x	x	x	x	x	x	x	x	x	x		
Monitoring & Evaluation																				
Outcome 4.1. Scale, durability and impact of locally-led community action strengthened through monitoring, evaluation and evidence-based learning																				
4.1.1. Participatory monitoring of project implementation, including through digital means, enabling timely adaptive measures and codification of results and lessons.			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		
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.					x	x	x	x	x	x	x	x	x	x	x	x	x	x		
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.							x	x	x	x	x	x	x	x	x	x	x	x		

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Annex 4: UNDP social and environmental screening report

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
With nearly thirty years of operational experience working with vulnerable, remote and poor communities as rights-holders, the Small Grant Programme is predicated on the principle that demand-driven civil society-led initiatives that generate local, as well as global, benefits are among the most effective ways to address global environmental challenges. The Eighth Operational Phase of the GEF Small Grant Programme will continue to build upon the proven SGP modality to effectively provide direct access to finance for Indigenous Peoples and local communities at the landscape and seascape level (amongst the most vulnerable populations affected by climate change impacts, land degradation, biodiversity loss, and water and air pollution) to respond to these obstacles for achieving sustainable development in accordance with UN human rights principles. The project will also directly incorporate and apply lessons from the OHCHR guidance note on Protection and Promotion of Civic Space (Sept 2020) through the engagement and participation of civil society in the approval and implementation of projects in each participating country.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
SGP has a long track record of supporting women's empowerment projects and gender-based projects. SGP results on gender equality and projects led by women are summarized in the following publication. For the Eighth Operational Phase of the GEF-Small Grant Programme, programmatic results pertaining to gender will be tracked through: (i) the online SGP global database; and (ii) the Annual Monitoring Report (AMR) of the SGP at the global level, including detailed gender disaggregated statistics on initiatives led by and benefiting women.
Briefly describe in the space below how the project mainstreams sustainability and resilience
Throughout the world, Indigenous Peoples and local communities face an integrated, multi-faceted planetary emergency of synergistic trends in biodiversity loss, climate change, land and water pollution, and land and ecosystem degradation. While the impacts of the global emergency are felt locally, the solution is also found locally. Local civil society organizations and community-based organizations (CSOs/CBOs) are highly motivated to act to address the drivers and impacts of global environmental degradation as they relate to the resilience and productivity of the urban and rural landscapes and seascapes where they live and work. CBOs/CSOs contribute with awareness raising and campaigning, as well as developing and piloting nature-based solutions, 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.
Briefly describe in the space below how the project strengthens accountability to stakeholders
The SGP, in line with UNDP principles, promotes accountability to stakeholders by: (i) enabling active local community engagement and participation in decision-making, particularly targeted at those at risk of being left behind; (ii) ensuring transparency through provision of timely, accessible and functional information regarding supported activities, including on potential environmental and social risks and impacts and management measures; (iii) ensuring stakeholders can communicate their concerns and have access to complaints redress processes and mechanisms; and (iv) ensuring effective monitoring and reporting on implementation of social and environmental risk management measures including those related to human rights. The Eighth Operational Phase of the GEF Small Grant Programme will build on the existing SGP Country Programmes. It will operate in a decentralized and country-driven manner through multi-stakeholder National Steering Committees (NSCs) in the participating countries. A majority of NSC members will be from the non-governmental sector (NGOs, academic and scientific institutions, Indigenous Peoples groups, women groups, among others). Representatives from different ministries and public sector counterparts will also serve in the NSCs, together with representatives from the UNDP Country Offices (COs). The NSCs will be responsible for the review and selection of small grants awarded to CSOs/CBOs at the

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national level in the participating countries. As part of its landscape-seascape approach, the project will establish/reinforce multi-stakeholder landscape-seascape level governance platforms that include local voices and actively empower local community groups to undertake landscape-seascape interventions. Such platforms are usually made up of community representatives, CSOs/CBOs, and NGOs alongside government officials and technical staff from government ministries.
The SGP OP8 includes all the elements of the accountability to stakeholders: stakeholder engagement and response mechanism, monitoring, reporting and compliance, access to Information and a free, fair and transparent grievance redress mechanism.

Part B. Identifying and Managing Social and Environmental Risk

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
Risk 1: ***Event***: Discrimination against women based on gender, especially regarding participation in design and implementation, limiting their ability to use, develop and protect natural resources. ***Cause***: Community-based interventions. ***Impact***: Inequitable or discriminatory impacts, lack of access to project benefits, leaving women and girls worse off than they were before, lack of project support. **Overarching Principle: Leave No One Behind:** **Gender Equality and Women's Empowerment** (Questions P.9, P.10, P.11, P.12)	I = 3 L = 3	**Moderate**	The programme will prioritize work with women's groups, particularly poorer and more vulnerable women, as well as girls' groups.	Assessment: A programme-wide **Gender Analysis** was made as part of the programme preparation phase. Participatory landscape-seascape **baseline assessments** (and/or country programme strategies) will include analyses of relevant gender issues in the target geographies. And the individual grant proposals will include a specific analysis of the risk to women and girls. In many cases women's groups are applying for grants and are, therefore, well qualified to make these analyses. Where required, project preparation grants will be available for CSOs/CBOs needed assistance in completing a gender analysis. Management: Landscape-seascape strategies (and/or country programme strategies) will include approaches to engage women/girl's groups as primary actors in landscapes-seascapes and resource management and micro and small enterprise development. Individual grant proposals will include descriptions of how the proposed interventions will contribute to the SGP OP8 programme level gender action plan. All GEF SGP proposals will be reviewed and approved by the NSCs, which include a gender focal point. The grantees will be required to monitor and evaluate progress and report results to the Country Programme teams. The programme will ensure that women and girls have access to a multi-tiered **Grievance Redress Mechanism (GRM)**.
Risk 2: ***Event***: Exclusion of Indigenous Peoples (IPs) from fully participating in decisions that may affect their lands, natural resources,	I = 3 L = 3	**Moderate**	Indigenous Peoples' populations are significant in some countries targeted by the programme. SGP has extensive experience in working with IPs, including	Assessment: Inclusion of Indigenous Peoples and marginalized groups has been a priority for the SGP and is an integral part of the OP8 strategy. For landscapes-seascapes where IPs are residing or have claims, representatives of the IP groups will be invited to join the participatory landscape-seascape **baseline assessments** (and/or country programme strategies) and the development of the country

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territories, traditional livelihoods, and cultural heritage. ***Cause***: Community-based interventions. ***Impact***: Inequitable or discriminatory impacts; lack of access to project benefits, leaving Indigenous Peoples worse off than they were before. **Overarching Principle: Leave No One Behind:** **Human Rights** (Questions P.3, P.5) **Accountability** (Questions P.13, P.14) **Project-Level Standard:** **Standard 6: Indigenous Peoples** (Questions 6.1, 6.2, 6.3, 6.4, 6.5, 6.9)			through the Global Support Initiative for Indigenous Peoples and Community-conserved Territories and Areas (ICCA-GSI) program. SGP proposals are developed by community-based organizations, and any proposed interventions involving Indigenous Peoples will be developed on the basis of the needs and priorities of those IP communities. Part of the small grant proposal development process includes ensuring free, prior and informed consent (FPIC) with the indigenous communities.	programme strategies. **Free, prior and informed consent (FPIC)** will be obtained prior to beginning the assessments. The programme level **environmental and social management framework (ESMF**) detailing these requirements has been prepared and annexed to the Project Document. Separate **Indigenous Peoples Plans (IPPs)** are considered not necessary when individual SGP proposals are developed by indigenous community-based organizations, based on the priorities and challenges faced by such communities. IP groups will be assisted in preparing grant proposals, as needed, e.g., allowing local language to be used. Management: The landscape-seascape approach relies heavily on multi-stakeholder governance platforms that includes community representatives, CBOs, CSOs and representatives from IPs and marginalized groups, which limit the risk of excluding particular groups from participating in decisions that may affect them. As evidenced by the participatory approach at the core of the development of landscape-seascape strategies, IPs and marginalized groups will be actively engaged in decision-making processes. All small grant proposals will be reviewed and approved by the National Steering Committees (NSCs), including NSC IP focal points, and expert members of Technical Advisory Groups (TAGs), where relevant. Potential impacts of projects on IPs and marginalized groups will be reviewed by the SGP National Coordinators and the NSCs as part of small grant proposal approval process, and actions to mitigate risk will be incorporated directly into each grant proposal prior to approval.
Risk 3: ***Event***: Critical habitats and/or environmentally sensitive areas affected by the harvesting of natural forests, introduction of invasive alien species, plantation development, poorly managed animal husbandry, and harvesting of fish populations or other aquatic species. ***Cause***: Community-based interventions. ***Impact***: Degradation of natural habitats and loss of biodiversity; increased fire hazard (terrestrial habitats) and declines in the populations of wild species that might be outcompeted by invasive alien species; declining land productivity; failure of farming systems and increased food insecurity. **Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management** (Questions 1.1, 1.2, 1.3, 1.6, 1.8, and 1.10)	I = 3 L = 3	**Moderate**	Initiatives supported by the Small Grants Programme are rather small in scope and scale (around USD 22,000 per initiative on average).	Assessment: Some initiatives may take place within or adjacent to critical habitats or sensitive areas. Lessons learned and best practices from previous SGP phases will be taken into consideration when designing such initiatives. The country programme strategies and/or participatory landscape-seascape **baseline assessments** planned at project inception will document critical ecosystems located in the target landscapes-seascapes. These assessments will include descriptions of globally significant biodiversity, land use, local livelihoods, climate conditions, climate change-related issues in the target landscapes-seascapes to better assist with the development of landscape-seascape strategies and individual grant proposals. The individual grant proposals will include analyses of potential risks to biodiversity (e.g., inadvertent introduction of invasive alien species) and ecosystem services, ensuring a low probability of any serious adverse impacts. All SGP grant proposals will be reviewed and approved by the NSCs, and, when needed, expert advisory support will assist the review process. The screening and assessment processes are described in the programme **ESMF**. Management: Applicants will be required in the small grant proposals to demonstrate compliance with UNDP Social and Environmental Standards, as well as with any relevant national environmental protection laws and derivative legislation. Potential environmental risks associated with proposed activities will be assessed in

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				grant proposals, along with proposed mitigation measures. Management processes are described further in the programme **ESMF**. The Country Programme teams and NSCs will review project proposals to ensure compliance with national laws and regulations and UNDP SES. Even though project interventions will purposefully focus on strengthening biodiversity conservation and sustainable use of natural resources, **targeted assessments** and mitigation measures may need to be implemented to manage potential risks associated with proposed interventions. Grantees will be required to monitor and evaluate the progress of the interventions and report the M&E findings to the Country Programme teams.
Risk 4: ***Event***: Critical habitats and/or ecosystems and ecosystem services affected by hydrological changes. ***Cause***: Hydropower installations included in community-based interventions. ***Impact***: Declining water availability for agriculture and human consumption; disruption of hydrological flows, runoff patterns and groundwater recharge and loss of watershed services. **Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management** (Questions 1.1)	I = 3 L = 2	**Moderate**	Initiatives supported by the Small Grants Programme are rather small in scope and scale (around USD 22,000 per initiative on average). A few initiatives may include the extraction, diversion or containment of surface or ground water.	Assessment: Lessons learned and best practices from previous SGP phases will be taken into consideration when in the design stage of such initiatives. Individual grant proposals will be required to include an assessment of potential impacts and a description of mitigation measures proposed, demonstrating compliance with UNDP SES and relevant local and national regulations. As needed, expert advisory support will assist the Country Programme teams and NSCs in reviewing the proposals. The screening and assessment processes are described in the programme **ESMF**. Management: Installation and operation of micro hydropower installations will only commence upon approval of the designs and environmental assessments by the NSCs, to ensure that the initiatives will pose limited social and environmental risks and impacts, and that the management measures will be compliant with UNDP SES. If deemed required in the grant proposals, external expert assistance will be deployed to support grantees in the construction management and monitoring and evaluation of the operation of the units. Management processes are described further in the programme **ESMF**.
Risk 5: ***Event***: Outputs and outcomes are sensitive to the impacts of climate change and natural disasters such as increasing intensity, frequency and duration of floods and droughts and floods. ***Cause***: Climate change (community-based interventions. ***Impact***: Increased vulnerability of communities (food security, livelihoods). **Standard 2: Climate Change and Disaster Risks** (Questions 2.1 and 2.2)	I = 3 L = 3	**Moderate**	Activities supported by the programme may be located in areas subject to hazards such as earthquakes, floods, landslides, severewinds, storm surges, tsunami or volcanic eruptions,	Assessment: As part of the participatory landscape-seascape **baseline assessments** (and/or country programme strategies), **hazard assessments** for target landscapes and seascapes will be conducted in partnership with local stakeholders, to provide additional details with respect to potential disaster and climate risks and, ultimately, to inform the activity plans of the grant projects and incorporate appropriate preparedness and mitigation measures. As part of the screening of environmental and social risks during the design phase of the small grant proposals, CSOs/CBOs will be required to assess risks of climate and disaster hazards, and management measures will be described in the grant proposals. The Country Programme Management teams and NSCs will review the grant proposals. As needed, expert advisory support will provide guidance to the proposed mitigation measures. The screening and assessment processes are described in the programme **ESMF**. Management: The country programme strategies and landscape-seascape strategies will incorporate information on climate and disaster hazards and key stakeholders responsible for disaster risk reduction and management. Officers from local governmental entities in the project landscapes-seascapes will be invited to

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				provide input and guidance on developing **targeted mitigation plans** and managing any risks identified in the grant proposals. Management processes are described further in the programme **ESMF**. Under the landscape approach, the project will promote regular coordination between the grantees and the local stakeholders for early warning, and disaster preparedness updates and awareness.
Risk 6: ***Event***: Sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices) adversely affected. ***Cause***: Community-based interventions. ***Impact***: Archaeological and/or historical contexts and objects permanently lost or damaged; traditional knowledge and practices, including rituals and associated paraphernalia lost or disrupted; cultural landscapes disturbed; group identity debilitated. **Project-Level Standard:** **Standard 4: Cultural Heritage** (Questions 4.1, 4.3, 4.4, 4.5) **Standard 6: Indigenous Peoples** (Question 6.9)	I = 3 L= 3	**Moderate**	The programme may support initiatives which seek to render tourist activities more sustainable and less harmful to fragile environments, including those of significance to cultural heritage. This may allow the development and/or enhancement of eco-tourism activities in particular areas. However, all eco-tourism activities will have to demonstrate how they improve the status quo in terms of climate change adaptation/mitigation, biodiversity protection and/or land degradation.	Assessment: The participatory landscape-seascape baseline assessments will include descriptions of tangible and intangible cultural heritage. Individual grant proposals will be required to include analyses of potential impacts to sites and/or to intangible forms of cultural heritage. The screening and assessment processes are described in the programme **ESMF**. Management: SGP will employ standardized review criteria utilized in previous operational phases to ensure quality assurance and to screen any potential specific cultural heritage –related risks at individual project level. The country programme strategies and landscape-seascape strategies will include guidance on respecting and avoiding impacts on cultural heritage, in line with national regulations. Individual grant proposals will include, where appropriate, risk mitigation measures and securing **FPIC** when Indigenous peoples are involved. Grantees will be required to conduct monitoring and evaluation of the interventions – which may entail coordinating with local government units on mitigating impacts to cultural heritage, following cultural heritage regulations. Management processes are described further in the programme ESMF.
Risk 7: ***Event***: Working conditions do not meet national labour laws and international commitments. ***Cause***: Community-based interventions. ***Impact***: discriminatory practices; occupational health and safety risks; harassment. **Project-Level Standard:** **Standard 7: Labour and Working Conditions** (Question 7.1)	I = 3 L = 2	**Moderate**	Activities supported by the programme will comply with applicable labor laws, rules and regulations. All SGP proposals are reviewed and approved by NSCs which provide overall oversight, guidance and direction to the Country Programme teams and link to relevant national policies, notably in terms of working conditions.	Assessment: Consistent with UNDP SES, the grant applicants will be required to conduct due diligence as part of the proposal development process to ascertain that third parties who may engage project workers are legitimate entities and have in place appropriate policies, processes and systems that allow them to operate in accordance with the minimum requirements outlined in UNDP Standard 7 on Labour and Working Conditions, as well as relevant national laws. Management: Procedures for managing the performance of such third parties in relation to minimum requirements in the UNDP Standards will be incorporated into the grant agreements, including relevant noncompliance remedies. Contractor workers will have access to the **Grievance Redress Mechanism (GRM)**. Country Programme Management teams will carry out periodic spot checks.
Risk 8: ***Event***: Use of agrochemicals which may result in the release of pollutants to the environment and in the generation of hazardous waste.	I = 3 L= 2	**Moderate**	Unsafe use and handling of agrochemicals and associated hazardous wastes generated (e.g., used containers) may release harmful pollutants to the environment, and pose	Assessment: In the grant proposals, applicants will be required to ensure that UNDP Social and Environmental Standards as well as national environmental and health protection laws and derivative legislation are followed in the execution of project activities. Management: Non-chemical options will be promoted. In cases where

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Cause: Community-based interventions. ***Impact***: Contamination of water bodies and soil, with multiple impacts on land productivity and agricultural success, potability of water; human health; ecological condition of habitats and delivery of ecosystem services; suitability of ecosystems for native species. **<u>Project-Level Standards:</u>** **Standard 7: Labour and Working Conditions** (Question 7.6) **Standard 8: Pollution Prevention and Resource Efficiency** (Questions 8.1, 8.2, 8.3, 8.5)			community health and safety risks.	agrochemicals are used, workers involved in the restoration and other activities will be trained in the safe use and management of agrochemical inputs. Relevant organizations at the landscape level will provide site training as well as monitoring of safe use and management of agrochemicals and generated wastes. Grant proposals will include waste management measures that address the proper disposal of agrochemical containers and the management of hazardous waste.

QUESTION 4: What is the overall project risk categorization?

Low Risk	☐	
Moderate Risk	☒	While SGP aims to achieve positive conservation and social outcomes, UNDP and partners are aware of the potential risks for unintended negative environmental and social impacts from project implementation. As such, SGP is committed to further mainstreaming social and environmental safeguards across its operations through the systematic implementation of UNDP's Social and Environmental Standards (SES). In this operational phase, SGP will continue to pilot the safeguards procedures that were initiated under OP7. A systematic procedure was developed to guide the screening, categorization, assessment, management and monitoring of potential environmental and social risks and impacts resulting from SGP grantee level activities. SGP has been rolling out the procedure to ensure implementation of UNDP's SES across SGP. The procedures are outlined in the programme environmental and social management framework (ESMF), which has been developed to provide consistency across the programme. Pilot implementation of the ESMF will require development of capacities of the NC's and the beneficiary CSOs/CBOs. The ESMF will be piloted, reviewed, and updated regularly, and adjustments will be made as further information is obtained from the pilot implementation.
Substantial Risk	☐	
High Risk	☐	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)

Question only required for Moderate, Substantial and High Risk projects

<u>Is assessment required? (check if "yes")</u>	☒			***Status? (completed, planned)***
if yes, indicate overall type and status		☒	Targeted assessment(s)	Planned

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			☐	ESIA (Environmental and Social Impact Assessment)	
			☐	SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if "yes)	☐			
	If yes, indicate overall type		☒	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	Planned (i.e., small grant proposals approved by the NSC at the country level will include plans for the activities to be undertaken by the CSOs/CBOs).
			☒	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☒	ESMF (Environmental and Social Management Framework)	Completed: The programme ESMF summarizes the SGP social and environmental safeguards procedures. Implementation of the ESMF will be piloted under OP8 and updated based upon feedback and lessons learned.
	Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	☒			
	Gender Equality and Women's Empowerment	☒	Programme level gender analysis and gender action plan incorporated in the OP8 Project Document. Landscape-seascape baseline assessments and strategies (and/or country programme strategies) will include gender analyses. Individual grant proposals require a gender analysis and gender action plan, which is monitored and evaluated by the CSO/CBO grantees.		
	Accountability	☒	Grievance Redress Mechanism (GRM) will be prepared by each NSC. A GRM terms of reference is included in the programme ESMF. Each country programme will inform stakeholders about the GRM and the UNDP Stakeholder Response Mechanism and the Social and Environmental Compliance Unit (SECU).		
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☒			
	2. Climate Change and Disaster Risks	☒			
	3. Community Health, Safety and Security	☒			
	4. Cultural Heritage	☒			
	5. Displacement and Resettlement	☐			
	6. Indigenous Peoples	☒			

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	7. Labour and Working Conditions	☒	
	8. Pollution Prevention and Resource Efficiency	☒	

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes/No)**
Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	**Yes**
Would the project potentially involve or lead to:	
adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [16]	**Yes**
restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment	

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Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
Would the project potentially involve or lead to:	
adverse impacts on gender equality and/or the situation of women and girls?	**Yes**
P.10 reproducing discriminations against women based on gender, especially regarding participationin design and implementation or access to opportunities and benefits?	**Yes**
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	**Yes**
P.12 exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc*.	**Yes**

Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
Accountability	
Would the project potentially involve or lead to:	
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	**Yes**
P.14 grievances or objections from potentially affected stakeholders?	**Yes**
P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
Would the project potentially involve or lead to:	

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1.1 adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	**Yes**
1.2 activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous Peoples or local communities?	**Yes**
1.3 changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	**Yes**
1.4 risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5 exacerbation of illegal wildlife trade?	No
1.6 introduction of invasive alien species?	**Yes**
1.7 adverse impacts on soils?	No
1.8 harvesting of natural forests, plantation development, or reforestation?	**Yes**
1.9 significant agricultural production?	No
1.10 animal husbandry or harvesting of fish populations or other aquatic species?	**Yes**
1.11 significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.12 handling or utilization of genetically modified organisms/living modified organisms?[17]	No
1.13 utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[18]	No
1.14 adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks	
Would the project potentially involve or lead to:	

2.1 areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	**Yes**
2.2 outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	**Yes**

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2.3 increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
2.4 increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security	
Would the project potentially involve or lead to:	
3.1 construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2 air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3 harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4 risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	**Yes**
3.5 transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6 adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7 influx of project workers to project areas?	No
3.8 engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage	
Would the project potentially involve or lead to:	
4.1 activities adjacent to or within a Cultural Heritage site?	**Yes**
4.2 significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3 adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	**Yes**

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4.4	alterations to landscapes and natural features with cultural significance?	**Yes**
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	**Yes**
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No

5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions?[19]	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous Peoples are present (including project area of influence)?	**Yes**
6.2	activities located on lands and territories claimed by indigenous Peoples?	**Yes**
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above.* *	**Yes**
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	**Yes**
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	**Yes**

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

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6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	**Yes**
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	**Yes**
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	**Yes**

Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	**Yes**
8.2	the generation of waste (both hazardous and non-hazardous)?	**Yes**
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	**Yes**
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	No

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8.5 the application of pesticides that may have a negative effect on the environment or human health?	**Yes**
8.6 significant consumption of raw materials, energy, and/or water?	No

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Annex 5: Project risk register

1.Social and Environmental	2. Financial	3. Operational	4. Organizational	5. Reputational	6. Regulatory	7. Strategic	8. Safety and Security
1.1. Human rights 1.2. Gender equality and women's empowerment 1.3. Grievances (Accountability to stakeholders) 1.4. Biodiversity conservation and sustainable natural resource management 1.5. Climate change and disaster risks 1.6. Community health, safety and security 1.7. Cultural heritage 1.8. Displacement and resettlement 1.9. Indigenous peoples 1.10. Labour and working conditions 1.11. Pollution prevention and resource efficiency 1.12. Stakeholder engagement 1.13. Sexual exploitation and abuse	2.1. Cost recovery 2.2. Value for money 2.3. Corruption and fraud 2.4. Fluctuation in credit rate, market, currency 2.5. Delivery 2.6. Budget availability and cash flow	3.1. Responsiveness to audit and evaluations (Delays in the conduct of and implementation of recommendations) 3.2. Leadership and management 3.3. Flexibility and opportunity management 3.4. Reporting and communication 3.5. Partners' engagement 3.6. Transition and exit strategy 3.7. Occupational safety, health and well-being 3.8. Capacities of the partners	4.1. Governance 4.2. Execution capacity 4.3. Implementation arrangements 4.4. Accountability 4.5. Monitoring and oversight 4.6. Knowledge management 4.7. Human Resources 4.8. Internal control 4.9. Procurement	5.1. Public opinion and media 5.2. Engagement with private sector partnership 5.3. Code of conduct and ethics 5.4. Communications 5.5. Stakeholder management 5.6. Exposure to entities involved in money laundering and terrorism financing	6.1. Changes in the regulatory framework within the country of operation 6.2. Changes in the international regulatory framework affecting the whole organization 6.3. Deviation from UNDP internal rules and regulations	7.1. Alignment with UNDP strategic priorities 7.2. UN system coordination and reform 7.3. Stakeholder relations and partnerships 7.4. Competition 7.5. Government commitment 7.6. Change/turn over in government 7.7. Alignment with national priorities 7.8. Innovating, piloting, experimenting	8.1. Armed conflict 8.2. Political instability 8.3. Terrorism 8.4. Crime 8.5. Civil unrest 8.6. Natural hazards 8.7. Manmade hazards 8.8. Cyber security and threats

