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The objective of the 7th Operational Phase of the Small Grants Programme is “to promote and support community-based innovative, inclusive and impactful initiatives and foster multi-stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes”.

**Strategic Initiatives:**

This objective will be achieved through several strategic initiatives as described below. In alignment with the overall GEF-7 programming, SGP will focus its efforts on targeted strategic initiatives that promote integrated approaches in addressing key global environmental issues. As an overarching strategy, SGP will adopt and strengthen its landscape and seascape approach to focus and concentrate its programming on globally recognized important ecosystems (including Key Biodiversity Areas). It will seek synergies, implement multi-sectoral approaches by involving communities at the landscape/seascape levels, and facilitate community actions to effectively manage the complex mosaic land/seascapes. SGP will seek participation in further conceptualizing Impact Programs and relevant focal area programs and projects, while bringing in local community perspectives.

Depending on country and stakeholder priorities under the updated SGP Country Programme Strategy, each SGP Country Programmes may elect to focus on only a few of the strategic initiatives to further sharpen the scope of SGP grantmaking and achieve greater strategic impacts.

**Strategic Initiative 1 – Community-based conservation of threatened ecosystems and species: land and water**

Under this Strategic Initiative, SGP will demonstrate for conservation and sustainable use of threatened ecosystems and species in priority landscapes and seascapes through an integrated approach in alignment with GEF-7 biodiversity, land degradation, and international waters focal area strategies and Impact Program on Sustainable Forest Management. SGP grants under this strategic initiative will focus on both conservation and sustainable use: including management of protected areas and corridors, integrated river-basins, and large marine ecosystems with active involvement of communities (e.g. Indigenous and Communities Conserved Areas (ICCAs) and private protected areas) as well as mainstreaming biodiversity in key production sectors (e.g. agriculture, forestry, fisheries, and infrastructure). Specifically, SGP will support appropriate community-based measures that conserve biodiversity and support implementation of protected area/landscape management plans in priority landscapes or seascapes bringing under improved management of terrestrial and marine protected areas.

With the active involvement of civil society organizations (CSOs) and IPLCs, the project, under threatened ecosystems and species strategic initiative will focus on inter alia:

- Improved management effectiveness of terrestrial and marine protected areas and corridors; including Indigenous Peoples and Community Conserved Territories and Areas (ICCAs), private protected areas, KBAs and other effective conservation measures (OECMs);
Improved community-led biodiversity-friendly natural resource use practices and approaches, including agriculture, fisheries, forestry, tourism, infrastructure, etc.

Freshwater and integrated river-basin management, especially prevention, reduction and management of land-based pollution that flows into rivers and other freshwater systems.

Community solutions in blue economy, including promotion of sustainable fisheries, aquaculture, eco-tourism and conservation and management of coastal habitats for sustainable community livelihoods.

Enhanced community-led actions for threatened species conservation, including addressing human-wildlife conflicts.

Access and benefit sharing of genetic resources, particularly in support of indigenous peoples’ traditional knowledge and customary rights.

During project period, SGP will also support better expression of the value of projects for ecosystem services and ecosystem-based adaptation as well.

SGP will employ such approach that will promote a ‘polycentric governance’ approach, involving coordinated actions and interventions from different actors, including the government, communities, and private sector. Priority land/seascape areas will be identified taking into consideration partnerships with relevant GEF FSPs, as well as other projects and partners, to enhance local capacity to form regional networks of communities to deepen cooperation among stakeholders.

Under this strategic initiative, SGP will also be addressing cross cutting issues such as: (i) improving knowledge and information collection and management systems to enhance awareness about best practices on conservation of land and seascapes and their associated biodiversity and ecosystems through communication, documentation and dissemination; (ii) support community-based efforts to improve policies that support conservation and sustainable use; (iii) and ensuring gender considerations mainstreamed into natural resources management. The strategic initiative will implement recommended actions under the SGP gender mainstreaming strategy including, but not limited to, making sure that gender and socially inclusive perspective is applied to all SGP grant making procedures and activities (including contributing to equal access to and control of natural resources of women and men as well as improving the participation and decision-making of women in natural resources governance), while also making sure that at the country and project level information is collected and shared across gender and social divides.

Strategic Initiative 2 – Sustainable agriculture and fisheries, leading to food security:

This strategic initiative will aim to test and promote community-based climate resilient agriculture, fisheries and food practices that improve productivity and increase ecological connectivity and deliver other benefits. SGP will also promote community-based biodiversity friendly practices and approaches (agriculture, forestry, fisheries and infrastructure) through focusing the grant-making strategy to provide consolidated support to target sectors in previous SGP operational cycles. During project period, four specific areas of work will be supported including:

a) Increased efficiency and effectiveness of overall environmentally sound food production and value chain, including certification schemes of organic agriculture, fair trade, and others;
b) **Agrobiodiversity conservation**, including extending support to producer networks, movements and value chains among small-holder farmers;

c) **Promotion of agroecological production methods**, including diversification and improved livelihoods;

d) **Community-based sustainable fisheries**, including promotion of traditional fisheries practices and knowledge

e) Implement community-based actions to remove deforestation from supply chain and expand restoration of degraded lands.

Special attention will be given to agriculture in fragile ecosystems, including mountain communities to improve livelihoods of mountain peoples. Specifically, under the project, SGP will work with local farmers and fishers to promote and shift to sustainable agricultural production, support transformation of consumer level production systems and re-focusing attention to increasing efficiency and effectiveness of overall food production and value chain addition processes both on-farm and off farm. In addition, support will be provided for integrated projects that aim at restoring ecosystem services or reducing the negative environmental trends such as land degradation and deforestation, biodiversity loss and climate change emissions induced anthropogenic activities on land. This strategic initiative will also aim at promoting diversification and improved livelihoods, such as through water harvesting, post-harvest management, business skills development to empower communities to better manage their natural resources and lead to global environment benefits.

This outcome will develop and implement several community-based sustainable land management actions that integrate climate resilient sustainable practices and other standards (e.g. land tenure, community participation). Where land degradation remains a visible problem and livelihoods continue to be jeopardized, SGP will support national efforts to address the challenge by supporting work towards Land Degradation Neutrality (LDN), applying the UNCCD LDN framework as appropriate. In this regard, SGP will coordinate efforts to ensure that SGP programming considers national efforts such as LDN hotspots assessment, target setting Reflecting the overall LDN framework, SGP will employ measures to ‘avoid’, ‘reduce’ and ‘reverse’ land degradation in its grant making activities. Such measures will be identified as part of SGP countries’ Country Programme Strategy (CPS) formulation process including where relevant incorporating LDN criteria during the selection of landscape/seascape for SGP intervention. According to the report ‘Land Degradation Neutrality for Biodiversity Conservation: How healthy land safeguards nature’ launched in March 2020, LDN and the CBD’s 2011-2020 Strategic Plan for Biodiversity have multiple mutual objectives aimed at promoting the sustainable use of natural resources, ecosystems and biodiversity and can therefore strongly reinforce each other. Since both the UNCCD and CBD frameworks include a commitment to socio-economic goals, including contributing to health, livelihoods and well-being and ensuring that the benefits from the sustainable use of land and biodiversity accrue to all, especially women, indigenous communities and the poor and vulnerable, SGP will contribute to co-benefits between the two Rio Conventions.

These will be complemented by at least 2 CBOs/farmer leaders who adopt and demonstrate improved climate resilient sustainable land management (SLM) practices per landscape. In this way, more than 1 million ha of landscapes and over 50,000 ha of marine habitats will be brought under improved management and/or restored for multiple benefits while appropriate and improved SLM technologies will be applied to at least 140,000 ha. Beyond that SGP will support community level measures that promote sustainable fisheries including appropriate efforts to promote a ridge-to-reef approach by linking coastal
zone management and land use activities in up lands with marine habitat use and management. Under this strategic initiative, SGP will work with women entrepreneurs and women led organizations as well as farmers, focusing on agricultural production through improved yields, value addition processes and helping farmers (men/women) to better market their farm products at the right time and with proper prices. Gender roles will be identified and integrated into training and other SGP interventions (e.g. on post-harvest technology to reduce loses in agriculture production).