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	There is a risk of potential low country ownership.	As a result of changes to in-country political conditions.	Which may impact the development and implementation of country programme strategies, landscape-seascape strategies and component initiatives.	**7. STRATEGIC (7.5. Government commitment) - UNDP Risk Appetite: OPEN TO SEEKING**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Officer/Environment Focal Point Treatment Owner: SGP National Coordinator	Risk Treatment 1: The National Steering Committees (NSCs) in the participating countries typically include senior level officials from government ministries. And the landscape-seascape multi-stakeholder governance platforms will include officials from local government units in those locations. The SGP Operational Guidelines and terms of reference for these oversight and governance bodies help mitigate potential risks associated with changes in in-country political conditions. Develop a contingency plan specifically addressing potential political risks. Outline specific actions and communication strategies to be implemented in response to changes in political conditions. Risk Treatment Owner: National Coordinator
2	There is a risk that diverting attention of national and local level governmental officials is diverted, or possibly limited engagement of private sector partners.	As a result of potential adverse macroeconomic conditions and consequent depressed market conditions	Which may impact project delivery and/or effectiveness.	**2. FINANCIAL (2.4. Fluctuation in credit rate, market, currency) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **2 - Minor** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 01-Oct-24 To: 30-Sep-29	Country Office Focal Point	Risk Treatment 2: Macro-economic conditions will be monitored at global and national levels to determine levels of financial and other risk to landscape strategy formulation and implementation. The UNDP Country Offices, in coordination with UNDP/NCE,

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								will identify potential mitigation or other measures. Implement regular reporting mechanisms to keep stakeholders informed of the project's financial health and any necessary adjustments. Develop contingency budgets that account for potential changes in financial conditions. Explore opportunities to diversify funding sources by engaging with multiple donors. Risk Treatment Owner: Country Office Focal Point
3	There is a risk that that the integrated approaches promoted in the GEF OP8 strategy goals of are not adopted.	As a result of incongruent national policies and strategies interfering with the programme's integrated approach.	Which may affect the coherence of the programme with respect to achieving the intended global environmental benefits and socioeconomic co-benefits.	**7. STRATEGIC (7.7. Alignment with national priorities) - UNDP Risk Appetite: OPEN TO SEEKING**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Officer/Environment Focal Point Treatment Owner: SGP National Coordinator	Risk Treatment 3: SGP OP8 design is in compliance with and in accordance with Council-approved GEF 8 Programming Directions and the GEF Small Grants Programme 2.0 Implementation Arrangements for GEF-8. SGP OP8 will only be implemented in GEF participant countries after receipt of a Letter of Interest or a Letter of Endorsement from the corresponding OFP. Individual SGP OP8 Country Programmes will only be implemented in countries agreeing to abide by GEF policies and strategies, including SGP Operational Guidelines, as well as the technical and operational guidance for SGP OP8 planning, implementation and management. For those

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								potential instances where a government indicates its desire to forgo adherence to these policies and guidance, SGP OP8 will refrain from implementing activities in that country only after consultation by the UNDP Country Office with the appropriate counterparts on the National Steering Committee and with the GEF Focal Points in country. National level stakeholders will be further engaged during the project preparation phase, facilitated through involvement of the NSCs. Consistent with earlier phases of SGP, country programme strategies will be focused on generating mutually supportive global environmental benefits and enhancement of the well-being of local communities, consistent with national sustainable development goals and implementation of multilateral environmental agreements. As described in the project theory of change, the integrated landscape-seascape approach enables adaptive management during project implementation, to reflect changed circumstances and adjustments to national and local priorities. Risk Treatment Owner: National Coordinator

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
4	There is a risk that community-driven initiatives may not be implemented as planned.	As a result of low levels of technical capacities of CSOs/CBOs to implement integrated, landscape-seascape initiatives, and as a result of the shrinking civic space in some countries.	Which may impact the effectiveness and sustainability of the programme.	**3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Officer/Environment Focal Point Treatment Owner: SGP National Coordinator	Risk Treatment 4: The SGP has supported grassroots organizations since the inception of the programme. Building capacities of local CSOs/CBOs to actively participate in community development initiatives is the essence of the programme. Several risk mitigation measures will be put in place to manage this risk. For instance, there is an opportunity for the CSOs/CBOs to obtain a preparation grant to acquire additional technical and strategic support for the design of their initiative. UNDP has an important quality assurance role, including keeping in regular contact with SGP National Coordinators. Furthermore, the National Steering Committees (NSCs), with representation from civil society leaders, government ministries and institutions and donors, provide further guidance for effective design and implementation of SGP-financed initiatives. The National Coordinators will regularly assess ongoing initiatives and situations to identify challenges, recommend mitigation measures, and coordinate with UNDP and the NSCs in ensuring mitigation measures are implemented accordingly. Risk Treatment Owner: National Coordinator

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
5	There is a risk that the planned integrated, landscape-seascape initiatives may not be implemented as planned.	As a result of low levels of institutional capacities of CSOs/CBOs to collectively implement integrated, landscape-seascape initiatives.	Which may impact the effectiveness and sustainability of the programme.	**3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Officer/Environment Focal Point Treatment Owner: SGP National Coordinator	Risk Treatment 5: The SGP has supported grassroots organizations since the inception of the programme in 1992. Building capacities of local CSOs/CBOs to actively participate in community development initiatives is the essence of the programme. Apart from participating in the design and implementation of the individual grant projects, local CSOs/CBOs will form an integral part of the multi-stakeholder landscape-seascape governance platforms. Institutional capacity building will be achieved through participation on these platforms, learning exchanges, mentoring and partnership building. The multi-stakeholder, integrated nature of the landscape-seascape strategies will help ensure sustainability of the initiatives, e.g., through mainstreaming in local development planning and budgetary frameworks. UNDP has an important quality assurance role, based on regular contact with the SGP National Coordinators. Furthermore, the National Steering Committees (NSCs), with representation from civil society leaders, government ministries and institutions and donors, further provides guidance for effective implementation of SGP-financed initiatives.

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								Risk Treatment Owner: National Coordinator
6	There is a risk that achievement of the SGP OP8 results may not be achieved.	As a result of civil society organization responsible parties not having sufficient financial management capacities for effective and transparent execution.	Which may impact the delivery, effectiveness and sustainability of the programme.	**4. ORGANIZATIONAL (4.2. Execution capacity) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Officer/Environment Focal Point Treatment Owner: SGP National Coordinator	Risk Treatment 6: The primary type of procurement will be the issuance of low-value grants. Minimal non-grant procurement (e.g., technical consultancies, M&E, KM) is expected. Procurement of the low-value grants will follow the SGP Operational Guidelines, as well as the UNDP policies and procedures. Where relevant, the UNDP Country Offices and Regional Bureaus will provide oversight of project level procurement. Moreover, the fiduciary capacities of civil society execution partners are required to be cleared through UNDP capacity assessment procedures. Organize training sessions at multiple levels, including project staff, civil society partners, and UNDP Country Offices. Ensure transparent documentation to facilitate audits and reviews.

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								Risk Treatment Owner: National Coordinator
7	There is a risk that development and implementation of the country programmes and the landscape-seascape strategies are not realized as planned.	As a result of ineffective collaboration among relevant stakeholders, including government units, private sector, civil society, women's groups, as well as Indigenous Peoples and local communities	Which may impact the inclusivity of the proposed integrated approaches and the sustainability of the programme.	**7. STRATEGIC (7.3. Stakeholder relations and partnerships) - UNDP Risk Appetite: OPEN TO SEEKING**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Officer/Environment Focal Point Treatment Owner: SGP National Coordinator	Risk Treatment 7: It is essential that the country program strategies and landscape-seascape baseline assessments and strategies be carried out and developed participatorily, and overseen by the National Steering Committees and multi-stakeholder governance platforms. As such, the proposed Programme builds on the extensive and tested operational experience, national presence, and organizational framework of UNDP's largest, most widespread, and longest-running community-focused initiative, the Small Grants Programme (SGP), as well as the Adaptation Innovation Marketplace (AIM), the Climate Aggregation Platform, the Equator Initiative and other related initiatives across more than 125 countries and 24,000 projects begun over 30 years ago. Moreover, as part of programme assurance, UNDP will carry out oversight and monitoring functions to ensure compliance with risk management and social and environmental and fiduciary standards of UNDP, which include issues associated with risks of fraud and corruption.

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								Risk Treatment Owner: National Coordinator
8	There is a risk of political instability in participating countries during the implementation period	Some of the participating countries are classified as conflict or post-conflict settings, as well as countries with restrictions on civic space, with an elevated level of political and security risks.	The risk may impact the governance and operational context required to implement a successful portfolio of civil-society led projects (variable according to the circumstances in each country). As a result, some target countries may not be able to develop the pipeline of civil society projects within the required timeframe of the project, requiring a re-assessment of the participating country, including re-allocation of available grant resources to other participating countries in the programme.	**8. SAFETY AND SECURITY (8.2. Political instability) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **4 - Extensive** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Oct-24 To: 30-Sep-29	SGP Global Manager GEF SGP Central Programme Management Team (CPMT) BPPS Nature Hub staff (Nature Hub Principal Technical Advisor and Senior Technical Advisor). UNDP CO Senior Management and SGP National Steering Committee (NSC) at the national level.	The Risk Register will be regularly monitored by BPPS Nature Hub staff (Nature Hub Principal Technical Advisor and Senior Technical Advisor) responsible for oversight and quality assurance, ensuring compliance with risk management and UNDP's social and environmental and fiduciary standards, including regularly reviewing financial risks related to the project in countries of implementation especially the ones rated Concern and Critical. The project Board will continue to review and discuss criteria for the flexible reallocation of grant resources between countries on the basis of performance, absorptive capacity, operational considerations, as well as political and security concerns. These performance-based criteria will be reviewed at least twice per year over the course of project implementation.
9	Discrimination against women based on gender, especially regarding participation in design and implementation, limiting their ability to use, develop and protect natural resources	Community-based interventions	Inequitable or discriminatory impacts, lack of access to project benefits, leaving women and girls worse off than they were before, lack of project support	**1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk**	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Officer/Environment Focal Point Treatment Owner: SGP National Coordinator	SESP Risk 1 Risk Treatment 8: Assessment: A programme-wide **Gender Analysis** was made as part of the programme preparation phase. Participatory landscape-seascape **baseline assessments** (and/or country

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					appetite of EXPLORATORY)			programme strategies) will include analyses of relevant gender issues in the target geographies. And the individual grant proposals will include a specific analysis of the risk to women and girls. In many cases women's groups are applying for grants and are, therefore, well qualified to make these analyses. Where required, project preparation grants will be available for CSOs/CBOs needed assistance in completing a gender analysis. Management: Landscape-seascape strategies (and/or country programme strategies) will include approaches to engage women/girl's groups as primary actors in landscapes-seascapes and resource management and micro and small enterprise development. Individual grant proposals will include descriptions of how the proposed interventions will contribute to the SGP OP8 programme level gender action plan. All GEF SGP proposals will be reviewed and approved by the NSCs, which include a gender focal point. The grantees will be required to monitor and evaluate progress and report results to the Country Programme teams. The programme will ensure that women and girls have access to a multi-tiered

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								Grievance Redress Mechanism (GRM). Risk Treatment Owner: National Coordinator
10	Exclusion of Indigenous Peoples (IPs) from fully participating in decisions that may affect their lands, natural resources, territories, traditional livelihoods, and cultural heritage	Community-based interventions	Inequitable or discriminatory impacts; lack of access to project benefits, leaving Indigenous Peoples worse off than they were before	**1. SOCIAL AND ENVIRONMENTAL (1.9. Indigenous peoples) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Officer/Environment Focal Point Treatment Owner: SGP National Coordinator	SESP Risk 2 Risk Treatment 9: Assessment: Inclusion of Indigenous Peoples and marginalized groups has been a priority for the SGP and is an integral part of the OP8 strategy. For landscapes-seascapes where IPs are residing or have claims, representatives of the IP groups will be invited to join the participatory landscape-seascape **baseline assessments** (and/or country programme strategies) and the development of the country programme strategies. **Free, prior and informed consent (FPIC)** will be obtained prior to beginning the assessments. The programme level **environmental and social management framework (ESMF**) detailing these requirements has been prepared and annexed to the Project Document. Separate **Indigenous Peoples Plans (IPPs)** are considered not necessary when individual SGP proposals are developed by indigenous community-based organizations, based on the priorities and challenges faced by such communities. IP groups will be assisted in

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								preparing grant proposals, as needed, e.g., allowing local language to be used. Management: The landscape-seascape approach relies heavily on multi-stakeholder governance platforms that includes community representatives, CBOs, CSOs and representatives from IPs and marginalized groups, which limit the risk of excluding particular groups from participating in decisions that may affect them. As evidenced by the participatory approach at the core of the development of landscape-seascape strategies, IPs and marginalized groups will be actively engaged in decision-making processes. All small grant proposals will be reviewed and approved by the National Steering Committees (NSCs), including NSC IP focal points, and expert members of Technical Advisory Groups (TAGs), where relevant. Potential impacts of projects on IPs and marginalized groups will be reviewed by the SGP National Coordinators and the NSCs as part of small grant proposal approval process, and actions to mitigate risk will be incorporated directly into each grant proposal prior to approval. Risk Treatment Owner: National Coordinator

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11	Critical habitats and/or environmentally sensitive areas affected by the harvesting of natural forests, introduction of invasive alien species, plantation development, poorly managed animal husbandry, and harvesting of fish populations or other aquatic species	Community-based interventions	Degradation of natural habitats and loss of biodiversity; increased fire hazard (terrestrial habitats) and declines in the populations of wild species that might be outcompeted by invasive alien species; declining land productivity; failure of farming systems and increased food insecurity	**1. SOCIAL AND ENVIRONMENTAL (1.4. Biodiversity conservation and sustainable natural resource management) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Officer/Environment Focal Point Treatment Owner: SGP National Coordinator	SESP Risk 3 Risk Treatment 10: Assessment: Some initiatives may take place within or adjacent to critical habitats or sensitive areas. Lessons learned and best practices from previous SGP phases will be taken into consideration when designing such initiatives. The country programme strategies and/or participatory landscape-seascape **baseline assessments** planned at project inception will document critical ecosystems located in the target landscapes-seascapes. These assessments will include descriptions of globally significant biodiversity, land use, local livelihoods, climate conditions, climate change-related issues in the target landscapes-seascapes to better assist with the development of landscape-seascape strategies and individual grant proposals. The individual grant proposals will include analyses of potential risks to biodiversity (e.g., inadvertent introduction of invasive alien species) and ecosystem services, ensuring a low probability of any serious adverse impacts. All SGP grant proposals will be reviewed and approved by the NSCs, and, when needed,

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								expert advisory support will assist the review process. The screening and assessment processes are described in the programme **ESMF**. Management: Applicants will be required in the small grant proposals to demonstrate compliance with UNDP Social and Environmental Standards, as well as with any relevant national environmental protection laws and derivative legislation. Potential environmental risks associated with proposed activities will be assessed in grant proposals, along with proposed mitigation measures. Management processes are described further in the programme **ESMF**. The Country Programme teams and NSCs will review project proposals to ensure compliance with national laws and regulations and UNDP SES. Even though project interventions will purposefully focus on strengthening biodiversity conservation and sustainable use of natural resources, **targeted assessments** and mitigation measures may need to be implemented to manage potential risks associated with proposed interventions. Grantees will be required to

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								monitor and evaluate the progress of the interventions and report the M&E findings to the Country Programme teams. Risk Treatment Owner: National Coordinator
12	Critical habitats and/or ecosystems and ecosystem services affected by hydrological changes	Hydropower installations included in community-based interventions	Declining water availability for agriculture and human consumption; disruption of hydrological flows, runoff patterns and groundwater recharge and loss of watershed services	**1. SOCIAL AND ENVIRONMENTAL (1.4. Biodiversity conservation and sustainable natural resource management) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Officer/Environment Focal Point Treatment Owner: SGP National Coordinator	SESP Risk 4 Risk Treatment 11: Assessment: Lessons learned and best practices from previous SGP phases will be taken into consideration when in the design stage of such initiatives. Individual grant proposals will be required to include an assessment of potential impacts and a description of mitigation measures proposed, demonstrating compliance with UNDP SES and relevant local and national regulations. As needed, expert advisory support will assist the Country Programme teams and NSCs in reviewing the proposals. The screening and assessment processes are described in the programme **ESMF**. Management: Installation and operation of micro hydropower installations will only commence upon approval of the designs and environmental assessments by the NSCs, to ensure that the initiatives will pose limited social and environmental risks and impacts, and that the management measures will be

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
								compliant with UNDP SES. If deemed required in the grant proposals, external expert assistance will be deployed to support grantees in the construction management and monitoring and evaluation of the operation of the units. Management processes are described further in the programme **ESMF**. Risk Treatment Owner: National Coordinator
13	Outputs and outcomes are sensitive to the impacts of climate change and natural disasters such as increasing intensity, frequency and duration of floods and droughts and floods processes and expected results.	Climate change (community-based interventions	Increased vulnerability of communities (food security, livelihoods)	**1. SOCIAL AND ENVIRONMENTAL (1.5. Climate change and disaster risks) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Officer/Environment Focal Point Treatment Owner: SGP National Coordinator	SESP Risk 5 Risk Treatment 12: Assessment: As part of the participatory landscape-seascape **baseline assessments** (and/or country programme strategies), **hazard assessments** for target landscapes and seascapes will be conducted in partnership with local stakeholders, to provide additional details with respect to potential disaster and climate risks and, ultimately, to inform the activity plans of the grant projects and incorporate appropriate preparedness and mitigation measures. As part of the screening of environmental and social risks during the design phase of the small grant proposals, CSOs/CBOs will be required to assess risks of climate and disaster hazards, and management measures will be described in the grant proposals. The Country

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
								Programme Management teams and NSCs will review the grant proposals. As needed, expert advisory support will provide guidance to the proposed mitigation measures. The screening and assessment processes are described in the programme **ESMF**. Management: The country programme strategies and landscape-seascape strategies will incorporate information on climate and disaster hazards and key stakeholders responsible for disaster risk reduction and management. Officers from local governmental entities in the project landscapes-seascapes will be invited to provide input and guidance on developing **targeted mitigation plans** and managing any risks identified in the grant proposals. Management processes are described further in the programme **ESMF**. Under the landscape approach, the project will promote regular coordination between the grantees and the local stakeholders for early warning, and disaster preparedness updates and awareness. Risk Treatment Owner: National Coordinator
14	Sites, structures, or objects with historical, cultural, artistic, traditional or religious	Community-based interventions	Archaeological and/or historical contexts and objects permanently lost or damaged; traditional	**1. SOCIAL AND ENVIRONMENTAL (1.7. Cultural heritage) -**	Likelihood: **3 - Moderately likely** Impact:	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Officer/Environment Focal Point	SESP Risk 6 Risk Treatment 13: Assessment: The participatory landscape-

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
	values or intangible forms of culture (e.g. knowledge, innovations, practices) adversely affected		knowledge and practices, including rituals and associated paraphernalia lost or disrupted; cultural landscapes disturbed; group identity debilitated	**UNDP Risk Appetite: CAUTIOUS**	**3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**		Treatment Owner: SGP National Coordinator	seascape baseline assessments will include descriptions of tangible and intangible cultural heritage. Individual grant proposals will be required to include analyses of potential impacts to sites and/or to intangible forms of cultural heritage. The screening and assessment processes are described in the programme **ESMF**. Management: SGP will employ standardized review criteria utilized in previous operational phases to ensure quality assurance and to screen any potential specific cultural heritage –related risks at individual project level. The country programme strategies and landscape-seascape strategies will include guidance on respecting and avoiding impacts on cultural heritage, in line with national regulations. Individual grant proposals will include, where appropriate, risk mitigation measures and securing **FPIC** when Indigenous peoples are involved. Grantees will be required to conduct monitoring and evaluation of the interventions – which may entail coordinating with local government units on mitigating impacts to cultural heritage, following cultural heritage regulations. Management processes are described further in the programme ESMF.

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
								Risk Treatment Owner: National Coordinator
15	Working conditions do not meet national labour laws and international commitments	Community-based interventions	Discriminatory practices; occupational health and safety risks; harassment	**1. SOCIAL AND ENVIRONMENTAL (1.10. Labour and working conditions) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Officer/Environment Focal Point Treatment Owner: SGP National Coordinator	SESP Risk 7 Risk Treatment 14: Assessment: Consistent with UNDP SES, the grant applicants will be required to conduct due diligence as part of the proposal development process to ascertain that third parties who may engage project workers are legitimate entities and have in place appropriate policies, processes and systems that allow them to operate in accordance with the minimum requirements outlined in UNDP Standard 7 on Labour and Working Conditions, as well as relevant national laws. Management: Procedures for managing the performance of such third parties in relation to minimum requirements in the UNDP Standards will be incorporated into the grant agreements, including relevant noncompliance remedies. Contractor workers will have access to the **Grievance Redress Mechanism (GRM)**. Country Programme Management teams will carry out periodic spot checks. Risk Treatment Owner: National Coordinator
16	Use of agrochemicals which may result in the release of pollutants to	Community-based interventions	Contamination of water bodies and soil, with multiple impacts on land	**1. SOCIAL AND ENVIRONMENTAL (1.11. Pollution**	Likelihood: **2 - Low likelihood**	From: 01-Oct-24 To: 30-Sep-29	Risk Owner: CO Programme Offic	SESP Risk 8 Risk Treatment 15: Assessment: In the grant

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
	the environment and in the generation of hazardous waste		productivity and agricultural success, potability of water; human health; ecological condition of habitats and delivery of ecosystem services; suitability of ecosystems for native species	**prevention and resource efficiency) - UNDP Risk Appetite: CAUTIOUS**	Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**		er/Environment Focal Point Treatment Owner: SGP National Coordinator	proposals, applicants will be required to ensure that UNDP Social and Environmental Standards as well as national environmental and health protection laws and derivative legislation are followed in the execution of project activities. Management: Non-chemical options will be promoted. In cases where agrochemicals are used, workers involved in the restoration and other activities will be trained in the safe use and management of agrochemical inputs. Relevant organizations at the landscape level will provide site training as well as monitoring of safe use and management of agrochemicals and generated wastes. Grant proposals will include waste management measures that address the proper disposal of agrochemical containers and the management of hazardous waste. Risk Treatment Owner: National Coordinator

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Annex 6: Stakeholder engagement plan

Introduction

This document presents the stakeholder engagement plan for the Eighth Operational Phase of the GEF Small Grants Programme (Tranche 2) – SGP OP8-Tranche 2.

Project Overview

TSGP OP8-Tranche 2 builds on 30 years of successful experience in empowering local civil society organizations (CSOs) and community-based organizations (CBOs) in designing and leading community driven initiatives that have enhanced household wellbeing, increased awareness and resilience regarding environmental threats, and generated global environmental benefits. With economic development pressures intensifying in many parts of the developing world and the associated rising inequalities, local communities, particularly vulnerable and disadvantaged groups are becoming more and more marginalized, unable to cope with threats associated with ecosystem degradation, biodiversity loss and climate change. Lessons learned and experience gained in previous SGP operational phases have demonstrated that integrated landscape-seascape approaches are effective in mobilizing multiple stakeholder collaboration, linking local CSOs/CBOs with enabling partners and achieving mutually supportive livelihood and environmental outcomes at scale.

Stakeholder Engagement Principles

The project stakeholder engagement plan, following UNDP and GEF stakeholder engagement policies and guidelines, encourages adherence to the following guiding principles:

a. Promoting an inclusive and diverse stakeholder engagement with a tailored approach for constructive, responsive, accountable, and transparent stakeholder engagement.

b. Engaging stakeholders early on and throughout project implementation for ensuring fair, balanced, and inclusive participation in programme governance and operation.

c. Ensuring clear and transparent communication with relevant stakeholders.

d. Ensuring the programme's commitment for effective and meaningful stakeholder engagement by allocating sufficient budgetary resources.

e. Respect for socio-cultural values and ethics of diverse stakeholders as one of the core principles of the engagement approach for ensuring effective participation and better results.

f. Developing skills and capacities of the stakeholders though project activities for sustaining the grant project initiatives and results.

g. Adapting collaborative approaches for safeguarding interests and concerns of all the stakeholders.

Objectives of Effective Stakeholder Engagement

The primary objectives of stakeholder engagement, a process to engage with the people or institutions that could be impacted by or influence the project goal realizations, are outlined below.

a. Integrating concerns, needs, and interests of key stakeholders for ensuring effective and efficient programme planning and implementation for better outcomes.

b. Ensuring local ownership and participation of marginalized groups including Indigenous Peoples, women, youth, and persons with disabilities in the design and implementation of grant projects.

c. Collaboration with diverse key stakeholders for increasing adaptability, sustainability, and replicability of the project results.

d. Reducing the probability of any negative impact to local communities, their institutions or environment by incorporating views of local stakeholders.

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Summary of Stakeholder Engagement Activities during Project Preparation

Stakeholder consultations during the preparation phase were conducted between February and April 2025, coordinated by the National Coordinators and UNDP country offices in the participating countries and facilitated by the National Steering Committees (NSCs). A summary of these consultations is provided in **Enclosure 1**.

Project Stakeholders

Participatory and inclusive stakeholder engagement are essential for the implementation of the programme. The key programme stakeholders and their roles and responsibilities are described below.

Key Stakeholder	Responsibilities / mandate	Proposed role in SGP
UNDP BPPS	The UNDP Bureau for Policy and Programme Support (BPPS) partners with environmental vertical funds to support countries with simultaneous eradication of poverty and significant reduction of inequalities and exclusion, by catalyzing environmental finance for sustainable development. The UNDP BPPS provides programming and implementation support services to countries.	UNDP BPPS Nature Hub, in close coordination with BPPS Vertical Fund Hub, will provide quality assurance and oversight services for the programme, including programme cycle management and provision of corporate services. BPPS Nature Hub and Vertical Fund Hub will represent UNDP on the SGP Steering Committee and BPPS Nature Hub Director will chair the SGP Global Programme Board.
CPMT	The Central Programme Management Team (CPMT) is a specialized programme and management team established at the UNDP-GEF HQ responsible for the strategic management of the SGP global programme. CPMT has overall responsibility for supervising the SGP Country Programme and for the technical and substantive quality of SGP country portfolios, coordinating KM and M&E activities, mobilizing resources and facilitating partnerships for effective programme operation.	CPMT develops global strategy, guidelines and standards in the development of SGP projects with the objective of ensuring effective and efficient programme operation globally. CPMT supervises SGP National Coordinators on both technical and managerial issues of programme operation and facilitates the start-up of new country programmes. CPMT provides capacity building for SGP country teams. It implements monitoring and evaluation to assess the performance of SGP projects against established standards and criteria.
UNDP Country Office (CO)	UNDP COs are in more than 170 countries. They provide oversight functions for all UNDP-GEF projects and programs. The UNDP CO is the primary conduit through which UNDP engages with the host government and other national entities.	UNDP CO provides direct execution support for the implementation of the SGP in some of the participating countries. UNDP CO is an institutional member of the NSC and needed operational oversight for the SGP Country Programme.
GEF Operational Focal Point (OFP)	The GEF OFP is the designated focal point of the Government in the country, responsible for coordinating GEF programing and making key decisions on the national ownership and determination of allocation of GEF resources (STAR).	The GEF OFP is the other institutional member of the NSC for the SGP. The OFP is kept abreast of the SGP operations in the country by the NSC and the National Coordinator through sharing of progress reports and other communication.

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Key Stakeholder	Responsibilities / mandate	Proposed role in SGP
National Steering Committee (NSC)	In each SGP country, a multi-sectoral NSC will be composed of government representatives and majority nongovernmental membership to reflect the program's mandated focus for CSO/CBO capacity building. UNDP and GEF OFP are typically the only institutional members. Other NSC members perform their role in their individual capacity.	The NSC will provide overall country guidance and provide direct linkages to national policymaking, development planning, knowledge dissemination, and leveraging of SGP's catalytic role. The NSC is responsible for selecting and approving projects, and for ensuring their technical and substantive quality. The NSC facilitates the engagement of relevant stakeholders in the project approval and implementation processes, identifies potential risks associated with SGP projects, and facilitates the employment of strategies to mitigate adverse effects on local communities and the environment.
Allied agencies and ministries	Several Government allied agencies including the Ministries of Planning, Agriculture, Environment, Rural Development, Women's Affairs etc. may have a remit for SGP activities in the country	The SGP will collaborate in grant making procedures and activities other allied government agencies as appropriate to identify gaps, priority issues and solutions for sustainable environmental management issues in the country. SGP will partner with such agencies in providing consultations, information and experiences and explore support in upscaling, dissemination and application of best practices and lessons learned.
Academe	• In many SGP countries, academic institutions are the primary source for technical know-how, knowledge management and capacity building opportunities.	SGP will collaborate as appropriate with the Academe to identify, design and deliver capacity building initiatives in environmentally friendly approaches and practices. Certain academic members may also participate as members of the Technical Advisory Group. Working with academic institutions encourages youth involvement in SGP projects and facilitates public awareness and education campaigns, leveraging academic resources.
Local communities and civil society organizations (CSOs) and community-based organizations (CBOs)	Local communities are custodians, primary users and managers of the environmental resources and key beneficiaries and target groups for all activities of the SGP.	Local communities, including CSOs/CBOs, will participate in the implementation of project activities through access to SGP grants and participation in the decision making of the SGP. They are the direct beneficiaries of project investments.
Indigenous Peoples	Indigenous groups and Indigenous Peoples have different history, traditions, and diverse material lives. Mainly they rely on natural resources, especially forests, for their livelihoods.	Indigenous Peoples will directly participate in decision making processes related to specific interventions that relate to indigenous lands and resources. Moreover, SGP interventions will support capacity building, implementation of livelihood and in benefit sharing for indigenous peoples. Specific investments for Indigenous Groups will be guaranteed. SGP will incorporates measures to preserve and promote the cultural heritage of Indigenous Peoples

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Key Stakeholder	Responsibilities / mandate	Proposed role in SGP
		and ensures an inclusive and respectful engagement approach that acknowledges the diversity within Indigenous Peoples
Mass media organizations, and other media organizations	Mass media has the responsibility for the dissemination of information and awareness on state policies, strategies and plans to the public at the national and regional level through mainstream channels of television, radio and print.	Partnerships with key media organizations will support dissemination of information at global, regional and national levels, including on SGP interventions, grant making announcements (CfP), training and capacity building events as well as results and best practices. It also engages the public, encouraging active participation and support for environmental sustainability initiatives.
Development Partners	A number of development partners including bilateral and multilateral development agencies are usually present in specific SGP countries.	The SGP will engage relevant development partners as partners to facilitate coordination and collaboration while, as appropriate, exploring opportunities for cost-sharing and co-finance opportunities. The SGP will facilitate the exchange of knowledge and technical expertise between the SGP and development partners, work collaboratively in the joint development of projects, and collaborate on capacity-building initiatives.
Private Sector	The SGP will engage private sector as much as possible. The private sector will involve in the development and implementation of sustainable natural resource-based enterprises or other initiatives.	The SGP developed a private sector engagement strategy under GEF-7, and this strategy will continue to be implemented during SGP-OP8. Among others, private sector collaboration will be promoted in community-based business or partnership opportunities e.g. in the implementation of and support to responsible tourism initiatives, community-based waste management, agri-food processing and post-harvest value addition, linkage to markets etc. The SGP will explore innovative financing models with the private sector to support sustainable development projects and encourage private sector involvement in technology transfer and innovation.

Stakeholder Engagement Program

Purpose and goals

The purpose and goals of the stakeholder engagement plan are summarized below.

a. Adding value to programme and grant project level activities.

b. Ensuring accessibility of information, by all stakeholders, to inform sense making processes.

c. Encouraging adherence to values of transparency, trust, equity, and fairness.

d. Promoting responsiveness to identified needs and the highest ethical standards and respect for differing priorities and values.

e. Ensuring local ownership, including ethnic minority communities, and the creation of outputs that are relevant and of benefit to communities and organizations.

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f. Including different types of stakeholder groups in participation processes and benefit distribution, including but not limited to engagement, capacity building, employment, skills transfer, sharing of knowledge and the increase of cultural awareness.

g. Developing mechanisms to manage conflicts in the public interest.

h. Being flexible to adapt to changing circumstances.

i. Fostering well-coordinated and planned implementation.

j. Generating, and responding to, feedback.

Stakeholder engagement methods

Capacity Development

Building the capacities of civil society organizations (CSOs) and community-based organizations (CBOs) is one of the key aspects of the SGP. Capacity building activities include learning-by-doing on project-supported interventions, organized training for the development of specific technical and financial management skills, stakeholder workshops, and networking with potential enabling partners. Women, Indigenous Peoples, youth, and people with disabilities and other marginalized groups will be prioritized in the capacity building initiatives.

Project Knowledge Management and Communications

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. 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 the reach and use of these practices.

Engagement with other projects and programmes

The effectiveness and durability of SGP interventions is closely dependent upon establishing enduring partnerships with other projects and programmes. The SGP fosters partnerships across a wide spectrum of stakeholders to broaden the scope of the programme and to scale up and replicate successful SGP initiatives. The finance mobilized through these partnerships serves as co-finance to the GEF resources. The synergies created by the collaborations are critical to the wider impact of grant activities.

Stakeholder engagement platforms

SGP OP8 will facilitate long-term stakeholder participation, with an emphasis on the active participation of women, Indigenous Peoples, youth, persons with disabilities and other marginalized groups, and on improving multi-stakeholder governance for implementation of the SGP in the participating countries and target landscapes-seascapes.

Inception Workshop

The programme will be launched by convening an inception workshop. The inception workshop will provide stakeholders with the most updated information on the programme and establish a basis for stakeholder engagement as the implementation phase commences.

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National Steering Committee

The National Steering Committee (NSC) is the primary decision-making body at the country level and will play an important role in ensuring equitable stakeholder representation on the committee and inclusive stakeholder engagement during programme implementation. The terms of reference for the NSC is described in the SGP Operational Guidelines and annexed to the OP8 Project Document.

Multi-stakeholder landscape-seascape platforms

The establishment of multi-stakeholder landscape-seascape platforms is an integral part of the programme strategy. These platforms will provide local communities to engage with local government officials, civil society partners, private sector enterprises, and other enabling stakeholders.

Peer-to-peer learning networks

Implementing peer-to-peer learning networks will be a proactive measure to encourage knowledge exchange among stakeholders. These networks will facilitate direct communication and collaboration between grantees, allowing for the sharing of experiences, challenges, and successful strategies, fostering a community of practice within the SGP.

Grievance Mechanism

A terms of reference for a programme Grievance Redress Mechanism (GRM) is described in the Environmental and Social Management Framework (see **Annex 7** to the Project Document). The GRM will be operationalized in each of the participating countries by the NSCs.

Grievances can also be lodged through the UNDP Stakeholder Response Mechanism (SRM). The UNDP Resident Representative will identify a member of the Country Office management team to oversee and manage the grievance through SRM. The SRM safeguards individuals, people, and communities affected by projects have access to suitable grievance resolution procedures for hearing and addressing project-related complaints and disputes. Further information, including how to submit a grievance to the SRM is found on the UNDP website at the following link:

http://www.undp.org/content/undp/en/home/operations/accountability/secu-srm/

Monitoring and Evaluation

The implementation of the stakeholder engagement plan will be monitored and evaluated throughout SGP OP8. Stakeholder engagement details will be captured in progress reports, NSC meeting minutes, and through various knowledge products. Adaptive management measures will be put in place, as needed, to adjust the stakeholder engagement plan to possible changed circumstances and according to the findings of monitoring and evaluation efforts.

Monitoring and evaluation of the implementation of the stakeholder engagement plan are part of the OP8 M&E plan.

Enclosure 1: Summary of stakeholder consultations during SGP OP8 Tranche 2 preparation phase

Stakeholder consultations during the OP8 Tranche 2 preparation phase were conducted between February and April 2025, coordinated by the National Coordinators and UNDP country offices in the participating countries and facilitated by the SGP National Steering Committees (NSCs).

Stakeholder Groups and Engagement

Tranche 2 Updates: In this round of consultations, the **stakeholder groups** engaged for **Tranche 2** largely reflect the priorities of the earlier consultations. The **new countries** have highlighted a growing focus on **youth involvement**, **women's organizations**, and **local innovators**. These groups are emerging as key players in **community-based solutions**, particularly in **climate resilience** and **sustainable development**. This shift indicates a stronger emphasis on **grassroots involvement**, which is now central to the operationalizing of **OP8** across the **new countries**.

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For example, in **Tuvalu** and **Papua New Guinea**, **youth-led initiatives** in **sustainable agriculture** and **coastal resilience** are being actively integrated into the national **climate action plans**. **Women's groups** are also leading discussions on **renewable energy** in **Tuvalu**, where **solar power** projects have gained attention as a critical solution for **climate adaptation**.

In **Afghanistan**, despite severe restrictions on women's rights under Taliban rule, consultation responses reflect an aspiration for **women's empowerment** in areas such as **education** and **economic participation**. Given the challenging environment, these aspirations likely represent the **efforts of local NGOs** and **stakeholders** aiming to align with international goals of gender equality. While the reality on the ground is marked by **systematic restrictions**, these **aspirational efforts** are worth recognizing and supporting.

In some regions, **CSOs/CBOs** are increasingly seen as strategic partners in implementing **local-level solutions** that align with both **biodiversity** and **climate change adaptation goals**. These stakeholders are also advocating for **private sector involvement** to **scale up** successful local projects in agriculture, waste management, and **low-carbon energy** solutions.

In this summary, the feedback is separated into two distinct sections: **Stakeholder Priorities** and **Stakeholder Actions**. The **Stakeholder Priorities** section highlights the **key areas of focus** for each country, such as **sustainable agriculture**, **biodiversity conservation**, and **low-carbon energy**. In contrast, the **Stakeholder Actions** section takes these priorities a step further by detailing the **specific actions**, **projects**, and **programs** that stakeholders are **actively implementing** to achieve their goals.

Priorities and Themes

The feedback from **Tranche 2** countries highlights several core priorities, including **sustainable agriculture**, **low-carbon energy**, and **biodiversity conservation**. These priorities are reinforced and expanded upon by emerging themes such as **coastal resilience** and **climate-smart urban solutions**, particularly in countries like **Tuvalu**, **Mexico**, and **Papua New Guinea**.
In **Tuvalu**, **coastal resilience** has become a central priority, with **mangrove restoration** and **marine biodiversity protection** as key strategies for adapting to **sea-level rise**. The emphasis on **low-carbon energy**, especially through **solar power projects**, is also a significant focus, reflecting the nation's efforts toward a **renewable energy transition**.

Papua New Guinea has reinforced the importance of **sustainable agriculture** as a pathway to **climate adaptation**, with a clear integration of **climate-smart agriculture** alongside **community-driven conservation** efforts. These initiatives aim to balance **biodiversity conservation** with **socio-economic development** at the local level.

China has contributed a more expansive focus on **renewable energy** and **climate-smart solutions**. Particularly, the emphasis on **low-carbon energy access** through **solar** and **wind** power reflects China's commitment to **energy transition** and **climate adaptation** at both the local and national levels. In **coastal regions**, China has also highlighted the significance of **marine ecosystem protection** and **sustainable fisheries**, aligning these efforts with national goals on **biodiversity protection** and **climate resilience**.

Stakeholder Actions
The feedback underscores the **actions** stakeholders are taking to implement the priorities they have set. These actions reflect a **commitment** to **sustainable agriculture**, **low-carbon energy**, and **biodiversity conservation**, with particular attention to **local initiatives** and **community-driven solutions**.

In **Sri Lanka**, stakeholders are **implementing climate-smart agricultural techniques**, such as **agroforestry** and **conservation tillage**, to combat **soil degradation** and improve **food security**. Local communities are actively engaged in **eco-tourism** projects that both restore **degraded ecosystems** and create economic opportunities through **sustainable practices**.

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In **Mexico**, **coastal resilience** efforts are focused on **mangrove restoration** and **marine biodiversity conservation** along the **Gulf of Mexico**. **Community-driven initiatives** are helping to **adapt to climate change**, protect **ecosystem services**, and support **sustainable fisheries**. These projects are closely aligned with **Mexico's national climate action goals**.

China continues to scale up **renewable energy projects** in both **rural** and **coastal areas**. Stakeholders are **deploying solar power** systems to increase **energy access** in remote regions, while also expanding **coastal ecosystem management** to protect **marine biodiversity** and ensure the sustainability of **fisheries**.

Stakeholder Capacity and Needs

There is a common theme around the need for capacity-building, especially in regions facing climate vulnerabilities. Countries like Kazakhstan and Pakistan have highlighted the importance of improving local capacity to implement climate adaptation projects, particularly in agriculture and energy sectors.

In Pakistan, stakeholders emphasize the need for training in water management and agriculture to address land degradation and water scarcity in key regions like Sindh and Balochistan. There is also a significant call for technical assistance to implement sustainable farming practices and improve resilience to floods and droughts.

In Malaysia, the focus is on strengthening local institutions and building capacity to manage sustainable fisheries and marine ecosystem protection in the Straits of Malacca. Stakeholders have requested training programs that integrate local knowledge with climate-resilient strategies, particularly to ensure the sustainable management of marine resources and coastal zones.

For Peru, the emphasis is on improving climate-resilient farming techniques in the Andean highlands. Stakeholders expressed the need for greater access to knowledge and technologies to implement agroecological practices and sustainable water use in the face of glacial melt and climate change impacts.

Kazakhstan has highlighted the importance of regional cooperation in addressing soil erosion and desertification in the steppe and semi-arid zones. There is also a strong demand for capacity-building in renewable energy, specifically solar energy for rural communities, and training on sustainable land management to prevent further degradation of agricultural land.

Stakeholder Challenges and Barriers

The feedback from stakeholder consultations highlights a range of **challenges and barriers** that stakeholders are facing as they attempt to implement their **priorities**. These obstacles often stem from **regional and country-specific** contexts, but several **common themes** have emerged across the countries consulted.

1. **Access to Funding**:
   A significant barrier for many stakeholders, particularly in **Papua New Guinea** and **Pakistan**, is the **lack of access to consistent and long-term funding**. Without sustained financial support, it's difficult to scale up **community-driven initiatives** or **invest in climate-resilient infrastructure**. In **Pakistan**, this challenge is compounded by **political instability**, which makes it harder for stakeholders to secure **international grants** or implement projects effectively.
2. **Political and Regulatory Restrictions**:
   In **Afghanistan**, **Pakistan**, and **China**, political and regulatory barriers continue to impede the effective implementation of projects. In **Afghanistan**, the **Taliban's restrictions on women's rights** have created an environment where **gender equality** initiatives and **women's empowerment projects** face significant opposition. In **China**, there are often **government-imposed limitations** on **local NGOs**, which restrict their ability to collaborate or receive external funding. Additionally, in **Pakistan**, ongoing **political uncertainty** creates challenges for the stability and **continuity of climate initiatives**.

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3. **Capacity Limitations**:
   In **Kazakhstan**, **Sri Lanka**, and **Malaysia**, there is a significant challenge around **capacity building**. Despite the clear recognition of the need for **climate adaptation projects**, stakeholders have indicated that **local institutions** lack the **technical expertise** and **knowledge** needed to design and implement complex **sustainability projects**. This challenge has led to calls for **training** and **professional development programs** that integrate **local knowledge** with **modern technologies** for **sustainable solutions**.
4. **Geographic and Environmental Barriers**:
   Many countries, including **Kazakhstan**, **Peru**, and **Papua New Guinea**, are facing geographic challenges. **Peru**'s **Andean mountain ecosystems** are particularly vulnerable to **climate change**, while **Kazakhstan** struggles with **soil erosion** and **desertification** in its **semi-arid** regions. In **Papua New Guinea**, **remote and isolated** communities face challenges in accessing **climate adaptation resources** and **infrastructure development**.

Stakeholders have highlighted several common barriers to implementing their **priorities**. These include **access to funding**, **political and regulatory restrictions**, **capacity limitations**, and **geographic and environmental challenges**. To address these barriers, stakeholders have called for **greater support** in terms of **financial resources**, **technical assistance**, and **capacity-building** initiatives to enhance **local resilience** and ensure the success of **SGP OP8**.

Sustainability and Long-Term Impact

Stakeholders have emphasized the **importance of sustainability** and ensuring that **projects** have a **long-term impact** beyond the initial funding phase. Several **key themes** have emerged in how stakeholders approach **sustainability** and **long-term project success**.

1. **Community-Led Solutions**:
   Across several countries, including **Papua New Guinea**, **Sri Lanka**, and **Tuvalu**, there is a strong emphasis on **community-driven solutions** as the foundation for **long-term sustainability**. Stakeholders believe that **local involvement** is key to ensuring that projects are not only successful but also **sustained over time**. In **Papua New Guinea**, for example, **youth-led initiatives** in **sustainable agriculture** are seen as crucial for maintaining **food security** and **climate resilience** long-term.
2. **Integration with National and Local Policies**:
   Stakeholders in **Mexico** and **China** have highlighted the importance of aligning **SGP OP8** initiatives with **national policies** and **local strategies** to ensure **long-term success**. In **Mexico**, there is a clear drive to link **coastal resilience** projects with national **climate action plans**, while in **China**, **renewable energy projects** are integrated into the broader **energy transition** strategy. By ensuring alignment with **national development plans**, stakeholders hope to secure **sustained political support** and **resources**.
3. **Capacity Building for Long-Term Impact**:
   Several countries, including **Kazakhstan** and **Malaysia**, have identified **capacity building** as a key factor for ensuring the **long-term success** of projects. In **Kazakhstan**, stakeholders emphasized the need for **training programs** to equip local communities with the necessary skills to implement **climate adaptation** strategies and manage **sustainable agriculture** projects long after the initial funding ends. Similarly, in **Malaysia**, **strengthening local institutions** is seen as critical to ensuring the **sustainability** of **marine conservation efforts** in the **Straits of Malacca**.
4. **Financial Sustainability**:
   A recurring theme across countries such as **Sri Lanka**, **Pakistan**, and **Afghanistan** is the need for **financial sustainability** beyond initial grants. Stakeholders have called for innovative funding mechanisms, such as **microfinance**, **public-private partnerships**, and **local revenue-generation models**, to ensure that projects can continue to thrive without relying solely on external funding. For example, in **Sri Lanka**, **eco-tourism** initiatives are being developed as a means to generate **local income** while supporting **biodiversity conservation** efforts.

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The feedback underscores the importance of **sustainability** and **long-term impact** for **SGP OP8** projects. Key strategies for achieving this include **community-led solutions**, **policy integration**, **capacity building**, and **innovative funding models**. By focusing on these approaches, stakeholders aim to create **resilient, self-sustaining projects** that can continue to provide benefits well beyond the initial phases of implementation.

Gender and Social Inclusion

There is a clear recognition of the importance of **gender equality** and **social inclusion** across the various countries involved. Stakeholders are actively addressing these issues in their projects and initiatives, with a particular emphasis on **empowering marginalized groups**, including **women**, **youth**, and **indigenous communities**.

1. **Women's Empowerment**:
   Across countries like **Tuvalu**, **Papua New Guinea**, and **China**, **women's involvement** in **sustainable development** projects has been a central theme. In **Tuvalu**, **women's groups** are leading **coastal resilience** efforts, particularly through **mangrove restoration** and **marine biodiversity conservation**. Similarly, in **Papua New Guinea**, **women** are taking the lead in **agriculture** and **climate adaptation**, ensuring that **gender equality** is integrated into **climate resilience** projects. These examples demonstrate the growing recognition of the need for **women's participation** in shaping **climate solutions**. Conditions in Afghanistan regarding women's empowerment have been mentioned previously and represent a special case.
2. **Youth Empowerment**:
   Youth involvement is another key theme, particularly in **Papua New Guinea**, where **youth-led initiatives** are seen as critical for the **long-term sustainability** of **sustainable agriculture** and **climate resilience** projects. **Youth organizations** in **Sri Lanka** and **Pakistan** have been instrumental in promoting **environmental stewardship** and **community engagement**. These initiatives ensure that **young people** are not only beneficiaries but also **leaders** in **climate action**.
3. **Indigenous Communities**:
   In **Peru** and **Malaysia**, the participation of **indigenous communities** is being emphasized in the context of **agriculture** and **biodiversity conservation**. In **Peru**, **indigenous groups** are leading the charge in **agroecological practices**, preserving traditional farming techniques while adapting to **climate change**. In **Malaysia**, **indigenous communities** are central to the **conservation of marine ecosystems**, with local knowledge being integrated into **sustainable fisheries** management. These projects highlight the importance of **inclusive approaches** that leverage the expertise of **indigenous populations** in managing **natural resources**.

The feedback highlights the growing importance of **gender equality** and **social inclusion** in **climate adaptation** and **sustainable development** efforts. **Women**, **youth**, and **indigenous communities** are being recognized as essential stakeholders in **sustainable development** projects, with their **leadership** increasingly shaping **climate solutions** across countries. These efforts not only contribute to **gender empowerment** but also ensure that **marginalized groups** have a voice in addressing **climate change** and **biodiversity conservation**.

Collaboration and Partnerships

The feedback from the stakeholder consultations conducted underscores the importance of **collaboration** and **partnerships** for achieving **sustainable development** and **climate adaptation** goals. Stakeholders across the participating countries have highlighted a range of **partnerships**, both **international** and **local**, that are crucial for scaling up successful projects and ensuring **long-term impact**.

1. **Public-Private Partnerships**:
   In countries like **China**, **Kazakhstan**, and **Mexico**, there is a strong push for **public-private partnerships** to implement **sustainable energy** and **biodiversity conservation** projects. In **China**, for example, **solar**

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energy projects are being scaled up through partnerships between the **government**, **local stakeholders**, and **private sector companies**. Similarly, in **Kazakhstan**, there are **efforts to integrate renewable energy** and **sustainable land management** through **collaboration** between **government agencies** and **private investors**.

2. **International Collaboration**:
   International collaboration continues to play a key role in facilitating the exchange of **knowledge** and **resources** across borders. In **Sri Lanka**, stakeholders are collaborating with **international organizations** to implement **agroforestry programs** that integrate **climate resilience** with **economic development**. In **Papua New Guinea**, there are **partnerships with international NGOs** that focus on **community-led conservation** and **coastal resilience** efforts.

3. **Local and Regional Networks**:
   Strong emphasis has been placed on **local networks** and **regional collaboration** to address **common challenges**. In **Mexico**, local communities have partnered with **NGOs** to implement **coastal protection projects** and **sustainable fisheries management**, with a particular focus on **mangrove restoration**. Similarly, in **Pakistan**, **local communities** are working with **regional governments** to improve **water management systems** and **agriculture** to enhance **climate resilience** in drought-prone regions.

4. **Cross-Sector Partnerships**:
   Stakeholders in **Malaysia** and **Tuvalu** have emphasized the need for **cross-sector partnerships**, especially between **environmental**, **economic**, and **social sectors**. In **Malaysia**, collaboration between **fisheries management**, **coastal conservation**, and **community development** is vital for ensuring **long-term success** in **marine biodiversity protection**. In **Tuvalu**, **cross-sector collaboration** is key to integrating **climate adaptation** efforts with **economic opportunities** such as **sustainable tourism** and **renewable energy projects**.

The feedback underscores the importance of **collaboration** and **partnerships** across various levels—**local**, **regional**, and **international**—to effectively address **climate change** and promote **sustainable development**. Whether through **public-private partnerships**, **international collaboration**, or **local networks**, stakeholders are recognizing the need for **strong alliances** to scale and sustain **climate adaptation** efforts and ensure **long-term impact**.