**Strategic Initiative 3 – Low-carbon energy access co-benefits:**

Under this initiative, SGP will aim to demonstrate and scale up low carbon, viable and appropriate technologies and approaches demonstrated and scaled up in partnership with private sector and government that improves community energy access, in line with larger frameworks such as SDGs and NDCs. The focus will be on providing low-cost bottom-up energy solutions with high potential for carbon emissions reductions using integrated approach going beyond energy sector aiming at increasing climate resilience, reducing poverty, enhancing gender equality and achieving the sustainable development goals. Particular focus will be provided in supporting innovative solutions presented by women and youth groups. Such solutions will continue to form a crucial part of the “decarbonization” and transition to low carbon economy, while laying the groundwork of new infrastructure at community level, addressing energy service needs of rural, urban and remote communities and entrepreneurs, who cannot be served by the central grid in case of electricity or centralized distribution systems in case of cooking and heating fuels. SGP will continue documenting community innovations, tracking typologies of new community technologies, particularly those emerging from South-South exchanges.

In supporting community level actions for implementation of the Paris Agreement with an increased focus on the NDCs, SGP will focus on the following initiative under this strategic initiative:

a) Promotion of **renewable and energy efficient technologies** providing socio-economic benefits and improving livelihoods, including innovative and catalytic financing.

b) Support **off-grid energy service** needs in rural and urban areas.

SGP will utilize its proven mechanisms such as the CSO-Government-Private Sector dialogues to galvanize a ‘whole of society’ effort to raise the ambition for climate action, hold local and national governments accountable to the NDC climate measures and ensure inclusion of community voices and priorities in any national and/or local efforts to implement the NDCs. To ensure this complementation, all SGP country program will be required to hold consultations to assess the status of NDCs development and implementation in a respective country and conduct at least one CSO-government-private sector dialogue focusing on NDCs during the project period. In the countries, where NDCs implementation is at the initial stages and/or facing challenges, the dialogue may serve, at a minimum, to familiarize stakeholders with the key aspects of climate policies and create awareness.

Moreover, the focus on low-cost bottom up energy solutions will ensure that significant co-benefits are generated from supporting energy access that contribute towards the achievement of the SDGs. In continuation of efforts of SGP to identify, describe, measure, and quantify the co-benefits of the decarbonization interventions, during the project period, SGP will build on this knowledge and broaden its focus to document the links between Paris Agreement and 2030 Agenda at the local level. Several recent studies demonstrated that climate actions highlighted in the NDCs also have the potential to generate mutual benefits across the 17 SDGs. In this vein, SGP will conduct pilot studies in select countries.
using new tools and approaches developed by UNDP and partners to demonstrate such links at the local level.

SGP will support innovative technologies and approaches with initial catalytic financing and then encourage wider deployment and scaling up. The absence of effective local applications, tailored to the country and community context, often constitutes a barrier for adoption of low carbon technologies, even in developed countries, despite the availability of certain technologies globally. SGP will support innovative technologies and approaches with initial catalytic financing and then encourage wider deployment and scaling up. SGP will focus on capacity building, knowledge management and systematization, putting in place enabling frameworks and mechanisms at the community level and will partner with national and global initiatives to ensure that innovations are implemented based on programmatic approach creating larger impacts. Continuing the efforts started previously, SGP will also focus on building partnerships with larger initiatives in order to scale up successful innovations to national and global level.

**Strategic Initiative 4 – Local to global coalitions for chemicals and waste management:**

SGP will aim to demonstrate, deploy and transfer innovative community-based tools and approaches to sound chemicals and waste management, with support from national and international partners, networks and platforms. Under this initiative, SGP will focus its support towards communities in the forefront of threats related to chemicals and waste either as users or consumers. Activities will include support for innovative, affordable and practical solutions to chemicals and waste management in joint effort with partners including with government agencies, research institutions, private sector and international agencies. SGP will seek to establish systems of local certification of producers and/or their products, which could then expand to the national level through producer-consumer agreements scaled up to national policies.

SGP will consolidate its work particularly on pesticide management, waste management, and mercury, and work with partners to promote local to global coalitions and networks that could effectively bring local knowledge and experiences to policy dialogue and vice versa. SGP will also build on its successful previous projects on community-level artisanal and small-scale gold mining in reducing/eliminating use of mercury, and coordinate with the related GEF programs for further replication and scaling up. During the project period, SGP will develop a viable portfolio on community-based circular economy and plastics management and continue engagement with at least two local-to-global coalitions and networks, including Basel, Rotterdam and Stockholm Convention Secretariat, governments, the private sector, and local to global NGOs. Other chemicals of global concern (e.g. mercury) and their waste will also be reduced, disposed, eliminated and avoided through targeted initiatives while a comprehensive awareness and outreach strategy for sound chemicals and waste management will be implemented all SGP countries.

During the project period, among others, SGP will focus on the following four areas of support:

a) **Prevent or reduce mercury use and promote alternative to mercury in Artisanal and Small-scale Gold Mining (ASGM)** –implemented mainly through a global innovation program on ASGM and mercury management, SGP will support 1-2 community projects on ASGM in around each of the 5-6 country programs, including eight GOLD participating countries and 1-2 active SGP country programs. Indicative activities include piloting and testing mercury free technologies and innovation in artisanal gold mining; measures to reuse/recycle mercury to reduce emissions in
ASGM and training and demonstrations to miner communities in precautionary measures to reduce negative health effects; awareness and knowledge sharing to facilitate cross-community learning;

b) **Plastics, solid waste management and circular economy** – SGP will support local communities and grassroots solutions contributing to the implementation of the plastics management and circular economy by providing circular solutions to plastic waste problems through community-based actions to “reduce, reuse and recycle” plastics, known as “3Rs” ranking by the priority of actions. Priority actions will focus on reduction of plastics and development of alternatives to plastics so that the tap source of pollution will be turned off. The types of activities may include: 1) material engineering and product design to promote 3Rs; 2) consumer use and behavior shift due to campaigns, awareness raising and capacity development; 3) waste collection and management to avoid open burning of solid waste;

c) **Reduce/remove chemicals in sustainable agriculture** – SGP will support community level measures for the production and use of organic manure, including organic waste collection and composting to reduce the use of chemical fertilizer, production and application of organic and natural pesticides to replace the use of pesticide and other innovations to reduce pesticides use in agriculture;

d) **Enhance local to global coalitions on chemicals, waste and mercury management** – SGP will continue collaborations with the European Environmental Bureau’s Zero Mercury Working Group and the International POPs Elimination Network to develop and strengthen local to global coalitions on chemicals, waste and mercury management to ensure actions at local, national and global level are connected, coordinated and mutually re-enforcing.

Under the chemicals and waste management portfolio, many projects have been led by women (these cases were well documented in the SGP publications: “Community-based Chemicals and Waste Management” and the publication “Plastics and Circular Economy: Community Solutions”). While we recognize the importance to engage most vulnerable and marginalized groups in the projects, it is also concerning to point out that waste management, especially informal waste picking and sorting, is often undertaken by women, youth and disabled people who cannot find more profitable, cleaner and respectable jobs, and could also reinforce negative social norms and roles. In GEF-7, SGP under this strategic initiative will focus on organizing and formalizing the waste management sectors informally managed by poor women and help them to develop income-generating activities models such as organic farming, recycling, waste to resource production, and alternative livelihoods, such that SGP interventions support gender transformations rather than entrenching established gender roles. Furthermore, SGP will continue promoting awareness raising, capacity development and networking among women for sound chemicals and waste management.

**Strategic Initiative 5 – Catalyzing sustainable urban solutions:**

This strategic initiative will support the promotion of appropriate integrated community-oriented sustainable urban solutions in partnership with private sector and government. In doing so, SGP activities will align with and contribute to the GEF Sustainable Cities Impact Program. SGP will pilot activities to target vulnerable people and communities in urban contexts. During the rapid urbanization process,
traditional connections, linkages and networks among local communities can be disrupted and lost, making urban environmental governance more challenging. SGP will promote an integrated management approach to address urbanization challenges from the point of origin (i.e. in rural areas and migration corridors) to the destinations of people’s movement during this urbanization transition.

Under this strategic initiative, during the project period, SGP will focus on:

a) **Improved capacities to promote community-driven, socially inclusive and integrated solutions to address low-emission and resilient urban development** by strengthening capacities of key service providers at the local municipality level to promote community-driven and integrated solutions to address low-emission and resilient urban development. These solutions will cover at least 12-13 SGP countries.

b) **Demonstrate innovative socially-inclusive urban solutions/ approaches** (including waste and chemical management, energy, transport, watershed protection, ecosystem services and biodiversity). This will involve working with various sectors and actors including the private sector, in at least 12-15 countries, SGP will demonstrate selected urban solutions addressing several key urban environmental issues – these may include waste and chemicals management; urban wetland and watershed management; energy and transport; and ecosystem services and biodiversity conservation.

c) **Promote public-private partnership approach to sustainable urban solutions** for marginalized urban communities. In several countries, SGP will develop and implement a viable public-private partnership approach to sustainable urban solutions for marginalized urban communities. Private sectors will be actively engaged and leveraged to support this strategic initiative.

Under catalyzing sustainable urban solutions, women as a subsection of the population, particularly with the current migration trends from rural/peri- urban areas to urban areas, are most vulnerable to access to basic services and negative effects of environmental, social and economic impacts. SGP will place an emphasis on building capacities as well as a gender equity-based access herein. This will include support to entrepreneurship, in green jobs, development of new partnerships of private sector- communities and government to support engendered access to green microfinance, skills development and using community evidence to support policy level changes and scaling up of initiatives.

**Cross Cutting Initiatives:**

In addition to the above thematic strategic initiatives, SGP will deploy the following cross-cutting initiatives as Grantmakers Plus and social inclusion activities to further enhance innovation, inclusion, and impact. With respect to the grant maker plus initiatives, while programming directions and procedures are defined at the global level, the actual activities are identified, planned and implemented at the country level applying the same process as all SGP grants. As such all resources ear-marked as grant-maker plus will be delivered as either grants to appropriate CSO/CBO grantees, or in some cases technical support provided by the SGP National Coordinator and National Steering Committee members.
1. CSO-Government-Private Sector Policy and Planning Dialogue Platforms:

The aim of this is to ensure that community voices and participation are promoted and enhanced in the global and national strategy development related to global environment and sustainable development issues. During the project period, SGP will expand its innovative CSO-Government Dialogue Platforms towards a greater engagement of private sector to leverage its potential to invest and support sustainability at the local level. These platforms will also provide opportunities to discuss possible shifts in relevant policies and practices to promote sustainability. At least 1 national-level targeted CSO-Government dialogues will be convened in each country to support policy and planning development of the government and key stakeholders. At the international level, around 4 global CSO-government and other stakeholder dialogue on the global environment will be organized while to expand the dialogue platform for greater engagement of private sector. At the national level, around 10 CSO-government private sector/business forum will be facilitated to foster CSO-Govt-private sector dialogue on environment.

2. Enhancing social inclusion

SGP is well recognized for its inclusive approach that promotes social inclusion and equity by working and engaging with women, youth, indigenous peoples and persons with disabilities. It will further enhance its approach to champion and advocate for the involvement and active participation of vulnerable groups as key stakeholders for environmental action and advocacy. This strategic initiative aims to ensure that social inclusion, particularly empowerment of women, indigenous peoples, youth and persons with disabilities, is further enhanced through both specific initiatives/projects that targets these populations as well as mainstreaming inclusive approach through all SGP projects on environment and livelihood improvement.

SGP Country Programmes will actively support actions to promote women’s role in implementation of projects and promote gender equality and women’s empowerment relevant to the local context. To this end, all SGP country programmes will ensure that gender mainstreaming considerations are applied consistently. SGP will contribute to the GEF gender strategy by the following: concrete contributions will be made to close gender gaps in access to and control over resources in at least 30% of SGP new portfolio; at least 30% of SGP projects are led by women or institute mechanisms for increased participation and decision-making by women; women and girls constitute at least 50% of beneficiaries of all SGP projects.

On Indigenous Peoples, SGP will expand the Indigenous Peoples’ Fellowship Program, and further build capacity of IPs through targeted support for IPs to have an increased role in the decision-making in relevant countries. Further, in alignment with the GEF-7 biodiversity focal area on inclusive conservation (i.e. role of ICCAs to the CBD Aichi and post-2020 Targets), and in complementarity with efforts to increase IPs engagement with climate mitigations efforts (i.e. CBR+ and other REDD+ standards), the SGP IP Fellowship program will be expanded to include IPs across a range of SGP country level activities including inter alia: (i) governance and membership of National Steering Committees (NSCs); (ii) SGP country programme strategy (CPS) development, including a dedicated funding window and/or call for proposals from IP organizations as relevant; and (iii) monitoring and evaluation of SGP project outputs and outcomes, including culturally-appropriate formats and methodologies.

SGP will continue to demonstrate the involvement of youth in SGP projects in at least 30 to 35 percent of its projects. Guidelines and best practices on engaging youth will be developed and widely shared with countries. SGP’s youth approach will be realized through systematic piloting in participating countries.
Grantmaking will include direct project level investments in priority landscapes and seascapes incorporating youth theory of change for a selected few projects through both working with youth as individuals and as organizations/ networks/ councils tackling global environmental issues. Support to capacity Development will include investments in skills trainings, mentorship programmes, and channeling youth perspectives in community, national and international discourses- this will usually be provided through a grantee organization with a focus on youth and through global and regional partnership such as with the UNDP Youth Co-Lab and the INYD. Youth activities will also be integrated in SGP grant-maker plus initiatives such as promoting CSO/youth-government dialogues and ensuring that certain IP fellowships go to IP youth. SGP will also venture into developing youth thematic focus such as in climate change and urban waste management. The Youth Global Video competition on climate change in partnership with UNFCCC will serve as an important starting point. Efforts to distill and codify key lessons and promotion of effective partnerships with local networks and coalitions and engaging private sector, academia, media etc. will leverage SGP grant making results.

Finally, with regards persons with disabilities (PwD), SGP programming will demonstrate and generate lessons and good practices on how environment related projects have the potential to actively promote participation of PwD to ensure concrete results on both environment and socio-economic issues. Engagement with disabled persons organizations will enable integration of important perspectives from the disable communities into guidelines. SGP grant-making will entail support to community projects with PwD that brings together cross-sectoral implementation of the SDGs as well as the consideration of the “Sendai Framework” on Disaster Risk Reduction and Recovery (DRR&R). Working with a disability focused organization, SGP will also support capacity development including training to proponents on appropriate project design and monitoring and evaluation. In the spirit of integration, SGP will invest in efforts to promote integrated approaches that address all social inclusion aspects – gender, youth, indigenous peoples, PwD – wherever possible, feasible and appropriate.

3. Monitoring and Evaluation

During the project period, SGP will enhance capacity and system to implement the newly developed M&E strategy is implemented at all levels, including project, country and global levels. Building on the recommendations of the 2015 Joint GEF-UNDP Evaluation, efforts have been made to improve SGP’s M&E system, and design more streamlined and useful tools and activities that balance the need to measure and capacity of local CSOs and communities. A revamped M&E and Results Based Management Strategy has been developed in 2019, capturing key objectives, processes and responsibilities. Updating of the online database to support generation of both quantitative and qualitative analytics will be undertaken at the start of GEF-7. SGP will also monitor, measure and report its contribution in alignment with 7 of the 11 most relevant GEF-7 results framework and indicators (please see relevant section 6 Monitoring and Evaluation Plan for further details).

4. Knowledge Management

The objectives knowledge management 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.
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. Below is a description of key KM practices done at the global level. Key global level knowledge management practices include: the knowledge management platforms including the digital library of community innovations, communities connect platform; bringing CSO voices to global forums; Portfolio reviews and case studies; Best practices; Coaching and mentorship; Story-telling, mapping technologies and expert locators; and communities of practice (CoPs).

At the country level, each country programme composed by a National Steering Committee, a National Coordinator and sometimes a Programme Assistant, work 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 CBO’s; (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; leverage the NSC and knowledge broker.

At the project level, each 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.