Monitoring, Evaluation, and Reporting

The feedback reflects a growing emphasis on **monitoring**, **evaluation**, and **reporting** systems that can ensure the effectiveness and transparency of **SGP OP8** projects. Stakeholders have expressed the need for **stronger mechanisms** to track progress, measure outcomes, and adapt strategies based on **real-time data**.

1. **Local Monitoring Systems**:
   In countries like **Sri Lanka**, **Papua New Guinea**, and **Peru**, stakeholders are focusing on developing **local monitoring systems** to track the progress of **climate adaptation** and **biodiversity conservation** projects. In **Sri Lanka**, local communities are involved in **data collection** for **agroforestry projects**, ensuring that the monitoring process is **community-driven** and **reflects local knowledge**. Similarly, in **Papua New Guinea**, stakeholders are working to **improve data collection** in **coastal resilience projects** to ensure that **ecosystem health** and **community benefits** are adequately tracked.

2. **National Reporting Systems**:
   In **Mexico**, **China**, and **Kazakhstan**, the **national-level monitoring** and **reporting systems** are being increasingly integrated with **SGP OP8** initiatives. **China** has made strides in integrating **climate-related data** into its **national climate action plans**, which helps stakeholders assess the effectiveness of **renewable energy projects** and **coastal management** efforts. **Mexico** has established **national monitoring frameworks** that link **marine biodiversity protection** efforts with **government policies** on **climate change**. These systems provide valuable insights into the **long-term impact** of **coastal resilience** and **sustainable fisheries** projects.

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3. **Adaptive Management and Feedback Loops**:
   A key theme emerging in **Tranche 2** is the use of **adaptive management** and **feedback loops** to adjust projects based on real-time information. In **Papua New Guinea**, stakeholders are integrating **community feedback** into project design and **implementation** to ensure **climate adaptation efforts** remain responsive to **changing environmental conditions**. This approach is also being seen in **Kazakhstan**, where **stakeholders are refining water management** and **agriculture projects** based on **data-driven insights** and **ongoing community consultation**.
4. **International Collaboration on Monitoring**:
   International collaboration is playing an increasingly important role in **monitoring and reporting**. In **Pakistan** and **Tuvalu**, stakeholders are working with **international organizations** to ensure that **SGP OP8 projects** meet **global standards** for **monitoring**, **evaluation**, and **reporting**. In **Tuvalu**, **regional cooperation** with **Pacific Island nations** has led to a more integrated **monitoring framework** that tracks both **coastal resilience** and **sustainable energy access**.

The feedback emphasizes the need for **strong monitoring**, **evaluation**, and **reporting systems** to ensure the success and **long-term impact** of **SGP OP8** projects. Stakeholders are focusing on developing **local systems** that integrate **community knowledge**, while also aligning with **national frameworks** and **international standards**. This approach to **adaptive management** will allow stakeholders to make **real-time adjustments** to projects and ensure they remain **responsive** to **climate challenges** and **community needs**.

Lessons Learned

The feedback has provided several **valuable lessons learned** from both past and ongoing projects that can inform the future implementation of **SGP OP8**. Stakeholders have shared insights into what has worked well, what challenges remain, and how these lessons can be applied to improve **climate resilience** and **sustainable development** efforts moving forward.

1. **Community-Led Approaches are Essential**:
   Across multiple countries, including **Tuvalu**, **Papua New Guinea**, and **Sri Lanka**, stakeholders have stressed that **community-driven solutions** are vital for the **long-term success** of **climate adaptation** projects. Local ownership and participation in **sustainable agriculture**, **coastal resilience**, and **biodiversity conservation** have proven to be the foundation of **sustainable impact**. Engaging communities from the outset helps ensure that **solutions** are **locally relevant** and that there is a strong sense of **commitment** to the success of the projects.
2. **Capacity Building is Key for Sustainability**:
   A recurring theme in the feedback from **Kazakhstan**, **Malaysia**, and **Pakistan** is the critical need for **capacity-building** to ensure the **long-term success** of projects. Stakeholders have highlighted that strengthening local institutions and equipping communities with **skills** and **knowledge** will allow them to continue managing **climate adaptation efforts** and **sustainable development projects** even after the initial support from **SGP OP8** ends. This is particularly important in **remote** and **vulnerable regions** where **local capacity** may be limited.
3. **Importance of Flexible and Adaptive Management**:
   The ability to **adapt projects** based on **real-time data** and **community feedback** has been a critical lesson learned from several **Tranche 2** consultations. In countries like **Pakistan** and **Papua New Guinea**, stakeholders have emphasized that **adaptive management** strategies are essential for addressing **unforeseen challenges** and adjusting to **changing environmental conditions**. The feedback-driven approach allows for **continuous improvement** and ensures that projects remain **responsive** to **evolving needs**.
4. **Collaboration Enhances Impact**:
   Many stakeholders have shared that **cross-sectoral** and **regional collaboration** has been a key factor in the success of certain projects. In **Mexico**, **regional partnerships** between **NGOs**, **local governments**, and

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private sector partners have helped scale up **coastal resilience** and **marine biodiversity** projects. Similarly, in **China**, **public-private partnerships** have been instrumental in advancing **renewable energy** and **low-carbon solutions**. These lessons highlight the importance of creating **synergies** between different **stakeholders** to enhance the **effectiveness** and **scale** of interventions.

5. **Sustainability Requires Financial Innovation**:
   Finally, several stakeholders in **Sri Lanka**, **Kazakhstan**, and **Afghanistan** have pointed out that **financial sustainability** remains a major challenge. They have highlighted the need for **innovative funding mechanisms** such as **microfinance**, **public-private partnerships**, and **community-led revenue-generation models** to ensure that projects can continue beyond initial funding phases. **Diversified funding sources** and **financial models** will be crucial for ensuring that the impact of **SGP OP8** is **sustained** in the long term.

The lessons learned feedback underscore the importance of **community-led solutions**, **capacity building**, **adaptive management**, and **collaboration** for ensuring the **success** and **sustainability** of **SGP OP8** projects. These insights provide valuable guidance for future initiatives, emphasizing the need for **flexible** and **innovative approaches** that are tailored to local needs and challenges. **Financial sustainability** remains a critical area for development, and leveraging **collaborative partnerships** will be key to ensuring the **long-term impact** of climate adaptation and **sustainable development** efforts.

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Annex 7: Environmental and social management framework

I. EXECUTIVE SUMMARY

This Environmental and Social Management Framework (ESMF) has been prepared for the submission of the UNDP project proposal "Eighth Operational Phase of the GEF Small Grants Programme – SGP OP8" to the GEF. Its purpose is to assist in the assessment and management of potential environmental and social impacts. The framework forms the basis upon which Environmental and Social Management Plan(s) will be developed so as to ensure full compliance with the requirements of UNDP's Social and Environmental Standards. The ESMF will be implemented by the SGP National Coordinators in the beneficiary countries and supervised by the Central Programme Management Team, and monitored throughout the duration of the implementation phase. Piloting of the safeguards procedures that were initiated under OP7 and outlined here in the ESMF will continue under OP8. As such, the ESMF will be reviewed and updated regularly, and adjustments will be made as further information is obtained from the piloting.

Preliminary 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 to the Project Document. The eight risks identified have been assessed as being of "Moderate" significance:

Risk 1: Discrimination against women based on gender, especially regarding participation in design and implementation, limiting their ability to use, develop and protect natural resources.

Risk 2: Exclusion of Indigenous Peoples (IPs) from fully participating in decisions that may affect their lands, natural resources, territories, traditional livelihoods, and cultural heritage.

Risk 3: Critical habitats and/or environmentally sensitive areas affected by the harvesting of natural forests, introduction of invasive alien species, plantation development, poorly managed animal husbandry, and harvesting of fish populations or other aquatic species.

Risk 4: Critical habitats and/or ecosystems and ecosystem services affected by hydrological changes.

Risk 5: Outputs and outcomes are sensitive to the impacts of climate change and natural disasters such as increasing intensity, frequency and duration of floods and droughts and floods.

Risk 6: Sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices) adversely affected Sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices) adversely affected .

Risk 7: Working conditions do not meet national labour laws and international commitments.

Risk 8: Use of agrochemicals which may result in the release of pollutants to the environment and in the generation of hazardous waste.

This ESMF has been developed to specify the principles and procedures that will guide the development of social and environmental assessments and management measures during project implementation,, 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 prepared 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.

The ESMF contains important exclusions: the project will not support any activities which involve or will lead to physical displacement. GEF funds will not be used for any activities which would necessitate, or lead to people being required to relocate, nor any activities which render untenable their continued residency in the project area. The project will also exclude activities that may impact adversely on cultural heritage. Additionally, the project will not implement any activity which would result in a "Substantial" or "High" risk rating under the Social and Environmental Screening Procedure.

The ESMF also codifies the grievance redress mechanism (GRM) for the project, consistent with UNDP SES guidelines and adapted according to the characteristics of the SGP.

This ESMF (and the project SESP) will be disclosed via the UNDP website in accordance with UNDP SES policy.

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II. PROGRAMME DESCRIPTION

The Eighth Operational Phase of the Small Grants Programme (SGP OP8) builds on 30 years of successful experience in empowering local civil society organizations (CSOs) and community-based organizations (CBOs) in designing and leading community driven initiatives that have enhanced household wellbeing, increased awareness and resilience regarding environmental threats, and generated global environmental benefits. With economic development pressures intensifying in many parts of the developing world and the associated rising inequalities, local communities, particularly vulnerable and disadvantaged groups are becoming more and more marginalized, unable to cope with threats associated with ecosystem degradation, biodiversity loss and climate change. Lessons learned and experience gained in previous SGP operational phases have demonstrated that integrated, landscape-seascape approaches are effective in mobilizing multiple stakeholder collaboration, linking local CSOs/CBOs with enabling partners and achieving mutually supportive livelihood and environmental outcomes at scale.

The objective of the SGP OP8 is to engage local CSOs/CBOs in landscape-seascape approaches across the world, 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 wellbeing and socioeconomic conditions and generate global environmental benefits. The proposed strategy 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 mechanisms, such as the Microfinance Initiative and CSO Challenge Program, cooperating with other GEF Agencies, and leveraging opportunities with GEF strategies, including the delivery of the GEF-8 Integrated Programs. In addition, the project will facilitate opportunities for innovation and scaling up, catalyze multi-stakeholder alliances to test new approaches through CSOs, and leverage its dialogue platforms towards 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.

III. POTENTIAL SOCIAL AND ENVIRONMENTAL IMPACTS

Preliminary 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 to the Project Document.

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Risk 3: Critical habitats and/or environmentally sensitive areas affected by the harvesting of natural forests, introduction of invasive alien species, plantation development, poorly managed animal husbandry, and harvesting of fish populations or other aquatic species.

Risk 4: Critical habitats and/or ecosystems and ecosystem services affected by hydrological changes.

Risk 5: Outputs and outcomes are sensitive to the impacts of climate change and natural disasters such as increasing intensity, frequency and duration of floods and droughts and floods.

Risk 6: Sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices) adversely affected Sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices) adversely affected .

Risk 7: Working conditions do not meet national labour laws and international commitments.

Risk 8: Use of agrochemicals which may result in the release of pollutants to the environment and in the generation of hazardous waste.

IV. UNDP'S SOCIAL AND ENVIRONMENTAL STANDARDS

UNDP's Social and Environmental Standards (SES), which came into effect 1 January 2015 and were updated in January 2021, underpin UNDP's commitment to mainstream social and environmental sustainability in its programs and projects to support sustainable development, and are an integral component of UNDP's quality assurance and risk management approach to programming.

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UNDP uses its Social and Environmental Screening Procedure (SESP), to identify potential social and environmental risks and opportunities associated with all proposed projects. Each project is scrutinized as to its type, location, scale, sensitivity, and the magnitude of its potential social and environmental impacts.
Projects are required to comply with UNDP's Social and Environmental Standards (SES). The SES underpin UNDP's commitment to mainstream social and environmental sustainability in its programs and projects to support sustainable development. Through the GEF Accreditation Process, the SES are acknowledged to be consistent with the GEF's Environment and Social Standards. The objectives of the standards are to:

- Strengthen the social and environmental outcomes of programs and projects.
- Avoid adverse impacts to people and the environment.
- Minimize, mitigate, and manage adverse impacts where avoidance is not possible.
- Strengthen UNDP and partner capacities for managing social and environmental risks.
- Ensure full and effective stakeholder engagement, including through a mechanism to respond to complaints from project-affected people.

The SES, outlined below, are an integral component of UNDP's quality assurance and risk management approach to programming.

Key Elements of UNDPs Social and Environmental Standards (SES)

Overarching Policy	Project-Level Standards	Policy Delivery Process & Accountability
Overarching Principle: Leave No-One Behind **Principle:** Human Rights **Principle:** Gender Equality and Women's Empowerment **Principle:** Sustainability and Resilience **Principle:** Accountability	Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management Standard 2: Climate Change and Disaster Risks Standard 3: Community Health, Safety and Security Standard 4: Cultural Heritage Standard 5: Displacement and Resettlement Standard 6: Indigenous Peoples Labour and Working Conditions Standard 7: Pollution Prevention and Resource Efficiency Standard 8:	Quality Assurance Screening and Categorization Assessment and Management Stakeholder Engagement and Response Mechanism Access to Information Monitoring, Reporting, Compliance review

The SES are underpinned by an Accountability Mechanism with two key functions:

1) A **Stakeholder Response Mechanism** (SRM) that ensures individuals, peoples, and communities affected by UNDP projects have access to appropriate procedures for hearing and addressing project-related grievances.
2) A **Compliance Review** process to respond to claims that UNDP is not in compliance with UNDP's social and environmental policies.

V. REQUIRED PROCEDURES FOR SCREENING, ASSESSMENT AND MANAGEMENT

Screening Requirements and Procedures

Screening Requirements and Procedures

An application's social and environmental screening consists of two steps:

a) the completion of an initial screening checklist by the National Coordinator (NC) (template included in Annex 1), and
b) the completion of a social and environmental screening by the NC (template included in Annex 2).

Initial Screening

The initial screening should take place at the grant proposal stage and serves to establish if the grant applicant's proposal is exempt from further screening. Grant proposals that consist solely of any of the following activities will be

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exempt from the social and environmental screening procedure (see **Box 1**). The exemption criteria apply when they comprise the entire scope of the grant, not just one component.

Box 1: Activities exempt from further screening

1. Preparation and dissemination of reports, documents and communication materials;
2. Organization of an event, workshop, training;
3. Strengthening capacities of partners to participate in international negotiations and conferences;
4. Partnership coordination (including UN coordination) and management of networks; and
5. Global/regional projects with no country-level activities (e.g. activities such as knowledge management, inter-governmental processes).

Source: Adapted from UNDP's SESP Exemptions and what projects must be screened[18]

The NC will complete the initial screening checklist and determine if it is exempt or not from further screening.

Social and Environmental Screening

The completion of the social and environmental screening procedure should take place at the project proposal stage, including as part of the project planning grant. The NC will be responsible to conduct the social and environmental screening, with inputs from the grant applicants, categorize the risk level and provide guidance to the applicants on ensuring appropriate management measures are incorporated into the grant proposals.

The NC will determine the following:

- The overall risk category of the proposed activities and *whether they are excluded from receiving funding from the SGP*, i.e., categorized as Substantial or High risk (see section 5.2.).
- **Low risk**, defined in the UNDP SES as "Projects that include activities with minimal or no adverse social or environmental risks and impacts. Further assessment of potential adverse social and environmental risks and impacts is not required. However, the SES Programming Principles and stakeholder engagement requirements still apply to project activities."
- **Moderate risk**, defined in the UNDP SES as "Projects that include activities with potential adverse social and environmental risks and impacts that are limited in scale, are largely reversible and can be identified with a reasonable degree of certainty and readily addressed through application of recognized good international practice, mitigation measures and stakeholder engagement during project implementation."
- Whether targeted social and environmental assessments are required ("Moderate" risk) and specific management measures formulated and implemented; and if so, in what form (see section 5.3).

Risk Categorization

In determining the overall risk category of grant applicants' activities, the NC will assign one of four potential risk categories, which will be based on the approach/methodology prescribed by UNDP's SESP:

- High risk: those with potential significant adverse social and environmental risks and impacts that are irreversible, unprecedented and/or which raise significant concerns among potentially affected communities and individuals as expressed during the stakeholder engagement process. ***Note:*** *High risk projects are excluded from receiving funding from the SGP.*
- Substantial risk: those with potential adverse social and environmental risks and impacts that are more varied and complex than those of Moderate risk activities but remain limited in scale and are of lesser magnitude than those of High risk projects. ***Note****: Substantial risk projects are excluded from receiving funding from the SGP.*
- Moderate risk: those with potential adverse social and environmental risks and impacts that are limited in scale, can be identified with a reasonable degree of certainty, and can be addressed through the application of standard good practice. Nonetheless, targeted assessments and plans may be needed when the full extent of the limited impacts cannot be easily predicted.
- Low risk: those that have minimal or no risks of adverse social or environmental impacts.

If the proposed grant applicant's activities are categorized as High risk or Substantial risk, the NC will communicate to the grant applicant that the proposal cannot be considered for SGP funding. In some cases, it may be possible to make certain adjustments to the proposed activities that would change the risk categorization to Moderate or Low risk.

[18] https://info.undp.org/sites/bpps/SES_Toolkit/SES%20Document%20Library/Social%20and%20Environmental%20Standards/What%20Projects%20Must%20Be%20Screened.pdf

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Assessment Procedures

Once the NC has determined the risk categorization of the grant proposal to be of Moderate or Low risk, the NC will determine whether targeted social and environmental assessments and management measures are required; and if so, what form. The level of assessment shall be proportionate to the level of risk identified during screening- commensurate with the type, scale, location and significance of impacts posed by the grant applicant's activities. The NC should be guided by the approach/methodology prescribed by UNDP's SESP:

Low Risk: if identified to be of Low risk, no further social and environmental assessment is required; however, all risks should still be monitored throughout grant implementation.

Moderate Risk: if identified as Moderate risk, targeted social and environmental assessments may be required. An outline for targeted social and environmental assessments is offered in Annex 3. UNDP resources regarding further assessment methodologies are compiled in Annex 4. The grantees are expected to follow the principles of the mitigation hierarchy, and shall as a priority seek to avoid most impacts/risks.

Management Procedures

In many cases, appropriate risk management measures can be incorporated into the grant proposals. The NC will provide guidance to the grant applicants on ensuring such measures are described accordingly.

In the case that the NC has determined that the proposed project requires a targeted social and/or environmental assessment, the grantee may be required to develop and implement a targeted management plan, as the output of that assessment. The targeted management plan must be submitted with the grant applicant's final project proposal and to be reviewed and approved by the National Steering Committee (NSC).

The targeted management plan is a stand-alone document. The targeted management plan should include proposed mitigation and management measures, with responsible parties attributed to each specified measure, along with a monitoring and reporting process outlined.

VI. STAKEHOLDER ENGAGEMENT AND INFORMATION DISCLOSURE PROCESS

Stakeholder Engagement

Grantees are not required to prepare a stakeholder engagement plan; however, grantees are required to ensure meaningful stakeholder engagement, particularly with aim of ensuring inclusive engagement, including disadvantaged and vulnerable groups or individuals, ensuring equitable opportunities for participation and benefitting from the grantee's activities.

At the project proposal stage, grantees must document stakeholder engagement processes in the relevant section of the grant proposal template.

In project progress reports and final reports, grantees must document stakeholder engagement processes in the relevant sections of grant reporting template.

Stakeholders may raise a grievance at any time to the SGP Country Programme Teams, National Steering Committees (NSCs), Central Programme Management Team (CPMT), UNDP Offices (country, regional, headquarters), or the GEF. Moreover, UNDP's Accountability Mechanism, consisting of the Stakeholder Response Mechanism (SRM) and Social and Environmental Compliance Unit (SECU), provides additional options for grievance redress. The programme level grievance redress mechanism (GRM) is described below in Section 8 and Annex 5 to this ESMF.

Free, Prior and Informed Consent (FPIC)

As per section 6.1. above, grantees are required to ensure meaningful stakeholder engagement, including of Indigenous Peoples. Free, Prior and Informed Consent (FPIC) of Indigenous Peoples will be required in the circumstances identified in UNDP'S SES (SES 6). . As per exclusions noted in this ESMF, activities that are categorized as Substantial or High risk will be excluded from SGP financing. Please see Annex 4 for UNDP resources in relation to FPIC (and other SES).

The screening and categorization of activities (sections 5.1 and 5.2 above) will need to establish whether there are Indigenous peoples who may be potentially affected by the activities, noting that the mere presence of Indigenous Peoples and other vulnerable or marginalized groups should not automatically signal higher magnitudes of risk. In most cases, SGP grants involving Indigenous Peoples are designed and implemented by the Indigenous communities themselves. If the screening, for example, identifies Indigenous Peoples may be affected by activities they have not proposed for their communities, further analysis should be considered to collect baseline data on those communities, covering key aspects that may be affected by the proposed grant to determine the targeted social and environmental assessments that will be required. The breadth, depth, and type of targeted social and environmental assessments should be proportional to the nature and scale of the proposed activity's potential impacts on the indigenous peoples and the vulnerability of the Indigenous Peoples.

The screening and categorization of activities where there may be risks to Indigenous Peoples will need to recognize that Indigenous Peoples may be affected differently by the activities due to their vulnerabilities, as may be affected by their economic, social and legal status; institutions, customs, culture and language; dependence on their lands and natural resources; and their relationship with the dominant groups and mainstream economy.

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Indigenous Peoples' populations are significant in some countries targeted by the programme. SGP has extensive experience in working with IPs, including through the Global Support Initiative for Indigenous Peoples and Community-conserved Territories and Areas (ICCA-GSI) program. SGP proposals are developed by community-based organizations, and any proposed interventions involving Indigenous Peoples will be developed on the basis of the needs and priorities of those IP communities.

Promotion of Gender Equality and Women's Empowerment

Grantees are not required to prepare a gender action plan unless it is determined to be the appropriate targeted management plan for their project. Grantees are required to promote gender equality and the empowerment of women throughout the design and implementation of their activities.

At the project proposal stage, grant applicants must document the promotion of gender equality and women empowerment in the relevant sections of the proposal template.

In project progress reports and final reports, grantees must document the promotion of gender equality and women empowerment in the relevant sections of these templates.

VII. CAPACITY BUILDING

Capacities of the CSO/CBO grant applicants and the SGP National Coordinators will need to be strengthened to ensure effective implementation of the safeguard procedures outlined in this ESMF.

CSOs/CBOs may receive capacity building through preparation grants or other modalities of delivering technical assistance (e.g., local consultants). National Coordinators will receive regular training from UNDP safeguards specialists, as well as targeted capacity building activities.

VIII. GRIEVANCE REDRESS MECHANISM

This ESMF provides a description of a programme level, multi-tier grievance redress mechanism (GRM) that will be operationalized in each of the participating countries and be available for local, national, regional and global stakeholders.

The description of the GRM is based on UNDP guidelines and the operational characteristics of the SGP.

The UNDP will establish and implement a transparent, fair, and free-to-access GRM. Stakeholders may raise a grievance at any time to the SGP Country Programme Teams, National Steering Committees (NSCs), Central Programme Management Team (CPMT), UNDP Offices (country, regional, headquarters), or the GEF. Moreover, UNDP's Accountability Mechanism, consisting of the Stakeholder Response Mechanism (SRM) and Social and Environmental Compliance Unit (SECU), provides additional options for grievance redress. Further information can be found on the UNDP website at: http://www.undp.org/content/undp/en/home/operations/accountability/secu-srm/

GRM task teams will be established and convened by the NSCs on an *ad hoc* basis, to attempt to resolve the grievance, request further information to clarify the issue, refer the grievance to independent mediation or determine the request is outside the scope and mandate of the NSCs and refer it elsewhere.

The mandate of the GRM will be to:

i. Receive and address any concerns, complaints, notices of emerging conflicts, or grievances (collectively "*grievance*") alleging actual or potential harm to affected person(s) (the "*claimant(s)*") arising from the programme.
ii. Assist in resolution of grievances between and among programme stakeholders; as well as the various government ministries, agencies, and NGOs, and others (collectively, the "*Stakeholders*") in the context of the programme.
iii. Conduct itself at all times in a flexible, collaborative, and transparent manner aimed at problem solving and consensus building.

The functions of the GRM will be to:

i. Receive, log and track all grievances received.
ii. Provide regular status updates on grievances to claimants, NCs, NSC members, CPMT, and other relevant stakeholders, as applicable.
iii. Engage the NSC members and other relevant stakeholders in grievance resolution.
iv. Process and propose solutions and ways forward related to specific grievances within a period not to exceed sixty (60) days from receipt of the grievance.
v. Identify growing trends in grievances and recommend possible measures to avoid the same.
vi. Receive and service requests for, and suggest the use of, mediation or facilitation.

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vii. Elaborate grievance reports, make said reports available to the public, and more generally work to maximize the disclosure of its work (including its reports, findings, and outcomes).

viii. Ensure increased awareness, accessibility, predictability, transparency, legitimacy, and credibility of the GRM process.

ix. Collaborate with partner institutions and other entities to conduct outreach initiatives to increase awareness among stakeholders as to the existence of the GRM and how its services can be accessed.

x. Ensure continuing education of NSC members about the relevant laws and policies that they will need to be aware of to participate in the development of effective resolutions to grievances likely to come before the GRM.

xi. Monitor follow-up to grievance resolutions, as appropriate.

A more detailed description is presented in the terms of reference for the GRM in Annex 5.

IX. INSTITUTIONAL ARRANGEMENTS

The roles and responsibilities associated with the implementation of the ESMF is described below. Implementation of abbreviated ESMPs and targeted management plans is the responsibility of the grantees at the local and country level.