Thus, under GEF-7, specific knowledge management initiatives will be envisioned to strengthen project and country level activities with a focus to scale up, replicate and mainstream successes and disseminate the learnings. At the global level, knowledge exchanges and innovation will be promoted through SGP’s revamped 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. SGP will partner with relevant organizations to expand the reach and use of these practices. The South-South Exchange initiative will continue to support knowledge transfer and exchange across countries and regions encouraging replication of good practices supported by the portfolio. These initiatives produce high impact and scaling up of the innovations and practices developed by SGP grantees, as well as other CSOs at the regional level. Another is Communities Connect, a collaborative platform
started in partnership with the GEF CSO Network, to promote the solutions created by communities and civil society organization to sustainable development issues which will be revamped and strengthen during GEF7 period.

The goal of the South-south cooperation 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 Cooperation, the UNDP South-South Exchange Platforms, 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.
Strategic Initiatives

Strategic Initiative 1: Community-Based Conservation of Threatened Ecosystems and Species - Terrestrial

Purpose

As stated in the OP7 project framework, SGP will develop a coherent global strategic initiative on biodiversity and ecosystems entitled “Community-based conservation of threatened ecosystems and species”. The OP7 biodiversity initiative will be closely aligned with the OP7 cross-cutting landscape/seascape approach involving small grant projects which contribute to multiple benefits across a range GEF focal areas, including the targeting of priority habitats, ecosystems, threatened species and/or key biodiversity areas.

Background information on the Strategic Initiative

As defined by the Convention on Biological Diversity (CBD), sustainable use entails the “utilization of biodiversity in a manner that maintains its potential to meet current and future human needs and aspirations and to prevent its long-term decline”. Sustainable use is also an “effective tool for achieving sustainable development, eradicating extreme poverty and hunger and ensuring environmental sustainability. It can also generate and regenerate incentives for the conservation and restoration of biodiversity because of the social, cultural and economic benefits that people derive from it”.

In this context, in 2004 the CBD adopted the Addis Ababa Principles and Guidelines as practical guidance to advise governments, indigenous peoples’ and local communities (IPLCs), resource managers, the private sector and other stakeholders in their efforts to achieve the sustainable use of biological diversity. Operating within the overall framework of the ecosystem approach, the Addis Ababa Guidelines are based on the assumption that it is possible to utilize biodiversity in a manner in which “ecological processes, species, and genetic variability remain above the thresholds needed for long-term viability”.

Under the auspices of the CBD, the ecosystem approach is also “for the integrated management of land, water and living resources that promotes conservation and sustainable use in an equitable way”. Through the GEF as the financial mechanism, as well as other bilateral/multilateral agencies, it is expected that implementation of the ecosystem approach and sustainable use principles will help to reach a balance between the three objectives of the Convention. In so doing, the CBD recognizes that conservation of biodiversity is not equivalent to “absolute protection”, but rather as a means to support “levels of biological organization which encompass the essential processes, functions and interactions among organisms and their environment”.

To this end, the CBD acknowledges that “humans, with their cultural diversity, are an integral component of ecosystems”. Both the CBD as well as the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) further emphasize that it is crucial that biodiversity in ecosystems is
maintained, or recovered, to ensure that those ecosystems are capable to sustain the ecological services on which both biodiversity and people depend. As a result, all resource managers and users share a collective responsibility to ensure that their use does not exceed these capacities.

**Objectives and Scope of Strategic Initiative**

As articulated in the OP7 landscape/seascape strategy (see Section), SGP National Steering Committees (NSCs) are expected to target priority landscapes/seascapes according to key ecological criteria. In line with the OP7 CPS guidance, critical considerations include *inter alia* whether the target area is considered to be: (i) a key biodiversity area (KBA), (ii) WWF eco-region; and/or (iii) biodiversity hotspot. In addition, international recognition and designation through one of the relevant international conventions such as the Ramsar Convention, UNESCO World Heritage Convention (WHC) and/or Convention on Migratory Species (CMS) are also useful yardsticks to assess the potential to generate globally significant environmental benefits, including for priority species and ecosystems.

**Results measurement and alignment with GEF and larger frameworks (e.g. Rio conventions, SDGs)**

As part of the OP7 strategic initiative, the SGP will be expected to assist in building coalitions between civil society, governments, the private sector and other partners in meeting the CBD Aichi targets (which end in Dec 2020), as well as the post-2020 targets for biodiversity conservation (to be decided by the CBD COP15 in Kunming, China, in Oct 2020). The OP7 CPS targets for the strategic initiative will also be aligned with the strategies for the relevant GEF focal areas, such as the GEF-7 Biodiversity Strategy, designed to address the most critical drivers of ecosystem loss across entire landscapes and/or seasapes.

As part of the OP7 CPS planning process, SGP country programmes may choose to use publicly available data through the UN Biodiversity Lab (a partnership platform between UNDP and UN Environment, including 15 technical partners and data providers), as well as policy-relevant reports produced by think-tanks such as the World Resources Institute (WRI). Consideration should also be given to align with priorities identified by the National Biodiversity Strategies and Action Plans (NBSAPs), as well as target geographic areas with a high poverty index prioritized by UNDP and other UN agencies as part of the ‘Leaving no one behind’ (LNOB) approach towards the integration and acceleration of the achievement of the UN SDGs.

**Stakeholders, partners including private sector engagement**

In line with the partnership-based approach, SGP country teams may choose to work with other international NGOs accredited as GEF agencies including: (i) Conservation International, through its Critical Ecosystem Partnership Fund (CEPF), to help review and assess ecosystem profiles for the priority landscapes; (ii) the IUCN Secretariat, through its Global Programme on Protected Areas (GPAP), including as part of the Green List of Protected and Conserved Areas, and ‘Save Our Species’ (SOS) programme; as well as (iii) WWF International, as part of its focus on ‘Inclusive Conservation’ and ‘People Protecting Landscapes’ (PPLS) initiative at the global level, and/or network of national offices.

Other potential international partners, not accredited to the GEF, include specialist groups and networks such as: (i) voluntary IUCN Commissions, including the World Commission on Protected Areas (WCPA), Commission on Ecosystem Management (CEM), and Species Survival Commission (SSC) which has a number of specialist sub-groups working on particular species; (ii) Global ICCA Consortium, a membership-based coalition of grass-roots CSOs working to support the objectives of the CBD; (iii) Birdlife International’s network of site support groups (SSGs); (iv) Fauna and
Flora International (FFI), active in supporting locally-managed marine areas; (v) The Nature Conservancy (TNC), including with respect to private protected areas and marine conservation area spatial planning; as well as (vi) the Wildlife Conservation Society (WCS), who have strong comparative advantage in relation to baseline scientific assessments and wildlife monitoring techniques.

Within UNDP, collaboration can be explored with the ‘Lion’s Share Fund’ working with private sector companies that use threatened species as part of their logos and/or marketing campaigns. Partnerships may also be established with Medium of Full-Size GEF projects, either through UNDP and/or other accredited GEF agencies, in support of GEF7 Impact programmes, including with respect to the Illegal Wildlife Trade (IWT), as well as ‘Inclusive Conservation’ set aside window under the biodiversity focal area.

**Risk management, sustainability and replication**

UNDP’s Programming and Operations Policies and Procedures (POPP) framework will be the starting point to ensure social and environmental sustainability and accountability across all OP7 programming. The POPP includes an overarching policy, supported by ten specific areas of risk estimation and mitigation, covering gender equality, human rights, indigenous peoples, pollution prevention, climate change, cultural heritage and natural habitat protection. As such, the UNDP policy statement emphasizes that:

“Social and environmental sustainability is fundamental to the achievement of development outcomes [...] and shall be systematically mainstreamed into UNDP’s Programme and Project Management Cycles. Opportunities to strengthen social and environmental sustainability shall be identified at the earliest stage of programme and project design, realized through implementation and tracked through monitoring and evaluation. A precautionary approach shall be applied, and potential adverse impacts and risks shall be avoided or, where avoidance is not possible, adverse impacts shall be minimized, mitigated and managed.”