Implementing Agency: UNDP will implement OP8. UNDP provides value-added benefits as programme implementation proceeds in synergy with overall UNDP and UNDP CO programming. Moreover, UNDP provides quality assurance and oversight services for the SGP through its headquarters, regional and country office levels. As defined by the GEF Council, these services cover: (a) project cycle management services which entail quality assurance and oversight across the full project cycle of project identification, preparation of project concept, preparation of detailed project document, project approval and start-up, project implementation and supervision, and project completion and evaluation; and (b) corporate services in relation to the formulation of policy and strategy for the GEF. Part of this oversight and assurance role is ensuring the programme is implemented in compliance with UNDP's social and environmental standards (SES). UNDP is represented on the SGP Steering Committee as well as the Programme Board.

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, including supervision of the implementation of this ESMF. 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.

UNDP Country Offices are located in more than 170 countries and play a key role in providing the necessary support at the country level. UNDP provides oversight functions of the program at the global, regional 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 supervisions, and resource mobilization. The UNDP Country Offices provide 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 number of countries, a National Host Institution (NHI) supports the administration of the programme.

SGP National Steering Committee (NSC). NSCs will be established in each participating country and will be composed of government representatives and a majority of nongovernmental membership to reflect the program's mandated focus for CSO/CBO capacity building. The NSC is responsible for selecting and approving projects, and for ensuring their technical and substantive quality. In addition, NSC members are expected to support the Country Programme in resource mobilization and in mainstreaming SGP lessons learned and successes in other national contexts. The primary functions of the SGP Country Programme Office and NSC are the identification, review, and approval of qualified grant proposals that support priorities. Part of these processes will be reviewing and approving the risk categorization and the management plans of the proposed projects.

SGP Country Programme Team: For each participating country, there is an SGP Country Programme Team most often 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. NC's will also conduct social and environmental risk screening as part of the grant proposal process, and are also responsible to ensure grantees adhere to the safeguards procedures outlined in this ESMF and in their grant proposals during the execution of the interventions. 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.

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Most SGP Country Programme Teams are hosted by UNDP Country Offices, which provide required local supervision and oversight of the program. In a limited number of countries, a National Host Institution is selected among the national NGOs with necessary capacity. A SGP Country Programme Strategy is developed in each country to guide 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 guiding the grant applications in terms of quality and technical and strategic appropriateness of the grant proposals, as well as the requirements associated with identifying and management social and environmental risks.

X. MONITORING AND EVALUATION AND REPORTING

Reporting on progress and issues in the implementation of this EMSF will be documented in the OP8 annual implementation reports (PIRs) and the annual monitoring reports (AMRs). The CPMT will be responsible for compiling these reports, drawing upon information provided by the SGP Country Programme Teams on the implementation of the ESMF. Key issues will be presented to the NSCs during the committee meetings.
The ESMF monitoring and evaluation plan is presented below.

M&E activity	Description	Timeframe	Roles and responsibilities
Track progress of ESMF implementation	The ESMF will be implemented in each of the participating countries, and results reported to the respective NSCs.	Progress reported annually to the NSCs	National Coordinators, with overall technical assistance by the CPMT. UNDP responsible for quality assurance.
Implementation of management plans	Participatory implementation and monitoring and evaluation of mitigation measures, in accordance with targeted management plans	Continuous, for those grant projects requiring targeted management plans	National Coordinators, supervised by UNDP COs and CPMT
Learning	Knowledge, good practices, and lessons learned regarding social and environmental risk management will be captured regularly.	At least annually	National Coordinators, CPMT, UNDP COs
Annual PIRs and AMRs	Progress and issues related to the implementation of the ESMF will be incorporated into the PIRs and AMRs.	Annually	UNDP and CPMT, with inputs from the SGP Country Programme Teams.

XI. SCHEDULE AND BUDGET FOR ESMF IMPLEMENTATION

The implementation of the ESMF will continue throughout the implementation phase of OP8, as social and environmental risks will be screened for each grant proposal and appropriate management measures ensured accordingly, as warranted.
The screening of social and environmental risks will be conducted by the NC, and the costs for the screening are included in the budget for the NCs. The costs for implementing risk management measures are included in the budget for grants. The costs for monitoring and evaluation of the implementation of the ESMF are included in the budget for the NCs, as well as in the budget for the CPMT.

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ANNEX 1: INITIAL SCREENING CHECKLIST BY GRANT APPLICANT

(Version: June 2022)

Grantee's Information

Project title:	
Name of grant applicant:	
Date:	

Initial checklist

Exempted Activities		
Does the project fall *exclusively* into the following categories? *Projects that are comprised entirely of one or more of the following may be exempt from full screening. Projects are not required to fall into one or more of these categories for consideration*.	**Yes**	**No**
• Preparation and dissemination of reports, documents and communication materials		
• Organization of an event, workshop, training		
• Strengthening capacities of partners to participate in international negotiations and conferences		
• Partnership coordination (including UN coordination) and management of networks		
• Global/regional projects with no country-level activities (e.g. activities such as knowledge management, inter-governmental processes)		

Conclusion of NC

Exempted	**Yes**	**No**

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ANNEX 2: SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

As part of the grant proposal submission, applicants will be requested to fill out this form on social and environmental risks associated with the proposed activities. If there are no potential risks expected for a particular category, please indicate "not expected" for potential risk and "not applicable or N/A" for the proposed mitigation measure.

Category	Potential risk	Proposed management measure
Stakeholder engagement. Describe potential risks of excluding certain stakeholders, particularly people of socially marginalized groups.		
Gender equality and women's empowerment. Describe risks of potential adverse impacts on gender equality and women's empowerment.		
Biodiversity and Natural Resources. Describe risks associated with potential adverse impacts to biodiversity or natural resources.		
Climate change and disaster risks. Describe the vulnerability of the proposed activities to potential impacts of climate change or natural disasters.		
Community health & safety. Describe risks associated with potential adverse impacts to community health and safety.		
Cultural heritage. Describe risks associated with potential adverse impacts to cultural heritage.		
Displacement and resettlement. Confirm that the proposed activities will not result in economic or physical displacement or resettlement.		
Indigenous peoples. Describe risks associated with potential adverse impacts to human rights, lands, resources or traditional livelihoods of Indigenous peoples.		
Labor and Working Conditions. Describe risks associated with potential non-compliance to national labor laws.		
Pollution prevention. Describe risks associated with potential adverse impacts of pollution.		

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ANNEX 3: OUTLINE FOR TARGETED ASSESSMENT AND TARGETED MANAGEMENT PLAN

For risks identified through the social and environmental risk screening process at the grant project development and application stage, targeted assessments and management plans may be required, as requested by the NC and/or NSC.

Overview of the Proposed Intervention and the associated Environmental and Social Context:
Describe the executing entity, geographic location, objective of the proposed intervention, main activities, and risk screening results.
Scoping of Potential Impacts:
Identify the nature, extent, and magnitude of negative environmental or social impacts likely to result from the proposed intervention.
Management Measures:
Based upon the analysis of potential impacts, formulate technical, social, and/or institutional management measures to mitigation the associated risks.
Monitoring, Evaluation, and Reporting:
Describe monitoring, evaluation, and reporting procedures, timeline, and responsibilities.
Public Consultation and Information Disclosure:
Describe procedures for public consultation and information disclosure, as required.

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ANNEX 4: UNDP RESOURCES

(version: June 2022)

Please see UNDP's SES Toolkit for additional links and resources regarding assessment methodologies.

Guidance Note: Social and Environmental Screening Procedure (SESP)
Guidance Note: Social and Environmental Assessment and Management
SESP Exemptions and What Projects Must Be Screened

UNDP's SES project-level standards	***Guidance notes***
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	SES Guidance Note: Biodiversity Conservation and Sustainable NRM
Standard 2: Climate Change and Disaster Risks	SES Guidance Note: Climate Change and Disaster
Standard 3: Community Health, Safety and Security	SES Targeted Guidance: Community Health, Safety and Security
Standard 4: Cultural Heritage	SES Targeted Guidance: Cultural Heritage
Standard 5: Displacement and Resettlement	SES Guidance Note: Displacement and Resettlement
Standard 6: Indigenous Peoples	SES Guidance Note: Indigenous Peoples
Standard 7: Labour and Working Conditions	SES Guidance Note: Labour and Working Conditions
Standard 8: Pollution Prevention and Resource Efficiency	SES Targeted Guidance: Pollution Prevention and Resource Efficiency

Source: UNDP SES Toolkit.

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ANNEX 5: TERMS OF REFERENCE FOR THE GRIEVANCE REDRESS MECHANISM

Adapted from the following source: Guidance Note, UNDP Social and Environmental Standards (SES), Stakeholder Engagement, Supplemental Guidance: Grievance Redress Mechanisms, October 2017

Mandate

The mandate of the GRM will be to:

i. Receive and address any concerns, complaints, notices of emerging conflicts, or grievances (collectively "*grievance*") alleging actual or potential harm to affected person(s) (the "*claimant(s)*") arising from the programme.

ii. Assist in resolution of grievances between and among programme stakeholders; as well as the various government ministries, agencies, and NGOs, and others (collectively, the "*Stakeholders*") in the context of the programme.

iii. Conduct itself at all times in a flexible, collaborative, and transparent manner aimed at problem solving and consensus building.

Functions

The functions of the GRM will be to:

i. Receive, log and track all grievances received.

ii. Provide regular status updates on grievances to claimants, NCs, NSC members, CPMT, and other relevant stakeholders, as applicable.

iii. Engage the NSC members and other relevant stakeholders in grievance resolution.

iv. Process and propose solutions and ways forward related to specific grievances within a period not to exceed sixty (60) days from receipt of the grievance.

v. Identify growing trends in grievances and recommend possible measures to avoid the same.

vi. Receive and service requests for, and suggest the use of, mediation or facilitation.

vii. Elaborate grievance reports, make said reports available to the public, and more generally work to maximize the disclosure of its work (including its reports, findings, and outcomes).

viii. Ensure increased awareness, accessibility, predictability, transparency, legitimacy, and credibility of the GRM process.

ix. Collaborate with partner institutions and other entities to conduct outreach initiatives to increase awareness among stakeholders as to the existence of the GRM and how its services can be accessed.

x. Ensure continuing education of NSC members about the relevant laws and policies that they will need to be aware of to participate in the development of effective resolutions to grievances likely to come before the GRM.

xi. Monitor follow-up to grievance resolutions, as appropriate.

Composition

The GRM will be composed of *ad hoc* GRM task teams in response to specific requests for grievance. The task teams will be balanced in composition and should not include any NSC members with a direct interest or role in the grievance.

Role of the Implementing Partner

UNDP (and responsible parties) will perform the following core functions through the SGP Country Programme Teams:

- Publicize the existence of the GRM and the procedure for using it.
- Receive and log requests for dispute resolution.
- Acknowledge receipt to the requestor.

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- Determine eligibility.
- Forward eligible requests to the NSCs for review and action.
- Track and document efforts at grievance/dispute resolution and their outcomes.

NSCs

Based on feedback provided by the GRM task teams, NSCs will perform the following core functions:

- Take direct action to resolve the grievance/dispute (e.g. bring the relevant parties together to discuss and resolve the issue themselves with oversight by the NSC).
- Request further information to clarify the issue, and share that information with all relevant parties, or ensure that a government agency represented on the NSC took appropriate administrative action to deal with a complaint.
- Refer the grievance to independent mediation, while maintaining oversight; or
- Determine that the request was outside the scope and mandate of the NSC and refer it elsewhere (e.g., police or to the courts).

Communicating a grievance

(i) Who can submit a grievance?

A grievance can be sent by any individual or group of individuals that believes it has been or will be harmed by the Project.

If a grievance is to be lodged by a different individual or organization on behalf of those said to be affected, the claimant must identify the individual and/or people on behalf of who the grievance is submitted and provide written confirmation by the individual and/or people represented that they are giving the claimant the authority to present the grievance on their behalf. The GRM will take reasonable steps to verify this authority.

(ii) How is the grievance communicated?

The GRM shall maintain a flexible approach with respect to receiving grievances in light of known local constraints with respect to communications and access to resources for some stakeholders. A grievance can be transmitted to the GRM by any means available (i.e., by email, letter, phone call, meeting, text message, etc.).

The contact information for submitting grievances will be included in the grant agreements in each of the participating countries and available on the UNDP-GEF SGP website.

To facilitate communications with and between the GRM and potential claimants, the GRM will receive support from the NSC members' institutions, local government, and civil society organizations.

(iii) What information should be included in a Grievance?

The grievance should include the following information:

(a) the name of the individual or individuals making the complaint (the "claimant").

(b) a means for contacting the claimant (email, phone, address, other).

(c) if the submission is on behalf of those alleging potential or actual harm, the identity of those on whose behalf the grievance is made, and written confirmation by those represented of the claimant's authority to lodge the grievance on their behalf.

(d) the description of the potential or actual harm.

(e) Claimant's statement of the risk of harm or actual harm (description of the risk/harm and those affected, names of the individual(s) or institutions responsible for the risk/harm, the location(s) and date(s) of harmful activity).

(f) what has been done by the claimant thus far to resolve the matter.

(g) whether the claimant wishes that their identity is kept confidential.

(h) the specific help requested from the GRM.

Claimants are not required to provide all of the information listed above. Initially, the claimant need only provide enough information to determine eligibility. If insufficient information is provided, the GRM has an obligation to make a substantial, good faith effort to contact the complainant to request whatever additional information is needed to determine eligibility, and if eligible, to develop a proposed response.

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Logging, acknowledgment, and tracking

All grievances and reports of conflict will be received, assigned a tracking number, acknowledged to claimant, recorded electronically, and subject to periodic updates to the claimant as well as the office file.

Within one (1) week from the receipt of a grievance, the GRM will send a *written* acknowledgement to Claimant of the Grievance received with the assigned tracking number.[19]

Each Grievance file will contain, at a minimum:

i. The date of the request as received.
ii. The date the written acknowledgment was sent (and oral acknowledgment if also done.
iii. The dates and nature of all other communications or meetings with the claimant and other relevant Stakeholders.
iv. Any requests, offers of, or engagements of a mediator.
v. The date and records related to the proposed solution/way forward.
vi. The acceptance or objections of the claimant (or other stakeholders).
vii. The proposed next steps if objections arose.
viii. The alternative solution if renewed dialogues were pursued.
ix. Notes regarding implementation.
x. Any conclusions and recommendations arising from monitoring and follow up.

Maintaining Communication and Status Updates

Files for each grievance will be available for review by the claimant and other stakeholders involved in the grievance, or their designated representative(s). Appropriate steps will be taken to maintain the confidentiality of the claimant if previously requested.

The GRM will provide periodic updates to the claimant regarding the status and current actions to resolve the Grievance. Not including the acknowledgment of receipt of the grievance, such updates will occur within reasonable intervals (not greater than every thirty (30) days).

Investigation and Consensus Building

Within one (1) week of receiving a grievance, UNDP (and responsible parties) through the SGP Country Programme Teams will notify the NSCs and any other relevant institutions of the receipt of the grievance.

The designated GRM task team will promptly engage the claimant and any other relevant stakeholders deemed appropriate, to gather all necessary information regarding the Grievance.

Through the NSCs, the GRM will have the authority to request from relevant government institutions any information (documents or otherwise) relevant to resolving the grievance and avoiding future grievances of the same nature.

As necessary, the NSCs will convene one or more meetings with relevant individuals and institutions as needed.

The objective of all investigative activities is to develop a thorough understanding of the issues and concerns raised in the grievance and facilitate consensus around a proposed solution and way forward.

The NSC members will procure the cooperation of their respective staff with the investigation.

At any point during the investigation, the GRM task teams may determine that an onsite field investigation is necessary to properly understand the Grievance and develop an effective proposed solution and way forward.

Seeking advisory opinion and/or technical assistance

At any point after receiving a grievance and through to implementation of the proposed solution and way forward, the NSCs and/or GRM task teams may seek the technical assistance and/or an advisory opinion from any entity or individual in [country] or internationally which may reasonably be believed to be of assistance.

Making Proposed Actions and Solutions Public and Overseeing Implementation

The NSCs will communicate to the claimant one or more proposed actions or resolutions and clearly articulate the reasons and basis for proposed way forward.

If the Claimant does not accept the resolution, the NSCs and GRM task teams will engage with the claimant to provide alternative options.

If the claimant accepts the proposed solution and way forward, the GRM will continue to monitor the implementation directly and through the receipt of communications from the Claimant and other relevant parties.

[19] Oral acknowledgments can be used for expediency (and also recorded), but must be followed by a written acknowledgment.

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As necessary, the GRM may solicit information from the relevant parties and initiate renewed dialogue where appropriate.

In all communications with the claimant and other stakeholders, the GRM will be guided by its problem-solving role, non-coercive principles and process, and the voluntary, good faith nature of the interaction with the claimant and other stakeholders.

Monitoring and Evaluation

Upon request, the GRM will make available information describing the work of the GRM, listing the number and nature of the grievances received and processed, dates and descriptions of the grievances received, resolutions, referrals and ongoing efforts at resolution, and status of implementation of ongoing resolutions. The level of detail provided with regard to any individual grievance will depend on the sensitivity of the issues and stakeholder concerns about confidentiality, while providing appropriate transparency about the activities of the GRM.

Mediation

For the option of independent mediation, mediators on the roster/panel should have at least the following qualifications:

- Professional experience and expertise in impartial mediation.
- Knowledge of the SGP in the relevant country, including an understanding of Indigenous and tribal culture and practices, as appropriate.
- National and local language proficiency, as appropriate.
- Availability in principle for assignments of up to 20 days.
- Willingness to declare all relationships and interests that may affect their ability to act as impartial mediators in particular cases.

If mediation succeeded in resolving the dispute or grievance, the outcome will be documented by UNDP (and responsible parties) through the Country Programme Teams and reviewed by the NSCs and GRM task team. If it is unsuccessful, stakeholders will have the option to return to the NSCs, GRM task teams, or the UNDP Accountability Mechanism for assistance.

Without Prejudice

The existence and use of this GRM is without prejudice to any existing rights under any other complaint mechanisms that an individual or group of individuals may otherwise have access to under national or international law or the rules and regulations of other institutions, agencies, or commissions.

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Annex 8: Gender analysis and gender action plan

Introduction
SGP has been actively promoting gender equality and women's empowerment in its portfolio since its establishment and has applied a clear process to mainstream gender. In reporting year 2023-2024, 86% of total projects completed were reported to be gender responsive, and 41% of completed projects were led by women.

These efforts have been recognized by at the global level by the Evaluation of UNDP's Contribution to Gender Equality and Women's Empowerment, conducted in 2015 which stated that 1) the majority of the Country Programme Strategies (CPSs) mention practical steps to promote gender in SGP projects; 2) the majority of stakeholders of SGP at the national level (60%) find that the SGP grant selection process includes consideration of gender equality to a great extent and 47% find that grants have effectively contributed to gender equality and women's empowerment; 3) National Coordinators and National Steering Committees are perceived to have some level of gender expertise; and 4) actual results on the ground are evident and half of the projects were found to have benefitted women and men equally, or to have disproportionately benefited women. Many other projects benefited women, although not to the same extent as men.

Given that SGP is a global programme that works in 125 countries with very diverse contexts, to respond to the needs of the countries and communities it serves SGP will conduct gender analysis at the country programme and project levels (as described below). At the global level, SGP conducted a portfolio review and analysis at the end of 2018 and below are important lessons learned from the implementation of SGP projects:

- **Recognizing and identifying barriers** to women's participation and leadership in projects is fundamental to creating appropriate strategies that can help them overcome these barriers, starting from the design and conceptualization of projects and policies.
- **Enhancing the understanding of the co-benefits** generated by gender equality and women's empowerment for environmental conservation and the sustainable management of natural resources is key to making the case for investing in women. All the case studies demonstrate that when women are empowered the entire community benefits.
- **Developing women's leadership skills** through better access to training, information and technology is fundamental to addressing barriers to their access and control over natural resources. When women are informed and equipped with the right skills and information, they are more confident to speak up, take action and contribute effectively to society.
- **Providing access to finance** and supporting income-generating activities not only reduces pressure on the ecosystems but is an important vehicle towards women's empowerment and gender equality. Women's control over financial resources leads to a balancing of power and transforming social and cultural norms as appropriate in the local context.
- **Creating and strengthening women's networks**, self-help groups and cooperatives is an effective mechanism to create solidarity, greater understanding of their own needs and to mobilize collective action with positive results for sustainable resource management. Networks also support the scaling-up and sustainability of good practices and overall empowerment of women as agents of change.
- Shining the light on the power of **women as environmental stewards** and recognizing their contributions paves the way for other women to speak up, participate and act. It helps to create new models of collaboration that are cemented in equal power dynamics and to transition women from the domestic to the public sphere.
- **Enabling and facilitating partnerships for women** with the Government, private sector, donors and other key stakeholders in the environmental sector enables them to join the conversation, contribute to policymaking, and replicate and scale up their good practices in other development sectors.

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Strategies and Activities

The SGP OP8 strategy on gender mainstreaming builds on earlier operational phases and is aligned with core principles and priorities of the UNDP approach to gender equality and empowerment, as outlined in the UNDP Gender Equality Strategy 2022-2025, and the GEF Policy on Gender Equality (SD/PL/02, July 01, 2018). The project carries a UNDP GEN-2 gender marker, which is defined as projects having outputs that have gender equality as a "significant" objective. Under Component 2 of the SGP OP8-Tranche 2, there is a dedicated output on gender: Output 2.1.3. Focused interventions for advancement of gender equality and women's empowerment objectives.

To achieve its gender equality and women empowerment objectives, SGP uses two complementary approaches: First, it mainstreams gender at the project, national and global levels, using various mechanisms to ensure its portfolio addresses the needs of both men and women and consequently, both benefit from the results of the projects. The second approach used by SGP is to carry out programs and projects that specifically target and empower women by offering them access to financial and technical resources.

Activities to promote women empowerment focus primarily on capacity building including technical training, increasing financial access, ownership and control over natural resources, and improved livelihoods. SGP also actively promotes women-led projects and the inclusion of women in the leadership teams of the projects and organizations. In addition, SGP actively engages in community awareness campaigns that challenge and reshape prevailing gender norms and stereotypes. It facilitates dialogue sessions, workshops, and community forums to encourage open discussions on gender equality. Economic empowerment initiatives challenge gender roles in economic activities, facilitating women's access to non-traditional sectors.

The discussion below synthesizes SGP's guidelines to mainstream gender in its portfolio.

Gender Analysis and Stakeholder consultation in Country Programme Strategy

One of the distinct characteristics of SGP is its ability to respond to the needs and strategies of each of the countries where it operates. For this purpose, every operational phase, participating SGP programs revise and produce a new Country Programme Strategy (CPS) in a multi-stakeholder participatory process. The CPS provides a strategic framework for SGP's operations within a country and sets key guidelines for allocating resources and guides programme implementation at the national level.

To ensure that SGP programming at the National level will be gender responsive, **all CPSs have a gender mainstreaming section** that provides an opportunity for all key stakeholders to discuss the situation of both men and women in the country with regards to access to natural resources, the impacts they face due to environmental degradation and the knowledge and skills they each have to address them, and collectively agree on specific targets or strategies to ensure gender equality and women's empowerment in the work of SGP at the country level. Some countries have gender action plans or targets for the percentage of women-led projects.

SGP also requires each country programme to appoint a gender focal point as part of the National Steering Committee (NSC) to ensure gender is considered for approval across all projects and the CPS and other national processes are gender responsive. SGP also proactively promote and support the development and approval of women-led projects.

Mainstreaming gender in SGP's project cycle

Project Design

SGP promotes the active and equal participation of both men and women in the project design and all throughout the project cycle. This involves acknowledging existing disparities as well as harnessing the strengths and perspectives of each gender to enhance the overall effectiveness of the project. By doing so, SGP ensures that the views, needs, concerns, skills and solutions proposed by both men and women are considered when analyzing the problem the project aims to address, as well as, coming up with the solution.

At this stage, SGP requires all projects to conduct a gender analysis that allows the project proponent or community to consider the different roles and needs of men and women in relation to the context of the project and the

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determine which specific actions and measures the project will take to respond to the needs of both. This helps minimize conflict among different stakeholders during and after the project cycle with respect to roles in project activities and promote equal sharing of project benefits. SGP seeks to create projects that address immediate issues and contribute to transformative change by challenging and reshaping existing gender dynamics.

Gender in SGP Project Proposal Template

SGP country teams need to make sure that all project proposals for OP8 include this section and undertake a gender analysis. After the gender analysis is done the result should be reflected in the project proposal to be submitted to the NSC. All project proposals include gender disaggregated data of beneficiaries and have a gender section that should describe the results of the gender analysis (how the project takes into consideration the roles and needs of men and women (with a focus on the needs of women), although the specific activities to address the issues address should be incorporated in other sections of the project template, along with specific gender related indicators.

In contexts where women may be socially and economically marginalized, or their participation may be constrained, project addresses these issues by finding appropriate ways to include women throughout the project and promote their active participation not only in project activities but also in decision making.

Project Approval

One of the first steps taken by SGP to mainstream gender was to include **gender as main criteria considered for the approval of grants**. At this stage the gender focal point ensures gender analysis has been conducted and gender is mainstreamed in each project to ensure both men and women considerations and needs are addressed by the projects and access to the benefits of the project are shared proportionally during the entire project cycle. To help in this screening process, SGP developed a gender check list for project approval that SGP National Steering Committees should employ to assess and screen projects for how they mainstream gender.

To facilitate the achievement of the OP8 targets and ensure all SGP projects incorporate gender analysis and have gender balance among participants, SGP designed an NSC project review sheet that can be used to review and approve projects. It is recommended that the NSC Project Review Sheet be referred to in all NSC meetings for the approval of projects.

In addition, each NSC has a gender focal point who is responsible for evaluating the project proposals from a gender perspective and advising accordingly.

Types of Projects for implementation

SGP will support projects that respond to some of the entry points detailed in the GEF Gender Strategy and Action Plan (copied below for ease of reference):

- **Supporting women's improved access, use, and control of resources, including land, water, forest, and fisheries by:** (i) contributing to shape policy and gender norms to improve women's access to and control over land, water, forests and other natural resources; (ii) providing targeted support to raise awareness and assist women in exercising their legal rights; and (iii); enhancing women's decision-making capabilities regarding land, forests, water and other biological resources they use.
- **Enhancing women's participation and role in natural resources decision-making processes, with women as agents of change at all levels by:** (i) promoting women's equal engagement in community, rural and urban planning processes; (ii) promoting women's voice in decision-making and policy in global and national planning and decision-making bodies; (iii) supporting women's engagement in producer organizations, cooperatives, labor unions, outgrow schemes etc.; (vi) promoting women's voice (including indigenous peoples and local community groups) in partnerships and alliances with regional and national networks; and (v) providing policy level training opportunities to help women participate in decision-making forums.

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- **Targeting women as specific beneficiaries by** (i) increasing awareness of the roles of women and men in the sustainable management and use of natural resources; (ii) creating opportunities from (alternative) sustainable livelihoods and income-generation opportunities such as conservation, rehabilitation and restoration actions for women; (iii) engaging women in processes for making commodities and supply chains more sustainable; (vi) supporting clean technology and energy solutions that also offer women the possibility to reduce their environmental footprint and start new businesses; and (v) supporting women entrepreneurs, and activities that offer women access to credit and finance.
- **Investing in women's skills and capacity by** (i) supporting capacity development of different groups, including communities, women's organizations, and government officials at the national and subnational levels to capitalize on the complementary roles of women and men and mobilize people for collective action in forest regeneration, biodiversity conservation, and watershed protection; and (ii) providing full and timely access to knowledge and information.

Other mechanisms to empower women in SGP

In addition, to gender mainstreaming processes and as per SGP's gender guidance, SGP's approach to gender equality and women empowerment also focuses on:

- **Grantmaking to directly to women organizations**, thereby, generating access to finance and acknowledging their ability to directly design and implement their own innovative solutions to sustainable development challenges.
- **Promoting approval of women-led projects**, raising their profile and promoting their empowerment among their communities' organizations.
- **Enhancing capacities of women** through training, workshops, peer to peer learning, participating in global conferences in which SGP brings the voices of CSOs to raise their visibility and profile and as a learning opportunity.
- **Knowledge Management** by capturing knowledge, distilling good practices and lessons learned,
- **Partnerships and networking** by connecting women groups with regional and global networks, and by connecting them with other key stakeholders.
- Encourage projects that **leverage technology** and digital platforms to enhance women's participation, skills development, and economic opportunities.
- Encourage projects that support women in establishing and managing **environmentally sustainable businesses** (green businesses), fostering entrepreneurship.

Monitoring and evaluation

In OP8, SGP will be tracking the following indicators that will also contribute to the achievement of the indicators established in the GEF Gender Policy and to the UNDP Gender Equality Strategy (2022-2025):

- Number of participating community members (gender disaggregated) (Note: this is mandatory for all projects).
- Number of women-led projects supported.
- Number of projects that contributing to equal access to and control of natural resources of women and men.
- Number of projects that improve the participation and decision-making of women in natural resource governance.
- Number of projects that target socio-economic benefits and services for women.

Country programmes should make sure to collect data and evidence to report on these indicators.

Resources:

Online gender course on gender and environment

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To enhance the capacities of SGP on gender, SGP led the development of the first online course on gender and environment in partnership the GEF and UNITAR and with the collaboration of the GEF Gender Partnership involving IUCN, UN Women, UNDP, UN Environment and the Secretariats of the Multilateral Environmental Agreements that the GEF serves including CBD, UNFCCC, UNCCD, and BRS.

This e-course is intended to provide the users with the knowledge and tools to mainstream gender and to be effective changemakers for sustainable development. It offers facts and figures, and information global frameworks and key linkages between gender and the environment. The course is a "one-stop-shop" for information and illustrations on gender dimensions linked to biodiversity, climate change, land degradation, international waters, and chemicals and waste.

In OP8, SGP will conduct a comprehensive update and modernization of the Gender and Environment e-course, as part of the development of the SGP Knowledge and Learning Platform. UNDP will liaise with the GEF Secretariat in the development of the updated 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 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

This course is mandatory to all SGP staff, and all gender focal points. In addition, all other SGP NSC members, grantees, and stakeholders are encouraged to take it.

Women and entrepreneurship

Through its innovation programme, SGP will also support the expansion of existing nature-based women-led enterprises for exponential impact with priority to projects that aim to do one or more of the following: business management training, technical training, product development and design training, business development and business management counselling, marketing training , financial training and finance facilitation, business women's networks and business networking – regional, national, and international and enabling and creating access to markets.

Digital technology:

SGP will conduct digital skills training tailored for women, aiming to providing new opportunities for personal and professional growth. Also, SGP will promote projects that improve women's access to online finance and banking services to break down traditional barriers that may have hindered women's participation in financial systems. The goal is to ensure that women can harness the power of digital technology to improve and sustain their livelihoods.

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Annex 9: Procurement plan

Quantum Responsible Party	Task name and description of goods, services or works	Type of procurement	Estimated value, USD	Planned contract award / start date	Estimated conclusion of required service / Contract end date	Procurement method
UNDP	Grants	Small grants and strategic grants	58,073,403	Jan-26	Dec-29	Call for proposals and/or LVG modality for CO's
UNDP	Staff costs	Staff contract	4,215,578	Jan-26	Dec-29	Amendment / extension of an existing contract. New recruitment process - open competitive process.
UNDP	Contractual Services Individuals	Individual Contractor	7,842,687	Jan-26	Dec-29	Amendment / extension of an existing contract. New recruitment process - open competitive process.
UNDP	International consultants	Individual Contractor	212,722	Jan-26	Dec-29	Amendment / extension of an existing contract. New recruitment process - open competitive process.
UNDP	Local consultants	Individual Contractor	496,481	Jan-26	Dec-29	Amendment / extension of an existing contract. New recruitment process - open competitive process.
UNDP	Travel, country level and global activities	Services (operational)	231,601	Jan-26	Dec-29	Request for quotation and/or Request for Proposal.
UNDP	Office Supplies	Goods	315,236	Jan-26	Dec-29	Request for quotation and/or Request for Proposal.
UNDP	IT Equipment and Furniture	Goods	226,478	Jan-26	Dec-29	Request for quotation and/or Request for Proposal.
UNDP	Rental & maintenance - premises	Services (operational)	1,255,942	Jan-26	Dec-29	Amendment / extension of an existing contract
UNDP	Rental & maintenance - Equipment	Services (operational)	73,998	Jan-26	Dec-29	Request for quotation and/or Request for Proposal.
UNDP	AV and print production	Services (operational)	476,363	Jan-26	Dec-29	Request for quotation and/or Request for Proposal.
UNDP	Training, workshops	Services (operational)	95,320	Jan-26	Dec-29	Request for quotation and/or Request for Proposal.
UNDP	Professional services (Audits, M&E)	Services (operational)	481,901	Jan-26	Dec-29	Request for quotation and/or Request for Proposal.
			$73,997,710			

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Annex 10: Terms of reference

Attached separately.

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Annex 11: Additional agreements: co-financing letters

Attached to PIMS in PDF.

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Annex 12: GEF-8 Results Measurement Framework worksheet

Attached separately.

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Annex 13: GEF taxonomy

Level 1	Level 2	Level 3	Level 4
☒ **Influencing models**			
	☐ **Transform policy and regulatory environments**		
	☒ **Strengthen institutional capacity and decision-making**		
	☒ **Convene multi-stakeholder alliances**		
	☒ **Demonstrate innovative approaches**		
	☐ **Deploy innovative financial instruments**		
☒ **Stakeholders**			
	☒ **Indigenous Peoples**		
	☒ **Private Sector**		
		☐ Capital providers	
		☐ Financial intermediaries and market facilitators	
		☐ Large corporations	
		☒ SMEs	
		☒ Individuals/Entrepreneurs	
		☐ Non-Grant Pilot	
		☐ Project Reflow	
	☒ **Beneficiaries**		
	☒ **Local Communities**		
	☒ **Civil Society**		
		☒ Community Based Organization	
		☒ Non-Governmental Organization	
		☐ Academia	
		☐ Trade Unions and Workers Unions	
	☒ **Type of Engagement**		
		☒ Information Dissemination	
		☒ Partnership	
		☒ Consultation	
		☒ Participation	
	☒ **Communications**		
		☒ Awareness Raising	
		☒ Education	
		☒ Public Campaigns	
		☒ Behavior Change	
☒ **Capacity, Knowledge and Research**			
	☐ **Enabling Activities**		
	☒ **Capacity Development**		
	☒ **Knowledge Generation and Exchange**		
	☐ **Targeted Research**		
	☒ **Learning**		
		☒ Theory of Change	
		☒ Adaptive Management	
		☒ Indicators to Measure Change	
	☒ **Innovation**		
	☒ **Knowledge and Learning**		
		☒ Knowledge Management	
		☒ Innovation	
		☒ Capacity Development	
		☒ Learning	
	☒ **Stakeholder Engagement Plan**		
☒ **Gender Equality**			

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	☒**Gender Mainstreaming**		
		☒Beneficiaries	
		☒Women groups	
		☒Sex-disaggregated indicators	
		☒Gender-sensitive indicators	
	☒**Gender results areas**		
		☒ Access and control over natural resources	
		☒Participation and leadership	
		☒Access to benefits and services	
		☒Capacity development	
		☒Awareness raising	
		☒Knowledge generation	
☒**Focal Areas/Theme**			
	☐**Integrated Programs**		
		☐ Commodity Supply Chains ([20]Good Growth Partnership)	
			☐ Sustainable Commodities Production
			☐Deforestation-free Sourcing
			☐Financial Screening Tools
			☐High Conservation Value Forests
			☐High Carbon Stocks Forests
			☐Soybean Supply Chain
			☐Oil Palm Supply Chain
			☐Beef Supply Chain
			☐Smallholder Farmers
			☐Adaptive Management
		☐ Food Security in Sub-Sahara Africa	
			☐Resilience (climate and shocks)
			☐Sustainable Production Systems
			☐Agroecosystems
			☐Land and Soil Health
			☐Diversified Farming
			☐ Integrated Land and Water Management
			☐Smallholder Farming
			☐Small and Medium Enterprises
			☐Crop Genetic Diversity
			☐Food Value Chains
			☐Gender Dimensions
			☐Multi-stakeholder Platforms
		☐ Food Systems, Land Use and Restoration	
			☐Sustainable Food Systems
			☐Landscape Restoration
			☐ Sustainable Commodity Production
			☐Comprehensive Land Use Planning
			☐Integrated Landscapes
			☐Food Value Chains
			☐Deforestation-free Sourcing
			☐Smallholder Farmers
		☐Sustainable Cities	
			☐Integrated urban planning
			☐Urban sustainability framework
			☐Transport and Mobility
			☐Buildings
			☐Municipal waste management
			☐Green space

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			☐ Urban Biodiversity
			☐ Urban Food Systems
			☐ Energy efficiency
			☐ Municipal Financing
			☐ Global Platform for Sustainable Cities
			☐ Urban Resilience
	☒ **Biodiversity**		
		☒ Protected Areas and Landscapes	
			☐ Terrestrial Protected Areas
			☒ Coastal and Marine Protected Areas
			☒ Productive Landscapes
			☒ Productive Seascapes
			☒ Community Based Natural Resource Management
		☒ Mainstreaming	
			☐ Extractive Industries (oil, gas, mining)
			☐ Forestry (Including HCVF and REDD+)
			☒ Tourism
			☒ Agriculture & agrobiodiversity
			☒ Fisheries
			☐ Infrastructure
			☐ Certification (National Standards)
			☐ Certification (International Standards)
		☒ Species	
			☐ Illegal Wildlife Trade
			☐ Threatened Species
			☐ Wildlife for Sustainable Development
			☒ Crop Wild Relatives
			☐ Plant Genetic Resources
			☐ Animal Genetic Resources
			☐ Livestock Wild Relatives
			☐ Invasive Alien Species (IAS)
		☒ Biomes	
			☒ Mangroves
			☒ Coral Reefs
			☒ Sea Grasses
			☒ Wetlands
			☒ Rivers
			☒ Lakes
			☒ Tropical Rain Forests
			☒ Tropical Dry Forests
			☒ Temperate Forests
			☒ Grasslands
			☐ Paramo
			☒ Desert
		☐ Financial and Accounting	
			☐ Payment for Ecosystem Services
			☐ Natural Capital Assessment and Accounting
			☐ Conservation Trust Funds
			☐ Conservation Finance
		☐ Supplementary Protocol to the CBD	
			☐ Biosafety
			☐ Access to Genetic Resources Benefit Sharing
	☐ **Forests**		
		☐ Forest and Landscape Restoration	

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			☐ REDD/REDD+
		☐ Forest	
			☐ Amazon
			☐ Congo
			☐ Drylands
	☒ **Land Degradation**		
		☒ Sustainable Land Management	
			☒ Restoration and Rehabilitation of Degraded Lands
			☒ Ecosystem Approach
			☒ Integrated and Cross-sectoral approach
			☒ Community-Based NRM
			☒ Sustainable Livelihoods
			☒ Income Generating Activities
			☒ Sustainable Agriculture
			☒ Sustainable Pasture Management
			☒ Sustainable Forest/Woodland Management
			☒ Improved Soil and Water Management Techniques
			☐ Sustainable Fire Management
			☒ Drought Mitigation/Early Warning
		☒ Land Degradation Neutrality	
			☒ Land Productivity
			☒ Land Cover and Land cover change
			☒ Carbon stocks above or below ground
		☒ Food Security	
	☐ **International Waters**		
		☐ Ship	
		☐ Coastal	
		☐ Freshwater	
			☐ Aquifer
			☐ River Basin
			☐ Lake Basin
		☐ Learning	
		☐ Fisheries	
		☐ Persistent toxic substances	
		☐ SIDS : Small Island Dev States	
		☐ Targeted Research	
		☐ Pollution	
			☐ Persistent toxic substances
			☐ Plastics
			☐ Nutrient pollution from all sectors except wastewater
			☐ Nutrient pollution from Wastewater
		☐ Transboundary Diagnostic Analysis and Strategic Action Plan preparation	
		☐ Strategic Action Plan Implementation	
		☐ Areas Beyond National Jurisdiction	
		☐ Large Marine Ecosystems	
		☐ Private Sector	
		☐ Aquaculture	
		☐ Marine Protected Area	
		☐ Biomes	
			☐ Mangrove
			☐ Coral Reefs
			☐ Seagrasses
			☐ Polar Ecosystems

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			☐ Constructed Wetlands
	☒ **Chemicals and Waste**		
		☐ Mercury	
		☐ Artisanal and Scale Gold Mining	
		☐ Coal Fired Power Plants	
		☐ Coal Fired Industrial Boilers	
		☐ Cement	
		☐ Non-Ferrous Metals Production	
		☐ Ozone	
		☐ Persistent Organic Pollutants	
		☐ Unintentional Persistent Organic Pollutants	
		☒ Sound Management of chemicals and Waste	
		☒ Waste Management	
			☐ Hazardous Waste Management
			☐ Industrial Waste
			☐ e-Waste
		☐ Emissions	
		☐ Disposal	
		☐ New Persistent Organic Pollutants	
		☐ Polychlorinated Biphenyls	
		☒ Plastics	
		☐ Eco-Efficiency	
		☐ Pesticides	
		☐ DDT - Vector Management	
		☐ DDT - Other	
		☐ Industrial Emissions	
		☐ Open Burning	
		☐ Best Available Technology / Best Environmental Practices	
		☐ Green Chemistry	
	☒ **Climate Change**		
		☒ **Climate Change Adaptation**	
			☐ Climate Finance
			☒ Least Developed Countries
			☒ Small Island Developing States
			☐ Disaster Risk Management
			☐ Sea-level rise
			☒ Climate Resilience
			☐ Climate information
			☐ Ecosystem-based Adaptation
			☐ Adaptation Tech Transfer
			☐ National Adaptation Programme of Action
			☐ National Adaptation Plan
			☐ Mainstreaming Adaptation
			☐ Private Sector
			☒ Innovation
			☐ Complementarity
			☒ Community-based Adaptation
			☒ Livelihoods
		☒ **Climate Change Mitigation**	
			☒ Agriculture, Forestry, and other Land Use
			☒ Energy Efficiency
			☒ Sustainable Urban Systems and Transport
			☐ Technology Transfer
			☒ Renewable Energy
			☐ Financing
			☐ Enabling Activities
		☐ **Technology Transfer**	

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			☐ Poznan Strategic Programme on Technology Transfer
			☐ Climate Technology Centre & Network (CTCN)
			☐ Endogenous technology
			☐ Technology Needs Assessment
			☐ Adaptation Tech Transfer
		☐ **United Nations Framework on Climate Change**	
			☐ Nationally Determined Contribution

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Annex 14: UNDP project quality assurance report

PROJECT QA ASSESSMENT[i]: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ◎◎◎◎◎	HIGHLY SATISFACTORY (4) ◎◎◎◎○	SATISFACTORY (3) ◎◎◎○○	NEEDS IMPROVEMENT (2) ◎◎○○○	INADEQUATE (1) ◎○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to be approved in its current form**.** Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA[21]

STRATEGIC

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change? • **3:** The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. • **2:** The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. • **1:** The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.	3 | 2 1 **Evidence[22]** The project is clearly linked to a robust theory of change, which reflects progress across three causal pathways towards achievement of the envisaged outcomes and generation of global environmental benefits. Expected outcomes include i) enabling environment strengthened through strategic planning and multi-stakeholder collaboration; ii) landscape-seascape strategic objectives advanced through community-led grants; and iii) sustainability and impact of community-led collective action enhanced through evidential knowledge and learning approaches across landscapes-seascapes and regions.

[21] *For all questions, select the option that best reflects the project. Mark the right number.*

[22] *Enter a short explanation or upload a document that provides evidence for your response.*

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PROJECT QA ASSESSMENT[i]: DESIGN AND APPRAISAL

**Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the icon for these cases.* **Note: Risk management must be done for criteria with score of 1.*		
2. Is the project aligned with the UNDP Strategic Plan? • **3:** The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution. The project's RRF includes all the relevant SP output indicators. *(all must be true)* • **2:** The project responds to at least one of the development settings as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true)* • **1:** The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. **Note: Risk management must be done for criteria with score of 1.*	3	2 1 **Evidence** The project contributes directly towards the achievement of UNDP Strategic Plan (SP), 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".
3. Is the project linked to the programme outputs? (i.e., UNSDCF/CPD, RPD or Strategic Plan IRRF for strategic interventions not part of a programme) **Note: Project QA cannot be approved by Project QA Approver when the response is "No".*	Yes[23]	No **Evidence** 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 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").
RELEVANT		
4. Does the project identify target groups, and particularly those marginalized, vulnerable and left further behind (LNOB)? • **3:** The LNOB target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • **2:** The LNOB target groups are clearly specified, prioritizing groups left furthest behind. • **1:** The LNOB target groups are not clearly specified. **Note: Risk management must be done for criteria with score of 1. Projects that build institutional capacity should still identify targeted groups to justify support.*	3	2 1 **Evidence** In accordance with the LNOB principle, the project 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. The project will finance and support the design of locally-led initiatives developed and coordinated by local

[23] *"Yes" scores 3 and "No" scores 1*

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	CSOs/CBOs particularly those representing marginalized and vulnerable groups, including women, Indigenous Peoples, persons with disabilities, elderly and the youth. Building on the evidence base of the 2015 IEO and other evaluations, SGP has inter alia been recognized as the prime modality for GEF engagement with indigenous peoples (GEF, 2017), and plays a leading role on gender equality and the empowerment of women (GEF, 2017). SGP country programmes are also required to designate a focal point in the National Steering Committee (NSC) to provide gender expertise and facilitate review of any gender components of projects. The SGP also recommends that the country programmes appoint a youth and an indigenous people's focal point on the NSC to further promote youth participation and leadership in projects. In countries with large indigenous populations, it is good practice for the SGP to also have indigenous peoples represented on the NSC. The role of these focal points is to ensure that priority is given to ensuring social inclusion in the grant selection process.
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? • **3:** Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • **2:** The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected. • **1:** There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. **Note: Risk management must be done for criteria with score of 1.*	3 | 2 | 1 **Evidence** As part of the annual monitoring report process and programme implementation reports, the SGP will collect data on results and lessons learned from completed grant projects. The annual monitoring process of the SGP is a multi-stakeholder process and is a key source of information on programme performance and related lessons learned. Each country programme also analyses the lessons learned from its portfolio of projects and reports regularly to its National Steering Committees. SGP also consolidates lessons learned and results through its Country Programmes for dissemination at the global level through the global South-South knowledge transfer platform and other activities. Within the GEF, UNDP, and other agencies, tested SGP approaches, lessons learned, country staff, and stakeholder networks have become resources in the design and/or implementation of larger projects.
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors? • **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's	3 | 2 | 1 **Evidence** UNDP has a clear advantage, in that it is present in 170 countries, and is regarded as a transparent and credible partner to support national priorities. SGP directly serves communities, under the governance of the national steering committee,

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intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true)* • **2:** Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. • **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. **Note: Risk management must be done for criteria with score of 1.*	which UNDP Resident Representative is a member to help steering and aligning the work at the country level. Operationally, most SGP Country Programme Team are hosted by the UNDP Country Office, providing required local supervision and oversight of the program. UNDP provides oversight functions of the programme at the global and national levels. In particular, with UNDP's nearly universal presence in countries, its Country Offices support the start-up of SGP Country Programmes, recruitment of national coordinators, local supervisions, and resource mobilization. The NC also has the UNDP RR as secondary supervisor at the country level, which in particular assures that he/she performs according to the high professional and ethical standards of the UN. The project 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.

PRINCIPLED

7. Does the project apply a human rights-based approach? • **3:** The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true)* • **2:** The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. *(both must be true)* • **1:** No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. **Note: Risk management must be done for criteria with score of 1.*	3 | 2 | 1 **Evidence** The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project is closely aligned to Multilateral Environmental agreements, international and national laws and standards. The project has also prepared an SESP assessment and is not expected to have a negative impact on human rights. Instead, the project has the potential to contribute to the realization of human rights by focusing on direct access to resources for marginalized communities, strengthening civil society organizations, advocating for social inclusion and involving stakeholders as well as women, youth, indigenous peoples and other marginalized groups.
8. Does the project use gender analysis in the project design?	3 | 2 | 1

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• **3:** A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. *(all must be true)* • **2:** A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. *(all must be true)* • **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women, and men, but the gender inequalities have not been clearly identified and reflected in the project document. **Note: Risk management must be done for criteria with score of 1.*	**Evidence** A participatory gender analysis has been conducted and results from this gender analysis informed the project document. SGP has been acknowledged for its inclusion of gender through various evaluations (Joint Evaluation, 2015, UNDP Gender evaluation). Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project (e.g., number of participating community members (gender disaggregated); Number of women-led projects supported; Number of projects that contributing to equal access to and control of natural resources of women and men; Number of projects that improve the participation and decision-making of women in natural resource governance; Number of projects that target socio-economic benefits and services for women). Gender equality and women's empowerment have been a key element of SGP efforts since its inception. Emphasis has been placed on efforts to enable both women and men to benefit equitably from projects, while also focusing on the development of gender-responsive projects with women as agents of change. Key strategies used by SGP countries to promote gender equality and women's empowerment include the incorporation of gender-specific activities, outputs, outcomes and gender-disaggregated indicators in project design; the use of the National Steering Committee's gender equality checklist when approving projects; partnership with national gender/women's organizations and gender mainstreaming training.	
9. Did the project support the resilience and sustainability of societies and/or ecosystems? • **3:** Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic, and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true).* • **2:** The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. *(both must be true)*	3	2
	1	
	Evidence The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant risks have been identified and assessed with appropriate management measures incorporated in the project.	

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• **1:** Sustainability and resilience dimensions and impacts were not adequately considered. **Note: Risk management must be done for criteria with score of 1.*	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 Committee (NSC) includes a systematic assessment of whether such measures are sound and based on realistic assumptions. 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 strategies and approaches to ensure enhancement of community and ecosystem resilience focus on design and implementation of climate smart agriculture, fisheries and food strategies accompanied by appropriate capacity building measures including farmer training, extension messaging and targeted support to farmers to adopt practices which green the production and supply chains of key local commodities.	
	Yes	No

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10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of the preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects.

[If yes, upload the completed checklist. If SESP is not required, select all exemption criteria that apply.]

***Applicable only to option "SESP not required."**

☐ 1: Preparation and dissemination of reports, documents, and communication materials

☐ 2: Organization of an event, workshop, training

☐ 3: Strengthening capacities of partners to participate in international negotiations and conferences.

☐ 4: Partnership coordination (including UN coordination) and management of networks.

☐ 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)

☐ 6: UNDP acting as Administrative Agent

☐ 7: Development Effectiveness projects and Institutional Effectiveness projects

**Note: Project QA cannot be approved by Project QA Approver when the response is "No"*

Yes – see Annex 4 of the ProDoc

SGP has applied the UNDP's SESP to the design of this Project Document and in the review for approval of SGP Country Programme Strategies. Related compliance mechanism and accountability frameworks will also be referred to. For ad-hoc issues that may arise in the process of grantmaking, the NSCs are tasked to manage the appropriate conflict resolution measures. The use of the landscape and seascape approach allows more frequent visits to clustered projects and risks can be more regularly monitored and mitigated. SGP also plans to strengthen its Technical Advisory Groups (TAGs) to include those experts that can advise on risk assessments and management at both project design and implementation stages. The system of grant-making will also provide for capable assisting NGOs to support first-time community and CBO implementers. Given all the above checks and balances in place, the potential risk of any negative social and environment impact of SGP projects is expected to be negligible.