With respect to conservation and human rights, following the findings and recommendations of the annual report of the UN Special Rapporteur on the rights of indigenous peoples (UNSRRIPhttp://www.un.org/en/ga/search/view_doc.asp?symbol=A/71/229) to the UN General Assembly ‘Conservation measures and their impact on indigenous peoples’ rights’ (2016 http://www.un.org/en/ga/search/view_doc.asp?symbol=A/71/229), critical consideration will be given to ensure that the SGP OP7 strategic initiative adheres to the UNDP POPP (i.e. do-no harm principle), as well as helping to build a constructive dialogue and working relationship between local civil society actors (i.e. indigenous peoples and local communities), and duty-bearers (including governments as well as international conservation NGOs) active in relation to conservation planning and implementation of initiatives targeting threatened species and ecosystems, including with respect to protected and conserved area governance.
Strategic Initiative 1: Community-Based Conservation of Threatened Ecosystems and Species - International Waters

Background
The importance of oceans to people and other living things on Earth cannot be over-emphasized. Oceans cover about 71 percent of the surface of our planet, contain 97 percent of its water, and provide the living space to nearly 200 million identified species. In light of this, “Earth” seems something of a misnomer for a planet that might more accurately be called “Water”. Not only do oceans dominate the ecological environment, they provide direct life support to human beings and other living things. More than 3 billion people directly depend on marine and coastal biodiversity for their livelihoods, and the same number of people depend on the oceans as their primary source of protein.

Most water systems are connected and transboundary, hence are under the coverage of GEF International Waters mandate. These water systems know no national boundaries and generate ecosystem services and products for human beings, generally serving as transboundary lifelines. These waterbodies have suffered a trend of environmental degradation, in terms of water quality, ecosystem sustainability and environmental services and goods. The world is calling for effective actions to reverse this trend.

Objectives and Strategic Programming
Under this Strategic Initiative, the SGP will demonstrate for conservation and sustainable use of threatened ecosystems and species in priority landscapes and seascapes through an integrated approach in alignment with GEF-7 biodiversity, land degradation, and international focal area strategies and Impact Program on Sustainable Forest Management.

In International Waters focal area, SGP will promote coordinated actions and interventions by different actors, including the government, communities, and private sector to address root causes to root causes of threats to water-borne species and ecosystems. Priority freshwater ecosystems and seascape areas will be identified taking into consideration partnerships with relevant GEF full-sized projects (FSPs), as well as other projects and partners, to enhance local capacity to form regional networks of communities to deepen vertical cooperation from local to national and regional levels among stakeholders of shared waterbodies. SGP will work with small NGOs and local communities to protect and sustainably use the transboundary water systems and related natural resources. In GEF-7, SGP will focus on two strategic programing directions:

SP 1: Blue economy: community solutions
A global innovation program will be developed and implemented for this programming direction. Priority themes include fisheries, aquaculture, tourism, and cross-cutting capacity development. Specifically, priority activities include:
Fisheries:

- Prevent, reduce and stop destructive fishing practices including bottom trawling, bycatch, the use of poison and explosives, and ghost fishing
- Promote sustainable fishery management by developing community by-laws, policies and monitoring schemes to enhance fisheries management
- Rehabilitate, conserve and sustainably manage coastal habitats for fisheries (mangroves, coral reefs, seagrass and other coastal wetlands)

Climate resilient aquaculture:

- Innovative aquaculture models that sustainably utilize ocean and coastal resources, for example, sea weed production, fish farming, medicine production from marine living resources and other uses
- Reduction of pollution from aquaculture and land-based pollution

Eco-tourism:

- Pilot and test community-managed eco-tourism initiatives
- Develop business plans and market tourist destinations or activities
- Management from tourists, hotels and other tourism generated waste

Capacity development could be a cross-cutting activity within the above three priority themes. Possible capacity development activities may include: a) Education and trainings to community members on sustainable fisheries, aquaculture and eco-tourism; and b) Identification, collection and codification of good practices on blue economy for local, national and global learning and sharing.

SP 2: Land-based pollution, especially plastics, in international waters

Land-based pollution, particularly plastic waste, affects the worlds freshwater systems and ocean and marine resources. Plastic waste pollutes our freshwater systems, through disintegrated plastic particles smaller than five millimeters, known as microplastics, and is transported through sewage, rivers and floodwaters. Plastic debris injures and kills fish, seabirds and marine mammals, severely threatening marine biodiversity. According to the United Nations, at least 800 species worldwide are affected by marine debris, and as much as 80 percent of that litter is plastic. The impacts include fatalities as a result of ingestion, starvation, suffocation, infection, drowning, and entanglement. If the current trend continues, there could be more plastic than fish (by weight) in the ocean by 2050.

SGP will support innovative plastic management practices to reduce, reuse and recycle plastics, and prevent plastics from entering rivers, lakes and our ocean. This cross-cutting programming direction will be implemented with a multi-focal area approach with chemicals, waste and mercury focal area (see technical guidance note on chemicals, waste and mercury strategic programming direction on plastics and circular economy).
SP 3: Freshwater and coastal habitat conservation and management

Water is life. World’s majority of population reside in places with fresh water resources along rivers and lakes, near underground water resources in desert areas, or along coastal areas where the oceans and seas offer food, transportation and other livelihoods. Coastal/marine habitats, such as mangroves, seagrasses, and coral reefs provide spawning grounds for fisheries, act as defense mechanisms against coastal erosions and natural disasters, and offer tourism opportunities. SGP will provide support to the following types of activities in habitat conservation and management:

- Establishment and management of community managed or protected areas;
- Restoration and conservation of degraded habitats (mangroves, seagrass, coral reefs and forest management at water sources);
- Development of community management cooperation scheme including community patrolling, monitoring and sanctions for sustainable use and conservation;
- Development, testing and scaling up innovative technologies and tools for habitat conservation for endangered species;
- Awareness raising, capacity development and policy campaigns for species and ecosystem conservation.

Results measurement and alignment with GEF and larger frameworks
SGP country programs should develop and implement country program strategies in alignment with the strategic programs under this focal area and Annex A of project results below. Projects should be developed, implemented and followed up with monitoring and results collection to contribute to core indicator of GEF.

Stakeholders and Partnerships
In International Waters focal area, the key lies in bridging the gap between local communities and transboundary concerns, and developing a focused and regionally coordinated portfolio addressing regional priority issues. SGP projects must have regional considerations, meaning addressing issues identified as regional priorities and provide inputs to regional scientific studies and decision-making. Activities of SGP must be coordinated, through regional projects or initiatives, and grantees should be networked in parallel with regional inter-governmental forum. SGP will continue working with full-sized projects proactively and ensure close connections and linkages between regional, national and local interventions. Table 1 includes a summary of ongoing partnerships with GEF full-sized projects.

Risks management, knowledge management and innovation
The vast area of IW systems and the transboundary nature of issues and actions impose considerably high transaction costs in developing and implementing IW projects. This becomes particularly daunting for small NGOs and CBOs in developing and implementing SGP projects, which have a funding limit of $50,000 per project, and the average actual project funding is around $26,000. Due to the inherent transboundary nature of IW issues, effective measures often require coordinated actions among countries sharing a water system or resource, which have proved difficult for SGP as the program allocation and approach are country driven. Specifically, challenges for international waters management include:
• Institutional challenges: lack of transboundary network and linkages among small NGOs/CBOs;
• High transaction costs in developing and implementing transboundary projects;
• Inadequate capacity of individual local NGOs/CBOs in addressing transboundary IW issues;
• Lack of financial resources;
• Lack of motivations of National Coordinators (NCs) of the SGP to develop and encourage IW projects development due to high transaction costs.

To address these challenges, SGP will continue its strategy to foster linkages and connections with GEF full-sized projects, where possible, to serve as a delivery mechanism for SGP. Under such collaboration modality, SGP and GEF IW full-sized projects can pool resources together for community demonstrations and innovations, while feeding back good practices to national and regional policy development processes. To incentivize such collaboration, SGP will continue matching grant allocation with additional FSPs’ allocation of community component to SGP.

Knowledge management and innovation are also supported through regional collaboration initiatives around regional waterbodies. Country programs will be connected and networked to address common priority issues in shared waterbodies, and experiences and good practices will be disseminated and replicated.