MANAGEMENT & MONITORING

11. Does the project have a strong results framework?

- **3:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. *(all must be true)*
- **2:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. *(all must be true)*
- **1:** The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not

3	2
1	

Evidence

A measurement system has been developed, which is compliant with GEF Results Guidelines, other GEF Policies and UNDP Strategic Plan Results Framework. Three criteria were utilized to define SGP's measurement for its results: is the measurement a reasonable indication of progress on a given result; will it serve as a suitable metric to manage adaptive programming; and is it practical to have quality, representative and cost-effective data on the measure. The SGP results framework and associated targets for global environmental benefits align with the overall GEF-8 Results Measurement Framework. SGP monitors, measures and reports its contribution 6 of the 11 GEF-8 core indicators. CPS results framework also integrates some of the key global

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specified, and/or no gender sensitive, sex-disaggregation of indicators. *(if any is true)* **Note: Management Action or strong management justification must be given for a score of 1*	level indicators in areas of country focus and develop corresponding targets for them. SGP M&E will be guided by a set of principles to seamlessly integrate project, country and global levels. These provide: (i.) clear objectives for each of the three levels; (ii.) focus to what success looks like with application of RBM principles. With a focus on reducing reporting burden faced by grantees, project level will be directed by principles to minimize data collection and reporting burdens on grantees, aligning project results with strategic objectives of SGP country programmes and tracking SGP's non-financial contribution towards successful implementation of the project. Country level is guided by drawing on key project level data to measure progress towards country programme strategy, recognizing country results are more than the sum of project results, and focusing efforts to capture broader change due to the programme. Key principles to guide Global level results management efforts include aligning with stakeholder needs for accountability, assessing change due to SGP intervention, measuring for SGP contribution and attribution, and undertaking endeavors to build an evidence-based learning culture across the Programme.
12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board? • **3:** The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true).* • **2:** The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true)* • **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. **Note: Risk management must be done for criteria with score of 1.*	3 / 2 1 **Evidence** The project's implementing partner is UNDP BPPS Nature Hub. In line with SGP 2.0 Implementation Arrangements, 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. A strict firewall will be maintained between the delivery of project oversight and quality assurance performed by UNDP and project execution undertaken by UNDP.

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	UNDP BPPS Nature Hub, in close coordination with UNDP BPPS VF Hub, assumes full responsibility and accountability for oversight and quality assurance of this project and ensures its timely implementation in compliance with the GEF-specific requirements and UNDP's POPP. Nature Hub representatives (Principal Technical Advisor and Global Technical Advisor) will assume the assurance role and will present assurance findings to the UNDP SGP Global Board, and attend Board meetings as non-voting members. At the global level, the SGP Central Programme Management Team will manage and coordinate execution functions, including coordinating and providing coherent technical guidance and support to country execution staff in the participating countries (who are distinct from the staff engaged in oversight functions). The UNDP SGP Global Board is the most senior, dedicated oversight body for the 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, whose terms of reference are attached to the project document.
13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), with clear plans stated to manage and mitigate each risk? • **3:** Project risks related to the achievement of results are fully described in the project risk register, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. *(both must be true)* • **2:** Project risks related to the achievement of results are identified in the initial project risk register based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • **1:** Some risks may be identified in the initial project risk register, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.	3 | 2 1 **Evidence** UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS). Risks are reviewed annually as part of the annual monitoring reporting process, and programme risk levels and appropriate mitigation measures may be assessed and updated. The overall impact and probability of social and environmental risk is also low, as the SGP is designed to enable communities and CSOs to direct implementation of priority projects aimed at benefiting the environment and local sustainable development. At the country level, the SGP reviews risks in the preparation of country programme strategies to be more precisely aligned with country level challenges and to avoid specific social and environmental risks in accordance with the SES. If necessary, country-specific mitigation measures will be further identified in each country strategy. For ad-hoc

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**Note: Risk management must be done for criteria with score of 1.*	issues that may arise during the grantmaking process, the National Steering Committee will intervene to ensure that appropriate conflict resolution measures are in place.
EFFICIENT	
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? **Note: Risk management must be done when the response is "No"*	Yes / No **Evidence** 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. 123. Activities outlined in the M&E plan will be undertaken as necessary and appropriate to ensure cost-effectiveness at each level.
15. Is the budget justified and supported with valid estimates? • **3:** The project's budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications, and security have been incorporated. • **2:** The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. • **1:** The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. **Note: Risk management must be done for criteria with score of 1.*	3 / 2 / 1 **Evidence** The project's budget is at activity level with funding sources and is specific for the duration of the project period in a multi-year budget. Realistic resource mobilization plans are described. 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. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications, and security have been incorporated. SGP budgets are analyzed and approved annually. All procurement and expenditures must follow UNDP rules to ensure cost effectiveness. 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.
16. Is the Country Office/Regional /Global Project fully recovering the costs involved with project implementation? • **3:** The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)	3 / 2 / 1 **Evidence** The budget fully covers all project costs that are attributable to the project. This is usually on the premise costs and associated costs to host the programme. An annual exercise is undertaken for each of the country teams to adequately cost and reflect the cost of UNDP CO, and adequately take into account any changes in inflation and/ or local policies and procedures. This programme

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• **2:** The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • **1:** The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. **Note: Management Action must be done for criteria with score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.*	management cost is reflected clearly in the budget.

EFFECTIVE

17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project? • 3: Credible evidence that all targeted groups, prioritising discriminated, vulnerable and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • 2: Some evidence that key targeted groups have been consulted in the design of the project. • 1: No evidence of engagement with targeted groups during project design. • Not Applicable **Note: Risk management must be done for criteria with score of 1.*	3 | 2 | 1 **Evidence** 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. The project 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.

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	These may include local governments, national and local private sector entities and entrepreneurs, and academic institutions, as well as national experts.
18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation? **Note: Risk management must be done when response is "No".*	Yes / No **Evidence** At Global level, 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. At Country-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.
19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. **Note: Risk management must be done when response is "No".*	Yes / No **Evidence** The programme is assessed as being GEN2. 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. 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. 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

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	ensuring equality in participation between women and men. 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. 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.

SUSTAINABILITY & NATIONAL OWNERSHIP

20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness and scalability of project results? • **3:** To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards and data principles. *(All must be true)* • **2:** Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards and data principles, but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change. • **1:** Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in the project design or, UNDP's digital standards and data principles are not taken into account when intending to use digital or data technology solutions in project activities. • **Digital considerations are not relevant to this project.** **Applicable only to option "Digital considerations are not relevant."** ☐ 1: Societal digital transformation is not a government or contextual priority. ☐ 2: A non-digital approach yields higher effectiveness and efficiency. ☐ 3: Other (specify in the "Evidence" section) **Note: Risk management must be done for criteria with score of 1.*	3 | 2 | 1 **Evidence** 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. In OP8-Part 1, SGP will continue to support community-led digital technology and innovation projects in biodiversity and ecosystem, renewable energy, sustainable agriculture, circular economy, climate action and project remote monitoring. The project strategy 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. Under its low-carbon energy access and co-benefits priority, the project will aim at scaling-up low carbon transformation through engagement with the private sector and investments in digital technologies and innovation. 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. At the global level, knowledge

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PROJECT QA ASSESSMENT[i]: DESIGN AND APPRAISAL

	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 the reach and use of these practices.
21. Have national / regional / global partners led, or proactively engaged in, the design of the country / regional / global project, respectively? • **3:** National / regional / global partners have full ownership of the country / regional / global project and led the process of the development of the project jointly with UNDP. • **2:** The project has been developed by UNDP in close consultation with national / regional / global partners. • **1:** The project has been developed by UNDP with limited or no engagement with national partners. **Note: Risk management must be done for criteria with score of 1.*	3 | 2 1 **Evidence** Stakeholder consultations during the preparation phase were conducted between June and November 2023, coordinated by the National Coordinators and UNDP country offices in the 99 OP8-Part 1 participating countries and facilitated by the National Steering Committees (NSCs). The types of stakeholders consulted included governmental entities, international and domestic civil society organizations, UNDP country offices, as well as community-based organizations and the private sector. Government agencies and CSO/CBOs were consulted by 92% and 89%, respectively, of the countries reporting consultation results. International NGOs were consulted somewhat less frequently at 72%, and the private sector was consulted by 17% of the reporting countries. A summary of these consultations is provided in the project Stakeholder Engagement Plan.
22. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted? • **3:** The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • **2:** A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • **1:** Capacity assessments have not been carried out • **Not Applicable** **Note: Risk management must be done for criteria with score of 1.*	3 | 2 1 **Evidence** SGP works with local grantees and stakeholders that often have very limited capacity at the outset. The strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. Building the capacity of CSOs and CBOs in project implementation is a key component of each CPS and most grant projects. Capacity is assessed through progress reports and site visits. Tools such as stakeholder workshops and peer-to-peer exchanges are used to help build capacity.
	Yes | No

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PROJECT QA ASSESSMENT[i]: DESIGN AND APPRAISAL		
23. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible? **Note: Risk management must be done when response is "No".*	Not Applicable. UNDP BPPS Nature Hub will be responsible for executing the programme, which includes procuring goods and services, including human resources; ensuring financial management as well as programme planning, coordination, management, monitoring, evaluation and reporting.	
24. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)? **Note: Risk management must be done when response is "No".*	Yes 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. 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	No

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PROJECT QA ASSESSMENT[i]: DESIGN AND APPRAISAL		
	how implementation at the higher scale could be adapted to improve outcomes.	

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Annex 15: SGP Operational Guidelines

See the link below.
https://sgp.undp.org/innovation-library/item/2632-gef-small-grants-programme-undp-operational-guidelines-for-operational-phase-8.html

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Annex 16: Global Project Budget and Work Plan

Global Budget and Work Plan			
Quantum Business Unit	UNDP1		
Quantum Project ID:	01006047	Quantum Project Title:	GEF SGP 8th Operational Phase – Core (Tranche 2)
Quantum Award ID:	1549373	Quantum Award Title:	Eighth Operational Phase of GEF Small Grants Programme
UNDP-GEF PIMS No.	9799		
Implementing Partner	UNDP		

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum UNDP(UNDP, IP, or UNDP)	Quantum Fund ID	Quantum Donor ID	Activity	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount Year 2026	Amount Year 2027	Amount Year 2028	Amount Year 2029	Total (USD)	See Budget Note: *(reference as number, not as letter)*
Component 1: Strategic Planning and Multi-Stakeholder Governance	*Outcome 1.1. Enabling environment strengthened for effective community-driven integrated approaches_CORE*	*UNDP*	*62000*	*10003*	*Outcome 1.1 CORE*	*71200*	*International Consultants*	$6,594	$6,594	$6,594	$6,593	$26,375	2
					Outcome 1.1 CORE	*71300*	*Local Consultants*	$26,505	$26,505	$26,505	$26,503	$106,018	3
					Outcome 1.1 CORE	*71400*	*Contractual Services - Individual*	$407,197	$407,197	$407,197	$407,198	$1,628,789	5
					Outcome 1.1 CORE	*71600*	*Travel*	$1,497	$1,497	$1,497	$1,497	$5,988	7
					Outcome 1.1 CORE	*72500*	*Supplies*	$369	$369	$369	$370	$1,477	10
					Outcome 1.1 CORE	*74500*	*Miscellaneous Expenses*	$3,256	$3,256	$3,256	$3,254	$13,022	11
					Outcome 1.1 CORE	*75700*	*Training, Workshops and Confer*	$929	$929	$929	$930	$3,717	6
					Outcome 1.1 CORE	*61200*	*Salaries Costs - GS Staff*	$63,154	$63,154	$63,154	$63,152	$252,614	4
					Outcome 1.1 CORE	*61300*	*Salary & Post Adj Cst-IP Staff*	$115,427	$115,427	$115,427	$115,428	$461,709	4
		Total Outcome 1.1 CORE						**$624,928**	**$624,928**	**$624,928**	**$624,925**	**$2,499,709**	
	Outcome 1.1. Enabling environment strengthened for effective community-driven integrated approaches STAR	*UNDP*	*62000*	*10003*	*Outcome 1.1 STAR*	*71200*	*International Consultants*	$4,519	$4,519	$4,519	$4,518	$18,075	2
					Outcome 1.1 STAR	*71300*	*Local Consultants*	$18,163	$18,163	$18,163	$18,163	$72,652	3
					Outcome 1.1 STAR	*71400*	*Contractual Services - Individual*	$279,046	$279,046	$279,046	$279,047	$1,116,185	5
					Outcome 1.1 STAR	*71600*	*Travel*	$772	$772	$772	$772	$3,088	7
					Outcome 1.1 STAR	*72500*	*Supplies*	$191	$191	$191	$189	$762	10
					Outcome 1.1 STAR	*74500*	*Miscellaneous Expenses*	$1,678	$1,678	$1,678	$1,679	$6,713	11
					Outcome 1.1 STAR	*75700*	*Training, Workshops and Confer*	$480	$480	$480	$478	$1,918	6
					Outcome 1.1 STAR	*61200*	*Salaries Costs - GS Staff*	$43,278	$43,278	$43,278	$43,279	$173,113	4
					Outcome 1.1 STAR	*61300*	*Salary & Post Adj Cst-IP Staff*	$79,101	$79,101	$79,101	$79,101	$316,402	4
		Total Outcome 1.1 STAR						**$427,228**	**$427,228**	**$427,228**	**$427,226**	**$1,708,908**	
	Total Outcome 1.1.							**$1,052,156**	**$1,052,156**	**$1,052,156**	**$1,052,151**	**$4,208,617**	
Component 2: Demand-driven grants to CSOs/CBOs (Grants)	*Outcome 2.1. Landscape-seascape strategic objectives advanced through*	*UNDP*	*62000*	*10003*	*Outcome 2.1 CORE*	*72600*	*Grants*	$0	$0	$0	$0	$0	1
		Total Outcome 2.1 CORE						**$0**	**$0**	**$0**	**$0**	**$0**	

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	community-led grants_CORE												
	Outcome 2.1. Landscape-seascape strategic objectives advanced through community-led grants_STAR	*UNDP*	*62000*	*10003*	*Outcome 2.1 STAR*	*72600*	*Grants*	$0	$0	$0	$0	$0	1
		Total Outcome 2.1 STAR						**$0**	**$0**	**$0**	**$0**	**$0**	
	Total Outcome 2.1.							**$0**	**$0**	**$0**	**$0**	**$0**	
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._CORE*	*UNDP*	*62000*	*10003*	*Outcome 3.1 CORE*	*71200*	*International Consultants*	$3,518	$3,518	$3,518	$3,517	$14,071	2
					Outcome 3.1 CORE	*71300*	*Local Consultants*	$14,143	$14,143	$14,143	$14,141	$56,570	3
					Outcome 3.1 CORE	*71400*	*Contractual Services - Individual*	$162,952	$162,952	$162,952	$162,950	$651,806	5
					Outcome 3.1 CORE	*71600*	*Travel*	$1,223	$1,223	$1,223	$1,223	$4,892	7
					Outcome 3.1 CORE	*72200*	*Equipment and Furniture*	$584	$584	$584	$584	$2,336	13
					Outcome 3.1 CORE	*72300*	*Materials & Goods*	$6,403	$6,403	$6,403	$6,404	$25,613	14
					Outcome 3.1 CORE	*72400*	*Communication & Audio Visual Equip*	$4,143	$4,143	$4,143	$4,143	$16,572	15
					Outcome 3.1 CORE	*72500*	*Supplies*	$557	$557	$557	$557	$2,228	10
					Outcome 3.1 CORE	*72800*	*Information Technology Equipment*	$2,647	$2,647	$2,647	$2,646	$10,587	16
					Outcome 3.1 CORE	*74200*	*Audio Visual I& Print Prod Costs*	$1,880	$1,880	$1,880	$1,880	$7,520	18
					Outcome 3.1 CORE	*74500*	*Miscellaneous Expenses*	$3,256	$3,256	$3,256	$3,254	$13,022	11
					Outcome 3.1 CORE	*75700*	*Training, Workshops and Confer*	$496	$496	$496	$495	$1,983	6
					Outcome 3.1 CORE	*61200*	*Salaries Costs - GS Staff*	$36,995	$36,995	$36,995	$36,995	$147,980	4
					Outcome 3.1 CORE	*61300*	*Salary & Post Adj Cst-IP Staff*	$67,573	$67,573	$67,573	$67,572	**$270,291**	4
		Total Outcome 3.1 CORE						**$306,370**	**$306,370**	**$306,370**	**$306,361**	**$1,225,471**	
	Outcome 3.1. Sustainability and impact of community-led collective action enhanced through knowledge management and learning approaches across	*UNDP*	*62000*	*10003*	*Outcome 3.1 STAR*	*71200*	*International Consultants*	$2,411	$2,411	$2,411	$2,409	$9,642	2
					Outcome 3.1 STAR	*71300*	*Local Consultants*	$9,692	$9,692	$9,692	$9,691	$38,767	3
					Outcome 3.1 STAR	*71400*	*Contractual Services - Individual*	$111,668	$111,668	$111,668	$111,669	$446,673	5
					Outcome 3.1 STAR	*71600*	*Travel*	$630	$630	$630	$631	$2,521	7
					Outcome 3.1 STAR	*72200*	*Equipment and Furniture*	$301	$301	$301	$300	$1,203	13

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	landscapes-seascapes and regions._STAR				*Outcome 3.1 STAR*	*72300*	*Materials & Goods*	$4,388	$4,388	$4,388	$4,389	$17,553	14
					Outcome 3.1 STAR	*72400*	*Communication & Audio Visual Equip*	$2,136	$2,136	$2,136	$2,136	$8,544	15
					Outcome 3.1 STAR	*72500*	*Supplies*	$287	$287	$287	$285	$1,146	10
					Outcome 3.1 STAR	*72800*	*Information Technology Equipment*	$1,364	$1,364	$1,364	$1,364	$5,456	16
					Outcome 3.1 STAR	*74200*	*Audio Visual l &Print Prod Costs*	$969	$969	$969	$970	$3,877	18
					Outcome 3.1 STAR	*74500*	*Miscellaneous Expenses*	$1,678	$1,678	$1,678	$1,679	$6,713	11
					Outcome 3.1 STAR	*75700*	*Training, Workshops and Confer*	$256	$256	$256	$254	$1,022	6
					Outcome 3.1 STAR	*61200*	*Salaries Costs - GS Staff*	$25,352	$25,352	$25,352	$25,352	$101,408	4
					Outcome 3.1 STAR	*61300*	*Salary & Post Adj Cst-IP Staff*	$46,307	$46,307	$46,307	$46,306	$185,227	4
		Total Outcome 3.1 STAR						**$207,439**	**$207,439**	**$207,439**	**$207,435**	**$829,752**	
	Total Outcome 3.1.							**$513,809**	**$513,809**	**$513,809**	**$513,796**	**$2,055,223**	
Component 4: Monitoring & Evaluation	*Outcome 4.1. Scale, durability and impact of locally-led community action strengthened through monitoring, evaluation and evidence-based learning._CORE*	*UNDP*	*62000*	*10003*	*Outcome 4.1 CORE*	*71200*	*International Consultants*	$21,444	$21,444	$21,444	$21,445	$85,777	2
					Outcome 4.1 CORE	*71300*	*Local Consultants*	$33,003	$33,003	$33,003	$33,001	$132,010	3
					Outcome 4.1 CORE	*71400*	*Contractual Services - Individual*	$108,355	$108,355	$108,355	$108,353	$433,418	5
					Outcome 4.1 CORE	*71600*	*Travel-Monitoring mission*	$15,102	$15,102	$15,102	$15,101	$60,407	7
					Outcome 4.1 CORE	*72100*	*Contractual Services-MTR&TE*	$33,558	$33,558	$33,558	$33,558	$134,232	12
					Outcome 4.1 CORE	*72100*	*Contractual Services-IT*	$8,390	$8,390	$8,390	$8,391	$33,561	20
					Outcome 4.1 CORE	*72500*	*Supplies*	$3,399	$3,399	$3,399	$3,398	$13,595	10
					Outcome 4.1 CORE	*74500*	*Miscellaneous Expenses*	$2,886	$2,886	$2,886	$2,884	$11,542	11
					Outcome 4.1 CORE	*75700*	*Training, Workshops and Confer*	$1,678	$1,678	$1,678	$1,676	$6,710	6
					Outcome 4.1 CORE	*61300*	*Salary & Post Adj Cst-IP Staff*	$102,821	$102,821	$102,821	$102,822	$411,285	4
		Total Outcome 4.1 CORE						**$330,636**	**$330,636**	**$330,636**	**$330,629**	**$1,322,537**	
	Outcome 4.1. Scale, durability and impact of locally-led	*UNDP*	*62000*	*10003*	*Outcome 4.1 STAR*	*71200*	*International Consultants*	$14,696	$14,696	$14,696	$14,694	$58,782	2
					Outcome 4.1 STAR	*71300*	*Local Consultants*	$22,616	$22,616	$22,616	$22,616	$90,464	3

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	community action strengthened through monitoring, evaluation and evidence-based learning._STAR				*Outcome 4.1 STAR*	*71400*	*Contractual Services - Individual*	$74,254	$74,254	$74,254	$74,253	$297,015	5
					Outcome 4.1 STAR	*71600*	*Travel-Monitoring mission*	$10,349	$10,349	$10,349	$10,349	$41,396	7
					Outcome 4.1 STAR	*72100*	*Contractual Services-MTR&TE*	$22,997	$22,997	$22,997	$22,997	$91,988	12
					Outcome 4.1 STAR	*72100*	*Contractual Services-IT*	$5,750	$5,750	$5,750	$5,749	$22,999	20
					Outcome 4.1 STAR	*72500*	*Supplies*	$1,752	$1,752	$1,752	$1,751	$7,007	10
					Outcome 4.1 STAR	*74500*	*Miscellaneous Expenses*	$1,488	$1,488	$1,488	$1,488	$5,952	11
					Outcome 4.1 STAR	*75700*	*Training, Workshops and Confer*	$866	$866	$866	$864	$3,462	6
					Outcome 4.1 STAR	*61300*	*Salary & Post Adj Cst-IP Staff*	$70,462	$70,462	$70,462	$70,461	$281,847	4
		Total Outcome 4.1 STAR						**$225,230**	**$225,230**	**$225,230**	**$225,222**	**$900,912**	
	Total Outcome 4.1.							**$555,866**	**$555,866**	**$555,866**	**$555,851**	**$2,223,449**	
Project Management Cost (PMC)	*PMC_CORE*	*UNDP*	*62000*	*10003*	*PMC CORE*	*71400*	*Contractual Services - Individual*	$484,903	$484,903	$484,903	$484,904	$1,939,613	5
					PMC CORE	*71600*	*Travel*	$608	$608	$608	$606	$2,430	7
					PMC CORE	*72500*	*Supplies*	$4,533	$4,533	$4,533	$4,531	$18,130	10
					PMC CORE	*73100*	*Rental & Maintenance-Premises*	$40,887	$40,887	$40,887	$40,888	$163,549	8
					PMC CORE	*73400*	*Rental & Maintenance of Other Equip*	$2,409	$2,409	$2,409	$2,408	$9,635	17
					PMC CORE	*74100*	*Professional Services*	$28,538	$28,538	$28,538	$28,539	$114,153	9
					PMC CORE	*74500*	*Miscellaneous Expenses*	$4,233	$4,233	$4,233	$4,231	$16,930	11
					PMC CORE	*74700*	*Transport, Shipping and handle*	$4,092	$4,092	$4,092	$4,090	$16,366	19
					PMC CORE	*61200*	*Salaries Costs - GS Staff*	$97,611	$97,611	$97,611	$97,611	$390,444	4
					PMC CORE	*61300*	*Salary & Post Adj Cst-IP Staff*	$141,770	$141,770	$141,770	$141,770	$567,080	4
		Total PMC CORE						**$809,584**	**$809,584**	**$809,584**	**$809,578**	**$3,238,330**	
	PMC_STAR	*UNDP*	*62000*	*10003*	*PMC STAR*	*71400*	*Contractual Services - Individual*	$332,297	$332,297	$332,297	$332,297	$1,329,188	5
					PMC STAR	*71600*	*Travel*	$314	$314	$314	$312	$1,254	7
					PMC STAR	*72500*	*Supplies*	$2,338	$2,338	$2,338	$2,337	$9,351	10
					PMC STAR	*73100*	*Rental & Maintenance-Premises*	$21,081	$21,081	$21,081	$21,080	$84,323	8

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					PMC STAR	*73400*	*Rental & Maintenance of Other Equip*	$1,242	$1,242	$1,242	$1,241	$4,967	17
					PMC STAR	*74100*	*Professional Services*	$20,242	$20,242	$20,242	$20,242	$80,968	9
					PMC STAR	*74500*	*Miscellaneous Expenses*	$2,182	$2,182	$2,182	$2,181	$8,727	11
					PMC STAR	*74700*	*Transport, Shipping and handle*	$2,804	$2,804	$2,804	$2,803	$11,215	19
					PMC STAR	*61200*	*Salaries Costs - GS Staff*	$66,892	$66,892	$66,892	$66,890	$267,566	4
					PMC STAR	*61300*	*Salary & Post Adj Cst-IP Staff*	$97,153	$97,153	$97,153	$97,153	$388,612	4
		Total PMC STAR						**$546,545**	**$546,545**	**$546,545**	**$546,536**	**$2,186,171**	
	Total Project Management Cost							**$1,356,129**	**$1,356,129**	**$1,356,129**	**$1,356,114**	**$5,424,501**	
Total Project Grant								**$3,477,960**	**$3,477,960**	**$3,477,960**	**$3,477,912**	**$13,911,790**	

Budget notes:

1.Grants to CSOs/CBOs. Proportional amounts per country would be allocated for grant making from OP8-Part 2 under CORE Grants. STAR Grants will be allocated to the specific countries that have committed STAR resources approved under Part 2.

2. International consultants include project experts for M&E, KM & communication, and capacity development activities

3. Local consultants include project experts for capacity development activities, M&E, KM and communications.

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. Individuals hired under UNDP service 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 grantee projects, delivery of capacity building, development of 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 include low-value, non-recurring operating expenses.

12. Costs related to Mid-term Review and Terminal Evaluation.

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13. Purchase of office equipment and furniture
14. Materials & Goods
15. Acquisition of Audio Visual & Communication equipment
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.
20. Costs related to SGP Database and online system
** 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.*

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Annex 17: Grants Breakdown per Country

COUNTRY	CORE Grant	STAR Grant	Total Grants
AFGHANISTAN	694,867.22	691,200.00	1,386,067.22
ALBANIA	203,957.54	-	203,957.54
ALGERIA	203,957.54	-	203,957.54
ANGOLA	694,867.22	-	694,867.22
ANTIGUA & BARBUDA	203,957.54	-	203,957.54
ARGENTINA	203,957.54	-	203,957.54
ARMENIA	203,957.54	-	203,957.54
BAHAMAS	203,957.54	-	203,957.54
BANGLADESH	203,957.54	-	203,957.54
BARBADOS	203,957.54	360,000.00	563,957.54
BELIZE	203,957.54	-	203,957.54
BENIN	203,957.54	-	203,957.54
BHUTAN	203,957.54	-	203,957.54
BOLIVIA	694,867.22	717,304.00	1,412,171.22
BOTSWANA	203,957.54	567,899.00	771,856.54
BRAZIL	203,957.54	-	203,957.54
BURKINA FASO	203,957.54	-	203,957.54
BURUNDI	203,957.54	495,764.00	699,721.54
CABO VERDE	203,957.54	-	203,957.54
CAMBODIA	203,957.54	463,797.00	667,754.54
CAMEROON	203,957.54	-	203,957.54
CENTRAL AFRICAN REPUBLIC	203,957.54	-	203,957.54

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CHAD	694,867.22	-	694,867.22
CHINA	694,867.22	1,440,000.00	2,134,867.22
COLOMBIA	203,957.54	-	203,957.54
COMOROS	203,957.54	-	203,957.54
CONGO, DR	203,957.54	1,440,000.00	1,643,957.54
COSTA RICA	203,957.54	-	203,957.54
COTE D'IVOIRE	203,957.54	-	203,957.54
CUBA	-	180,000.00	180,000.00
DJIBOUTI	203,957.54	-	203,957.54
DOMINICA	203,957.54	237,391.00	441,348.54
DOMINICAN REPUBLIC	203,957.54	-	203,957.54
ECUADOR	203,957.54	-	203,957.54
EGYPT	203,957.54	-	203,957.54
EL SALVADOR	203,957.54	-	203,957.54
ERITREA	203,957.54	-	203,957.54
ESWATINI	694,867.22	-	694,867.22
ETHIOPIA	203,957.54	-	203,957.54
MICRONESIA	203,957.54	540,000.00	743,957.54
FIJI	203,957.54	-	203,957.54
GABON	203,957.54	-	203,957.54
GAMBIA	203,957.54	-	203,957.54
GEORGIA	203,957.54	-	203,957.54
GHANA	203,957.54	-	203,957.54

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GRENADA	203,957.54	-	203,957.54
GUATEMALA	203,957.54	-	203,957.54
GUINEA	203,957.54	-	203,957.54
GUINEA-BISSAU	203,957.54	-	203,957.54
HAITI	203,957.54	-	203,957.54
HONDURAS	203,957.54	-	203,957.54
INDIA	203,957.54	-	203,957.54
JORDAN	203,957.54	71,417.00	275,374.54
KAZAKHSTAN	694,867.22	288,000.00	982,867.22
KIRIBATI	203,957.54	-	203,957.54
KYRGYZSTAN	203,957.54	-	203,957.54
LAO PDR	203,957.54	-	203,957.54
LEBANON	203,957.54	-	203,957.54
LESOTHO	203,957.54	648,000.00	851,957.54
LIBERIA	203,957.54	-	203,957.54
MADAGASCAR	203,957.54	2,143,999.00	2,347,956.54
MALAWI	694,867.22	540,000.00	1,234,867.22
MALAYSIA	694,867.22	1,584,000.00	2,278,867.22
MALDIVES	203,957.54	-	203,957.54
MALI	203,957.54	-	203,957.54
MAURITANIA	203,957.54	-	203,957.54
MAURITIUS	203,957.54	-	203,957.54
MEXICO	694,867.22	3,600,000.00	4,294,867.22
MOLDOVA	203,957.54	-	203,957.54

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MONGOLIA	203,957.54	-	203,957.54
MONTENEGRO	694,867.22	-	694,867.22
MOROCCO	203,957.54	-	203,957.54
MOZAMBIQUE	203,957.54	-	203,957.54
NAMIBIA	203,957.54	-	203,957.54
NAURU	203,957.54	-	203,957.54
NEPAL	203,957.54	-	203,957.54
NIGER	203,957.54	-	203,957.54
NIGERIA	203,957.54	1,256,502.00	1,460,459.54
NIUE	694,867.22	-	694,867.22
NORTH MACEDONIA	203,957.54	144,000.00	347,957.54
PAKISTAN	694,867.22	-	694,867.22
PALAU	203,957.54	-	203,957.54
PALESTINIAN AUTHORITY	203,957.54	-	203,957.54
PANAMA	203,957.54	-	203,957.54
PAPUA NEW GUINEA	694,867.22	1,107,600.00	1,802,467.22
PARAGUAY	203,957.54	214,941.00	418,898.54
PERU	694,867.22	1,440,000.00	2,134,867.22
PHILIPPINES	203,957.54	-	203,957.54
RWANDA	203,957.54	-	203,957.54
SAMOA	203,957.54	-	203,957.54
SAO TOME AND PRINCIPE	694,867.22	-	694,867.22
SENEGAL	203,957.54	-	203,957.54

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SEYCHELLES	203,957.54	-	203,957.54
SIERRA LEONE	203,957.54	-	203,957.54
SOLOMON ISLANDS	203,957.54	-	203,957.54
SOMALIA	694,867.22	55,310.00	750,177.22
SOUTH AFRICA	203,957.54	-	203,957.54
SRI LANKA	-	1,368,000.00	1,368,000.00
ST. KITTS AND NEVIS	694,867.22	288,000.00	982,867.22
ST. LUCIA	203,957.54	-	203,957.54
SURINAME	203,957.54	-	203,957.54
TANZANIA	203,957.54	-	203,957.54
THAILAND	203,957.54	408,840.00	612,797.54
TIMOR-LESTE	203,957.54	-	203,957.54
TOGO	203,957.54	-	203,957.54
TONGA	203,957.54	-	203,957.54
TRINIDAD & TOBAGO	203,957.54	-	203,957.54
TUNISIA	203,957.54	-	203,957.54
TURKEY	203,957.54	-	203,957.54
TUVALU	694,867.22	-	694,867.22
UKRAINE	203,957.54	-	203,957.54
URUGUAY	203,957.54	-	203,957.54
UZBEKISTAN	694,867.22	314,351.00	1,009,218.22
VANUATU	203,957.54	-	203,957.54
VIETNAM	694,867.22	288,000.00	982,867.22
YEMEN	694,867.22	360,000.00	1,054,867.22
ZAMBIA	203,957.54	360,000.00	563,957.54

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ZIMBABWE	203,957.54	-	203,957.54
Total	**34,459,087.60**	**23,614,315.00**	**58,073,402.60**

Annex 18: TBWP with CORE and STAR Breakdown

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Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum UNDP (UNDP, IP, or UNDP)	Quantum Fund ID	Quantum Donor ID	Activity	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount Year 2026	Amount Year 2027	Amount Year 2028	Amount Year 2029	Total (USD)	See Budget Note: *(reference as number, not as letter)*
Component 1: Strategic Planning and Multi-Stakeholder Governance	*Outcome 1.1. Enabling environment strengthened for effective community-driven integrated approaches_CORE*	*UNDP*	*62000*	*10003*	*Outcome 1.1 CORE*	*71200*	*International Consultants*	$6,594	$6,594	$6,594	$6,593	$26,375	2
					Outcome 1.1 CORE	*71300*	*Local Consultants*	$26,505	$26,505	$26,505	$26,503	$106,018	3
					Outcome 1.1 CORE	*71400*	*Contractual Services - Individual*	$407,197	$407,197	$407,197	$407,198	$1,628,789	5
					Outcome 1.1 CORE	*71600*	*Travel*	$6,822	$6,822	$6,822	$6,821	$27,287	7
					Outcome 1.1 CORE	*72500*	*Supplies*	$1,681	$1,681	$1,681	$1,680	$6,723	10
					Outcome 1.1 CORE	*74500*	*Miscellaneous Expenses*	$14,834	$14,834	$14,834	$14,835	$59,337	11
					Outcome 1.1 CORE	*75700*	*Training, Workshops and Confer*	$4,234	$4,234	$4,234	$4,235	$16,937	6
					Outcome 1.1 CORE	*61200*	*Salaries Costs - GS Staff*	$63,154	$63,154	$63,154	$63,152	$252,614	4
					Outcome 1.1 CORE	*61300*	*Salary & Post Adj Cst-IP Staff*	$115,427	$115,427	$115,427	$115,428	$461,709	4
		Total Outcome 1.1 CORE						**$646,448**	**$646,448**	**$646,448**	**$646,445**	**$2,585,789**	
	Outcome 1.1. Enabling environment strengthened for effective community-driven integrated approaches_STAR	*UNDP*	*62000*	*10003*	*Outcome 1.1 STAR*	*71200*	*International Consultants*	$4,519	$4,519	$4,519	$4,518	$18,075	2
					Outcome 1.1 STAR	*71300*	*Local Consultants*	$18,163	$18,163	$18,163	$18,163	$72,652	3
					Outcome 1.1 STAR	*71400*	*Contractual Services - Individual*	$279,046	$279,046	$279,046	$279,047	$1,116,185	5
					Outcome 1.1 STAR	*71600*	*Travel*	$4,675	$4,675	$4,675	$4,675	$18,700	7
					Outcome 1.1 STAR	*72500*	*Supplies*	$1,152	$1,152	$1,152	$1,151	$4,607	10
					Outcome 1.1 STAR	*74500*	*Miscellaneous Expenses*	$10,166	$10,166	$10,166	$10,165	$40,663	11
					Outcome 1.1 STAR	*75700*	*Training, Workshops and Confer*	$2,902	$2,902	$2,902	$2,901	$11,607	6
					Outcome 1.1 STAR	*61200*	*Salaries Costs - GS Staff*	$43,278	$43,278	$43,278	$43,279	$173,113	4
					Outcome 1.1 STAR	*61300*	*Salary & Post Adj Cst-IP Staff*	$79,101	$79,101	$79,101	$79,101	$316,402	4
		Total Outcome 1.1 STAR						**$443,002**	**$443,002**	**$443,002**	**$443,000**	**$1,772,004**	
	Total Outcome 1.1.							**$1,089,450**	**$1,089,450**	**$1,089,450**	**$1,089,445**	**$4,357,793**	

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Component 2: Demand-driven grants to CSOs/CBOs (Grants)	*Outcome 2.1. Landscape-seascape strategic objectives advanced through community-led grants_CORE*	*UNDP*	*62000*	*10003*	*Outcome 2.1 CORE*	*72600*	*Grants*	$5,168,863	$12,060,681	$12,060,681	$5,168,863	**$34,459,088**	1
		Total Outcome 2.1 CORE						**$5,168,863**	**$12,060,681**	**$12,060,681**	**$5,168,863**	**$34,459,088**	
	Outcome 2.1. Landscape-seascape strategic objectives advanced through community-led grants_STAR	*UNDP*	*62000*	*10003*	*Outcome 2.1 STAR*	*72600*	*Grants*	$3,542,147	$8,265,010	$8,265,010	$3,542,148	$23,614,315	1
		Total Outcome 2.1 STAR						**$3,542,147**	**$8,265,010**	**$8,265,010**	**$3,542,148**	**$23,614,315**	
	Total Outcome 2.1.							**$8,711,010**	**$20,325,691**	**$20,325,691**	**$8,711,011**	**$58,073,403**	
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._CORE*	*UNDP*	*62000*	*10003*	*Outcome 3.1 CORE*	*71200*	*International Consultants*	$3,518	$3,518	$3,518	$3,517	**$14,071**	2
					Outcome 3.1 CORE	*71300*	*Local Consultants*	$14,143	$14,143	$14,143	$14,141	**$56,570**	3
					Outcome 3.1 CORE	*71400*	*Contractual Services - Individual*	$162,952	$162,952	$162,952	$162,950	**$651,806**	5
					Outcome 3.1 CORE	*71600*	*Travel*	$5,572	$5,572	$5,572	$5,572	**$22,288**	7
					Outcome 3.1 CORE	*72200*	*Equipment and Furniture*	$2,661	$2,661	$2,661	$2,661	**$10,644**	13
					Outcome 3.1 CORE	*72300*	*Materials & Goods*	$6,403	$6,403	$6,403	$6,404	**$25,613**	14
					Outcome 3.1 CORE	*72400*	*Communication & Audio Visual Equip*	$18,877	$18,877	$18,877	$18,878	**$75,509**	15
					Outcome 3.1 CORE	*72500*	*Supplies*	$2,537	$2,537	$2,537	$2,535	**$10,146**	10
					Outcome 3.1 CORE	*72800*	*Information Technology Equipment*	$12,058	$12,058	$12,058	$12,058	**$48,232**	16
					Outcome 3.1 CORE	*74200*	*Audio Visual &Print Prod Costs*	$8,566	$8,566	$8,566	$8,564	**$34,262**	18
					Outcome 3.1 CORE	*74500*	*Miscellaneous Expenses*	$14,834	$14,834	$14,834	$14,835	**$59,337**	11
					Outcome 3.1 CORE	*75700*	*Training, Workshops and Confer*	$2,262	$2,262	$2,262	$2,260	**$9,046**	6
					Outcome 3.1 CORE	*61200*	*Salaries Costs - GS Staff*	$36,995	$36,995	$36,995	$36,995	**$147,980**	4
					Outcome 3.1 CORE	*61300*	*Salary & Post Adj Cst-IP Staff*	$67,573	$67,573	$67,573	$67,572	**$270,291**	4
		Total Outcome 3.1 CORE						**$358,951**	**$358,951**	**$358,951**	**$358,942**	**$1,435,795**	
	Outcome 3.1. Sustainability and	*UNDP*	*62000*	*10003*	*Outcome 3.1 STAR*	*71200*	*International Consultants*	$2,411	$2,411	$2,411	$2,409	$9,642	2

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	impact of community-led collective action enhanced through knowledge management and learning approaches across landscapes-seascapes and regions._STAR				*Outcome 3.1 STAR*	*71300*	*Local Consultants*	$9,692	$9,692	$9,692	$9,691	$38,767	3
					Outcome 3.1 STAR	*71400*	*Contractual Services - Individual*	$111,668	$111,668	$111,668	$111,669	$446,673	5
					Outcome 3.1 STAR	*71600*	*Travel*	$3,818	$3,818	$3,818	$3,819	$15,273	7
					Outcome 3.1 STAR	*72200*	*Equipment and Furniture*	$1,824	$1,824	$1,824	$1,823	$7,295	13
					Outcome 3.1 STAR	*72300*	*Materials & Goods*	$4,388	$4,388	$4,388	$4,389	$17,553	14
					Outcome 3.1 STAR	*72400*	*Communication & Audio Visual Equip*	$12,936	$12,936	$12,936	$12,937	$51,745	15
					Outcome 3.1 STAR	*72500*	*Supplies*	$1,738	$1,738	$1,738	$1,739	$6,953	10
					Outcome 3.1 STAR	*72800*	*Information Technology Equipment*	$8,263	$8,263	$8,263	$8,264	$33,053	16
					Outcome 3.1 STAR	*74200*	*Audio Visual &Print Prod Costs*	$5,870	$5,870	$5,870	$5,869	$23,479	18
					Outcome 3.1 STAR	*74500*	*Miscellaneous Expenses*	$10,166	$10,166	$10,166	$10,165	$40,663	11
					Outcome 3.1 STAR	*75700*	*Training, Workshops and Confer*	$1,550	$1,550	$1,550	$1,549	$6,199	6
					Outcome 3.1 STAR	*61200*	*Salaries Costs - GS Staff*	$25,352	$25,352	$25,352	$25,352	$101,408	4
					Outcome 3.1 STAR	*61300*	*Salary & Post Adj Cst-IP Staff*	$46,307	$46,307	$46,307	$46,306	$185,227	4
		Total Outcome 3.1 STAR						**$245,983**	**$245,983**	**$245,983**	**$245,981**	**$983,930**	
	Total Outcome 3.1.							**$604,934**	**$604,934**	**$604,934**	**$604,923**	**$2,419,725**	
Component 4: Monitoring & Evaluation	*Outcome 4.1. Scale, durability and impact of locally led community action strengthened through monitoring, evaluation and evidence-based learning._CORE*	*UNDP*	*62000*	*10003*	*Outcome 4.1 CORE*	*71200*	*International Consultants*	$21,444	$21,444	$21,444	$21,445	**$85,777**	2
					Outcome 4.1 CORE	*71300*	*Local Consultants*	$33,003	$33,003	$33,003	$33,001	**$132,010**	3
					Outcome 4.1 CORE	*71400*	*Contractual Services - Individual*	$108,355	$108,355	$108,355	$108,353	**$433,418**	5
					Outcome 4.1 CORE	*71600*	*Travel-Monitoring mission*	$15,102	$15,102	$15,102	$15,101	**$60,407**	7
					Outcome 4.1 CORE	*72100*	*Contractual Services-MTR&TE*	$33,558	$33,558	$33,558	$33,558	**$134,232**	12
					Outcome 4.1 CORE	*72100*	*Contractual Services-IT*	$8,390	$8,390	$8,390	$8,391	**$33,561**	20
					Outcome 4.1 CORE	*72500*	*Supplies*	$15,486	$15,486	$15,486	$15,485	**$61,943**	10
					Outcome 4.1 CORE	*74500*	*Miscellaneous Expenses*	$13,147	$13,147	$13,147	$13,145	**$52,586**	11

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					Outcome 4.1 CORE	*75700*	*Training, Workshops and Confer*	$7,644	$7,644	$7,644	$7,645	**$30,577**	6
					Outcome 4.1 CORE	*61300*	*Salary & Post Adj Cst-IP Staff*	$102,821	$102,821	$102,821	$102,822	**$411,285**	4
		Total Outcome 4.1 CORE						**$358,950**	**$358,950**	**$358,950**	**$358,946**	**$1,435,796**	
	Outcome 4.1. Scale, durability and impact of locally led community action strengthened through monitoring, evaluation and evidence-based learning._STAR	*UNDP*	*62000*	*10003*	*Outcome 4.1 STAR*	*71200*	*International Consultants*	$14,696	$14,696	$14,696	$14,694	$58,782	2
					Outcome 4.1 STAR	*71300*	*Local Consultants*	$22,616	$22,616	$22,616	$22,616	$90,464	3
					Outcome 4.1 STAR	*71400*	*Contractual Services - Individual*	$74,254	$74,254	$74,254	$74,253	$297,015	5
					Outcome 4.1 STAR	*71600*	*Travel-Monitoring mission*	$10,349	$10,349	$10,349	$10,349	$41,396	7
					Outcome 4.1 STAR	*72100*	*Contractual Services-MTR&TE*	$22,997	$22,997	$22,997	$22,997	$91,988	12
					Outcome 4.1 STAR	*72100*	*Contractual Services-IT*	$5,750	$5,750	$5,750	$5,749	$22,999	20
					Outcome 4.1 STAR	*72500*	*Supplies*	$10,612	$10,612	$10,612	$10,612	$42,448	10
					Outcome 4.1 STAR	*74500*	*Miscellaneous Expenses*	$9,009	$9,009	$9,009	$9,009	$36,036	11
					Outcome 4.1 STAR	*75700*	*Training, Workshops and Confer*	$5,239	$5,239	$5,239	$5,237	$20,954	6
					Outcome 4.1 STAR	*61300*	*Salary & Post Adj Cst-IP Staff*	$70,462	$70,462	$70,462	$70,461	$281,847	4
		Total Outcome 4.1 STAR						**$245,984**	**$245,984**	**$245,984**	**$245,977**	**$983,929**	
	Total Outcome 4.1.							**$604,934**	**$604,934**	**$604,934**	**$604,923**	**$2,419,725**	
Project Management Cost (PMC)	*PMC_CORE*	*UNDP*	*62000*	*10003*	*PMC CORE*	*71400*	*Contractual Services - Individual*	$484,903	$484,903	$484,903	$484,904	**$1,939,613**	5
					PMC CORE	*71600*	*Travel*	$2,770	$2,770	$2,770	$2,768	**$11,078**	7
					PMC CORE	*72500*	*Supplies*	$20,657	$20,657	$20,657	$20,656	**$82,627**	10
					PMC CORE	*73100*	*Rental & Maintenance-Premises*	$186,310	$186,310	$186,310	$186,310	**$745,240**	8
					PMC CORE	*73400*	*Rental & Maintenance of Other Equip*	$10,977	$10,977	$10,977	$10,977	**$43,908**	17
					PMC CORE	*74100*	*Professional Services*	$29,538	$29,538	$29,538	$29,539	**$118,153**	9
					PMC CORE	*74500*	*Miscellaneous Expenses*	$19,285	$19,285	$19,285	$19,283	**$77,138**	11
					PMC CORE	*74700*	*Transport, Shipping and handle*	$4,092	$4,092	$4,092	$4,090	**$16,366**	19
					PMC CORE	*61200*	*Salaries Costs - GS Staff*	$97,611	$97,611	$97,611	$97,611	**$390,444**	4

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					PMC CORE	*61300*	*Salary & Post Adj Cst-IP Staff*	$141,770	$141,770	$141,770	$141,770	**$567,080**	4
	Total PMC CORE							**$997,913**	**$997,913**	**$997,913**	**$997,908**	**$3,991,647**	
	PMC_STAR	*UNDP*	*62000*	*10003*	*PMC STAR*	*71400*	*Contractual Services - Individual*	$332,297	$332,297	$332,297	$332,297	$1,329,188	5
					PMC STAR	*71600*	*Travel*	$1,898	$1,898	$1,898	$1,897	$7,591	7
					PMC STAR	*72500*	*Supplies*	$14,156	$14,156	$14,156	$14,155	$56,623	10
					PMC STAR	*73100*	*Rental & Maintenance-Premises*	$127,676	$127,676	$127,676	$127,674	$510,702	8
					PMC STAR	*73400*	*Rental & Maintenance of Other Equip*	$7,523	$7,523	$7,523	$7,521	$30,090	17
					PMC STAR	*74100*	*Professional Services*	$20,242	$20,242	$20,242	$20,242	$80,968	9
					PMC STAR	*74500*	*Miscellaneous Expenses*	$13,216	$13,216	$13,216	$13,214	$52,862	11
					PMC STAR	*74700*	*Transport, Shipping and handle*	$2,804	$2,804	$2,804	$2,803	$11,215	19
					PMC STAR	*61200*	*Salaries Costs - GS Staff*	$66,892	$66,892	$66,892	$66,890	$267,566	4
					PMC STAR	*61300*	*Salary & Post Adj Cst-IP Staff*	$97,153	$97,153	$97,153	$97,153	$388,612	4
	Total PMC STAR							**$683,857**	**$683,857**	**$683,857**	**$683,846**	**$2,735,417**	
	Total Project Management Cost							**$1,681,770**	**$1,681,770**	**$1,681,770**	**$1,681,754**	**$6,727,064**	
Total Project Grant								**$12,692,098**	**$24,306,779**	**$24,306,779**	**$12,692,056**	**$73,997,710**	

Budget notes:

1.Grants to CSOs/CBOs. Proportional amounts per country would be allocated for grant making from OP8-Part 2 under CORE Grants. STAR Grants will be allocated to the specific countries that have committed STAR resources approved under Part 2.

2. International consultants include project experts for M&E, KM & communication, and capacity development activities

3. Local consultants include project experts for capacity development activities, M&E, KM and communications.

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. Individuals hired under UNDP service 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 grantee projects, delivery of capacity building, development of country programme, participation in MEA COPs, etc.

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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 include low-value, non-recurring operating expenses.
12. Costs related to Mid-term Review and Terminal Evaluation.
13. Purchase of office equipment and furniture
14. Materials & Goods
15. Acquisition of Audio Visual & Communication equipment
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.
20. Costs related to SGP Database and online system
** 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.*

Notes: UNDP Program Quality Assurance (Design and Appraisal)

- [i] **7 programming principles and 24 questions**
    - **Strategic (1-3):** Theory of Change; Aligned with SP; Linked to Programme outputs.
    - **Relevant (4-6):** Target group (LNOB); Knowledge and Lessons; Engagement
    - **Principled (7- 10):** Human rights; Gender analysis; Resilience and Sustainability; SESP
    - **Management and Monitoring (11-13):** Result framework; Governance Mechanism; Risk management
    - **Efficient (14-16):** Use of resources; Budgets and Estimates; Cost recovery
    - **Effective (17-19):** Target group engaged in design; Adaptive management; Gender marker.
    - **Sustainability and National ownership (20-24):** Digital or Data technology solutions; national/regional/Global partners engaged in design; Strategies for strengthening capacities; use of national system; Transition arrangement/phaseout plan.