**Resources for further reading**
1. GEF-7 programming directions
2. Scaling up international waters management: experiences from GEF Small Grants Programme
3. Plastics and circular economy: community solutions

**Table 1. SGP Partnerships with GEF International Waters Projects**

<table>
<thead>
<tr>
<th>Ongoing Partnerships</th>
<th>Full-sized Projects</th>
<th>Agency</th>
<th>Countries</th>
<th>Collaboration Areas</th>
<th>Results or Expected Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IWEco Project in the Caribbean</strong></td>
<td>UN Environment/ UNDP</td>
<td>Antigua and Barbuda, Cuba, Dominican Republic, Jamaica, Saint Kitts and Nevis, Saint Lucia, Trinidad and Tobago, Saint Vincent and Grenadines</td>
<td>Community demonstrations funded by $1 million from the IWEco with $1 million matching SGP fund</td>
<td>Regional sharing and networking</td>
<td>20 IWEco community demonstration sites under implementation; at least ten more projects to be developed and implemented; capacity development.</td>
</tr>
<tr>
<td><strong>Amazon River Basin</strong></td>
<td>UN Environment</td>
<td>Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, Suriname and Venezuela</td>
<td>Community demonstrations funded by $1 million from the IWEco with $1 million matching SGP fund</td>
<td>Regional technical support, sharing and networking</td>
<td>Community demonstration sites; capacity development</td>
</tr>
<tr>
<td>Project Name</td>
<td>Implementing Organization</td>
<td>Countries</td>
<td>Details</td>
<td>Benefits</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>---------------------------</td>
<td>------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Wider Caribbean CREW Project</td>
<td>UN Environment</td>
<td>Barbados, Belize, Colombia, Costa Rica, Cuba, Dominican Republic, Grenada, Guatemala, Guyana, Honduras, Jamaica, Mexico, Panama, St Kitts and Nevis, St Lucia, St Vincent and the Grenadines, Suriname, Trinidad and Tobago</td>
<td>Community demonstrations funded by $1 million from the IWEco with $1 million matching SGP fund</td>
<td>Community demonstration sites; capacity development</td>
<td></td>
</tr>
<tr>
<td>South China Sea Phase I and Phase II</td>
<td>UN Environment</td>
<td>Cambodia, China, Indonesia, Malaysia, Philippines, Thailand and Viet Nam</td>
<td>Phase I: $700,000 from the FSP with a matching SGP fund to support community demonstrations</td>
<td>31 community demonstration sites</td>
<td></td>
</tr>
<tr>
<td>PEMSEA (Prevention and Management of Marine Pollution in the East Asian Seas)</td>
<td>UNDP</td>
<td>Cambodia, China, Indonesia, Japan, DPR Korea, Lao PDR, Philippines, RO Korea, Singapore, Timor-Leste, Vietnam</td>
<td>Alignment with East Asian Seas Sustainable Development Strategy, Joint development of community demonstration sites, Knowledge sharing and learning</td>
<td>Participation in the Partnership Council and East Asian Seas Congress/East Asian Seas Youth Forum, Development of community projects</td>
<td></td>
</tr>
<tr>
<td>Yellow Sea Project</td>
<td>UNDP</td>
<td>China and South Korea</td>
<td>$400,000 funding from FSP to support the implementation of its community components; sharing of expertise, knowledge and networking</td>
<td>SGP grantee partners receiving support, Experience sharing</td>
<td></td>
</tr>
<tr>
<td>GEF IW:Learn</td>
<td>UNDP</td>
<td>Global</td>
<td>Capacity development and networking</td>
<td>16 national coordinators trained with fund and technical support by IW:Learn</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Initiative 2- Sustainable Agriculture and Fisheries, And Food Security

Purpose

The purpose of this technical notes is two-fold, first to provide an overall direction and guidance on the strategic initiatives on sustainable agriculture and fisheries so that SGP country teams can appropriately use it in determining related interventions in the outline of the multi-year country specific strategies and actions and secondly to serve as the basis informing the development of global strategy under OP7 for this strategic initiatives as captured under the GEF SGP UNDP Project Document for OP7.

The strategic initiative articulates how the planned outcomes and outputs will contribute towards the overall objective of SGP, as well as how GEF SGP will support achievement of broader UNDP and GEF objectives and strategies. It is expected that this will inform the finalization of CPS, results matrix and the development of country level work plans, funding requirements, results measurement etc.

Background information on the strategic initiative

The SGP will implement the initiatives on sustainable agriculture, fisheries, and food security in close alignment with related GEF-7 focal area strategies and impact programs. This sector is taunted to be one of those that contributes immensely to greenhouse gases. Agricultural practices contribute to emissions of the greenhouse gases CO₂, CH₄ and N₂O. Conversion from conventional to organic farming leads to reduced emissions per hectare. Efforts to limit GHG will significantly help in achieving the global environment benefits that GEF strives to achieve. Focus will be placed on working with local farmers and fishers to promote and shift practices to sustainable agricultural and fisheries production. Three key strategic approaches will be used to drive this initiative. These are the use of: i) focused programmes on sustainable agricultural production.

Similarly, the new initiative will continue SGP work on agroecology to reduce land degradation trends and provides ways to reduce dependence on harmful agricultural practices. Applying agroecological principles helps communities respond adaptively to environmental changes. This includes supporting sustainable land management practices, biodiversity, waste recycling, organic farming, and pest control through natural mechanisms. That said, it is important that the new initiative explore linkages with other focal areas to analyze how communities uses agroecological principles to increase resiliency. For example, this initiative is closely linked with the chemicals focal area of the GEF which requires that efforts are made to remove the use of inorganic chemicals in the agricultural sector. Therefore, in OP7 the emphasis on climate-smart agroecology practices will be further strengthened.

Secondly, the focus on ii) enhancing sustainable fisheries will be prioritized. Up to 80 percent of the world’s commonly fished species are overharvested and are in danger of declining significantly without possibility of self-repopulating. Thee (3) billion people in the world also depend and source their proteins from fishing resources. This unsustainable path must be reversed. The current approach to fisheries management, indiscriminate fishing practices and use of inappropriate gears that leads to overharvesting fish and destruction of spawning areas will be addressed by creating awareness to communities so that depleted fish populations are given time to recover, ensuring sustainability of utilization. In addition,
efforts to link coastal zone management and land use activities in the uplands following a ridge to reef pattern will be prioritized, particularly in small island developing states where the two landscapes are closely linked. Furthermore, with smarter management systems, known as fishing rights, there is possibility to reverse the incentives that lead to overfishing. Under fishing rights, fishermen's interests are tied to the long-term health of a fishery. Their income improves along with the fish population. This will be also a key driver in this initiative.

Thirdly, the programme will also work with communities to enhance coastal zone management, using natural solutions for addressing coastal zone degradation, sea level rise and saltwater intrusion and surges. Thirdly, iii) delivery of large sized agroecology and agricultural programs. This modality will help to fully utilize the strengths and advantages of the SGP for a more effective implementation of the social inclusion, equity and participatory development in the small holder farmers and fisher folks. They will contribute to increased ecological connectivity, reduced carbon emission, reduced forest fragmentation, and improved management of biodiversity at the landscape level, particularly in forest corridors.

Community based climate resilient agriculture, fisheries and food practices that improve productivity and delivering other benefits will be tested and promoted. The focus on sustainable land and forest management is meant to enhance climate smart innovative agroecology practices and upholding of agroecology principles. These principles will be realized through appropriate climate-sensitive agriculture projects to achieve short-and-long-term agricultural development priorities at local level. These approaches will help to enhance community and ecosystem resilience and to integrate other land-based development activities in the production landscapes.

**Objectives and scope of strategic initiative**

Specifically, under OP7 the SGP strategic initiative will be implemented by working with local farmers and fishers to promote sustainable agricultural and fisheries production. The approach should also involve moving out of consumer level production systems and re-focusing attention to increasing efficiency and effectiveness of overall food production and value chain addition processes both on-farm and off-farm.

This strategic initiative will also aim at promoting diversification and improved livelihoods, such as through water harvesting, post-harvest management, business skills development to empower communities to better manage their natural resources and lead to global environment benefits. Programmatically, this outcome will develop and implement at least 1 community based land use plans per landscape that integrate climate resilient sustainable practices and other standards (e.g. land tenure, community participation) complemented by the output, of at least 2 CBOs/farmer leaders adopting and demonstrating improved climate resilient SLM practices.

To address and contribute to the GEF 7 strategic program on food systems, land use and restoration by achieving transformational Shift – “Sustainability”, the initiative will support projects that results in efficient and effective food value chains additions for multiple benefits through removal of deforestation from supply chains and expanding restoration of degraded lands. This will be accomplished through the utilization of best practices generated from OP6 activities in this area.

On another important strategic niche, SGP intends to pioneer working with mountain community’s smallholder farmers. The strategic initiative will aim to include the need to partner with the mountain communities wherever appropriate to further an ongoing SGP and FAO partnerships with the mountain partnership (MP), dedicated to improving the lives of mountain peoples and protecting mountain
environments around the world, and to provide technical support on value addition of agri-based mountain products to improve and devise strategies for market linkages for the commercialization of the mountain products. For the above to be realized, the initiative will work in collaboration with Slow Food International, to provide technical support to SGP grantees and project partners by working with small-holder mountain producers, as well as CBOs, CSOs and NGOs, to develop proposals for projects aiming at “Strengthening mountain agri-food value chains to improve local economies and livelihoods”.

Results measurement

The strategic initiative objectives will be translated to country level results matrix by adopting the global level matrix shown in Annex A. Table 2 summarizes the outputs and key activities at global level but specific s per project will be elaborated once the projects are known and defined through the calls for proposal process. Given that at the national level, the projects are demand driven, close alignment with the outcomes in Table 2 and Annex A should be aimed at by all the SGP country programs. In line with the results architecture for the global PIF/project document, this initiative accounts for one outcome and has four outputs. The indicative activities have been elaborated in the narrative of this guidance with a few reflected in the table below:

Table 2: Strategic Initiatives general outputs and key activities

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicative Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terrestrial lands under improved practices or restored for multiple benefits</td>
<td>Afforestation, Terraces, range improvement projects, fisheries improvements, use of proper fishing gears, protection of fishing grounds and spawning zones along the coast.</td>
</tr>
<tr>
<td>Marketing and value addition</td>
<td>Working with middlemen in improving farm produce, labelling schemes, packaging and commercialization of products, strengthening produce-marketing associations.</td>
</tr>
</tbody>
</table>

The set of projects under this initiative will be tailored around the focal area on land degradation as they relate to sustainable agriculture. Typically, community projects for sustainable land management will generally fulfill the criteria that requires projects activities to embrace one or a combination of the following attributes: i) sustainable agriculture based on soil and water conservation through, improved tillage methods, agroforestry approaches to reduce erosion, promotion of suitable land uses (including protection from farming where necessary), and improved management of agricultural and human waste; ii) sustainable rangeland/pasture management and ground water conservation namely through strengthening of viable traditional systems, mechanisms to resolve conflicts over land use, protection of farmlands, rehabilitation, fire management, ground water recharge augmentation.

For monitoring progress and for easier means to aggregate and compare outcomes from individual projects, the following attributes will be measured at least once during the lifespan of the project: i) changes in land productivity, which can be measured on two key attributes: greenness (use of NDVI\(^1\) for

\(^1\) Normalized Difference Vegetation Index. Considerable variation can be found in the phenology of the bushlands as determined by the satellite NDVI and is explained through the high spatial variability in the land productivity and distribution of rainfall resulting in green-up of the vegetation. This method will be applicable for rangeland and farmland production systems.
land cover changes) as a proxy indicator of improved productivity; ii) improved livelihoods, measured through child nutrition surveys (QBS) as proxy indicator for better livelihoods at household levels that can be attributable to improved land productivity; and iii) investments as indicated by amounts of co-financing that come into the community/households through state and non-state sources for the community that is being supported.

For productive landscapes (agricultural, rangelands and forests), a vegetative cover of >10% of land area is considered acceptable globally. This should also be supported by an increasing/expanding hectarage under effective land management practices which can be measured through increase in soil carbon (above or below ground) and on site multi-species systems (e.g. livestock). These practices should principally aim at improved forest cover, expansion and intensification in agriculture and or management of water sources for water provision to agriculture. These measurements will augment those that have been advanced by the GEF secretariat as the approved methodologies whenever is possible.

Overall, the initiative will contribute to indicators related to marine protected areas created or under improved management for conservation and sustainable use (million hectares), area of land restored (million hectares) and area of landscapes under improved practices (million hectares; excluding protected areas) as stated in the GEF SGP PIF for OP7. Thus, through these approaches, this initiative will contribute to more than 5 million ha of landscapes and over 100,000 ha of marine habitats being brought under improved management and/or restored for multiple benefits while appropriate and improved SLM technologies will also be applied to at least 280,000 ha. This will help in the achievements of two critical GEF 7 priorities on land which relates to the support on-the-ground implementation of Land Degradation Neutrality (LDN), elimination of agricultural chemicals and the implementation of the UNCCD environmental agreements.

**Stakeholders, partners including private sector engagement**

The initiative will work with a variety of partners. A few that are obvious are included below, however it is known that involvement of partners will very much depend on the countries, regions and the nature of projects. Country programs are encouraged to solicit appropriate partners in the country based on who is doing what and core mandates of the partners. A few examples are illustrated in the Table below:

<table>
<thead>
<tr>
<th>Partners</th>
<th>Stakeholders to be involved and possible areas of partnership activity.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSO’s</td>
<td>Key stakeholders that will be involved will come from agricultural and fisheries sectors, community conserved areas around and in coastal areas, dryland based NGOs such as SOS Sahel in Africa and similar outfits in other regions.</td>
</tr>
<tr>
<td>UN organizations</td>
<td>UN agencies such as FAO and IFAD, regional development banks (ADB and AfDB) and multilateral organizations</td>
</tr>
<tr>
<td>Private and business entities</td>
<td>Partnerships with agri-business organizations and private entities are encouraged within the partnerships.</td>
</tr>
<tr>
<td>Government line Ministries</td>
<td>Taking advantage of other GEF FSP, working with line ministries will also be prioritized. Each of the partners will be involved.</td>
</tr>
</tbody>
</table>
these organizations will attract specific and unique partnerships that will be drawn from national programs.

| Slow Food International | A member of the mountain partnership will be useful in the participatory certification and labelling scheme that supports small-holder mountain producers through value chain improvement, marketing strategy development and the granting of the MPP label. The partner will also help in selecting high-value mountain products that utilizes and enhances the common goal of improving the local economies and livelihoods of mountain communities through the strengthening of agri-food value chains. |

**Approach for sustainability and replication**

The approach will encompass collaborative adaptive management principles (ACM) in which communities will be experimenting and innovating new methodologies leading to increased application and replication of adaptive management tools for SLM in farmlands. The strategy will also pursue improved community-level actions and practices and reduced negative impacts on agro- and forest ecosystems. In addition, the realization of ecosystem services will be demonstrated to show how to sustain the overall ecosystem functionality and farms productivity. These activities will highlight how on a small scale the LDN can be demonstrated in a farm or a group of farms in a landscape. Moreover, linkages with sub national and national adaptation and other developmental government led plans is encouraged while designing projects.

Implementation of landscape using integrated and joint management approaches should be pursued with a primary role of barrier removals for sustainable management of crops and livestock system and forests. Emphasis should be put on competing land use systems with a view to increase land cover and invigorate ecosystems dynamics. Community-based models of sustainable forestry management and agricultural farming systems will be developed and tested while pursuing livelihoods at household and farm levels. These activities will be linked to carbon sequestration to mitigate climate change and for possible up scaling and replication where appropriate to take the best practices to scale; and to reduce GHG emissions from deforestation and forest degradation by enhancing carbon sinks from land use, land use change, and forestry activities. Where successful, efforts should be geared towards up-scaling and replication of good practices and lessons.

**Gender mainstreaming and social inclusion**

It is important that the projects focusing on this initiative aligns to the GEF policy on “gender mainstreaming” adopted by the GEF council in May 2011. The GEF aims to achieve global environmental benefits and sustainable development by addressing issues related to gender equality and women’s empowerment. This initiative will provide avenues to continue to proactively mainstream gender equality
and women’s empowerment by ensuring that the gender roles and functions are respected in the projects. Gender consideration will be considered a core element of the planning and implementation at all levels. The initiative will promote more women-led projects and support the creation of local, national and global networks of women grantee-farmer-leaders for knowledge-sharing at landscapes level. To ensure that this happens, gender-sensitive indicators and sex-disaggregated data across all projects will be collected to contribute to the overall SGP dataset on gender.

Risk management

This strategic initiative has inherent risks which are related with working with small farmers and timely implementation of the projects. These risks will need to be built into the projects at design and implementation stages. For example, it is common knowledge that risk is an integral part of agriculture production system. Specifically, production risk includes weather, insects, disease, technology and any other events that directly affect production quantity and quality. Furthermore, once the farm produce is in place, price related risk that comes with uncertainty in the market may results in changes in the prices of inputs and/or outputs. Similarly, climate changes will always likely negatively affect the yields and productivity while in some situations it may altogether wipe out varieties of crops or farm produce. These risks and human related factors will need to be inbuilt into projects formulated under this strategic initiative.

Table 3: The risk table and its management

<table>
<thead>
<tr>
<th>Types</th>
<th>Probability</th>
<th>Likely impacts</th>
<th>Mitigation measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate risk</td>
<td>High</td>
<td>Climate has become the most unpredictable and erratic risk to agriculture and projects that are formulated to respond to this must address this vulnerability using all stochastic and long term data.</td>
<td>Proper analysis of existing scientific and indigenous knowledge is important in determining the projects to be funded.</td>
</tr>
<tr>
<td>Production risk</td>
<td>Medium</td>
<td>These can be managed even though the likelihood is kind of given.</td>
<td>The use of best practices and recommended agricultural regimes should form suit of actions to be included in projects.</td>
</tr>
<tr>
<td>Market risk</td>
<td>Low</td>
<td>Sensitivity in market and the changes that are likely but and those that nominally change within the lifespan of SGP projects.</td>
<td>Fund projects which shows less market volatility, but which can also be sustained over a longer period.</td>
</tr>
</tbody>
</table>

Knowledge management and innovation

The strategy for the preparations of the knowledge management will be that best practices are fully elaborated, codified and published both for immediate use, sharing and to go into the SGP digital library. Technologies that will be developed either from farmers themselves or other technical groups working with farmers will also be harnessed and appropriately published with proper acknowledgement done.
Working with other partners with expertise in other areas such as value chain additions, practices of agroecology and experiences working with developing countries groups such as third world networks (TWN), are important entry points and means by which knowledge will be generated and disseminated. Furthermore, the initiative will work with community knowledge centers and cooperative boards will be utilized as much as possible.

The “SGP connect” and digital library as well sharing knowledge in national and global events and fora are encouraged in OP7. Additionally, the central programme management will coordinate the publication of a synthesis report on the initiative towards the last year of the phase to share the initiative innovations, social inclusion strategies and the impacts towards the overall programme and communities.

**Alignment with GEF strategy and larger frameworks**

By the year 2025, 83 per cent of the expected global population of 8.5 billion will be living in developing countries. Yet the capacity of available resources and technologies to satisfy the demands of this growing population for food and other agricultural commodities remains uncertain (Rio agenda 21, chapter 14). Agriculture must meet this challenge, mainly by increasing production on land already in use and by avoiding further encroachment on land that is only marginally suitable for cultivation. Major adjustments are needed in agricultural, at national levels in countries, to improve sustainable agriculture. to increase food production in a sustainable way and enhance food security, this will involve education initiatives, economic incentives and the development of appropriate and new technologies, to support adequate food supplies, access to food by vulnerable groups, and production to alleviate poverty and environmental protection.

To alleviate the plight of the 83% of the global poor populations, mostly found in countries where SGP operates, the SGP strategic initiative on agriculture and fisheries is expected to work from previous experiences on sustainable land management to promote activities towards land degradation management, improved food security, restoration and improvement of land resources and funded projects are expected to be organized to respond and reinforce the GEF impact programs on FOLUR and the SLM focal area objectives.

The key focus of the SGP lies in the achievement of two strategic priorities of the GEF, outlined in the GEF OP7 cycle as i) maintaining or improving the flows of agro-ecosystem services to sustain livelihoods of local communities; and ii) reducing pressures on natural resources from competing land uses in the wider landscapes. Projects to be developed in this area will be checked on how best, they suite the overall goals of the GEF and achievements of the SDG 15 on land. The Land Degradation (LD) portfolio of SGP is also aligned towards helping developing countries implement the UNCCD and its 10-year strategic plan at the community level. The 10-year strategic plan is informed by the Millennium Ecosystems Assessment, which provides the basic information and rationale for the strategic approaches proposed in the plan, one of which focuses on the involvement of local communities as land and resource managers.

The SGP portfolio of LD projects focuses on promoting activities that create and demonstrate good practices in adaptive community-based land management, while incorporating indigenous knowledge and modern practices to address the degradation and destruction of agricultural lands, rangelands, and forest landscapes. An analysis of SGP community driven projects indicates that LD projects over the past years

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have targeted support for some of the following practices: agroecology and agribusiness, integrated pest management, sustainable forest management and agroforestry, agro-sylvo-pastoral management, rehabilitation of range lands, use of technology for water use efficiency, capacity building and energy savings within farms. This will be continued in OP7 with an expansion into the SFM OP7 strategy requiring the creation of a better enabling environment for forest governance and supporting the management of commercial and subsistence agriculture lands to reduce pressure on adjoining forests.

To support the overarching call for UNDP work, SGP projects under this initiative will contribute to the UNDP work meant to help countries domesticate the MEAs through adopting the new Strategic Framework of the UNCCD Convention for 2018-2030. This framework focuses on supporting countries achieve Land Degradation Neutrality (LDN\(^3\)) by 2030. The innovative aspect of LDN is the adoption of neutrality as the goal. The concept of neutrality involves counterbalancing anticipated losses with measures to achieve equivalent gains. The adoption of LDN (or SDG Target 15.3) as the guiding principle for the implementation of the Convention helps SGP projects to promote sustainable development by contributing to SDG 15 (Land for Life) and other related goals including poverty eradication (SDG 1), food security (SDG 2), water (SDG 6), and climate change (SDG 13). As such, SGP contribution will help overall UNDP efforts towards LDN to be an “SDG Accelerator” which provides options to meet these goals in a cost effective and ecologically sound manner.

\(^3\) LDN is a positive aspirational goal that entails adopting sustainable land management policies and practices to minimize current, and avoid future, land degradation; and restoring degraded and abandoned lands.
Purpose

The purpose of this technical note is two-fold. First, it provides guidance on implementation of “Low Carbon Energy Access Co-benefits” strategic initiative, so that SGP country teams can design related interventions and outline multi-year country strategies. Second, the note will inform the development of OP7 global strategy reflected in the final project document.

The note will also articulate how planned outcomes are expected to contribute towards the objectives of the GEF SGP strategic initiative as well as to the achievement of broader UNDP and GEF objectives in climate change area. This note will additionally inform the finalization of Country Program Strategy and annual work plans the OP7 programming cycle.

Background information on the Strategic Initiative

Despite recent significant progress in development of new low carbon technologies and growing momentum for climate action, climate change remains a defining challenge of our time. The concentration of greenhouse gases in the atmosphere continues to rise with emissions up 1.7% in 2018, as a result of the fastest growth in energy use in the last six years (14). The impacts of climate change are increasingly felt around the globe. In 2018 most of the natural hazards that affected nearly 62 million people were associated with extreme weather and climate events (6). The IPCC’s special report calls for urgent response at an unprecedented scale as 3 C warming with unknown consequences for life on earth is increasingly likely under current business as usual trajectory (4). The World Economic Forum’s Global Risks Report highlights that climate change, combined with biodiversity loss, is a driver of many of the top global risks to society, including water crises, large scale involuntary migration, natural disasters and extreme weather events (17).

Climate change, however, is not only unprecedented challenge, but also an unprecedented opportunity to unlock massive economic and social benefits through climate action that can help us achieve the Sustainable Development Goals. Recent studies have found that bold climate action could trigger at least US$26 trillion in economic benefits by 2030, create over 65 million new jobs, avoid 700,000 premature deaths and many more (15). Rapid transformation of energy sector, producing two thirds of global emissions, is crucial for avoiding the worst climate change impacts. The global energy transition is underway with renewable energy as the dominant source of new power generation capacity, the world largest economies increasingly powered by renewables and costs of solar PV and wind energy rapidly falling (10, 12). In the developing world, where 1 billion people do not have access to electricity, and over 2.9 billion people do not have access to clean cooking (15), a paradigm shift is under way with new business models and technologies developing off-grid markets with new payment models supported by mobile technology (10). However, despite these positive developments, the use of renewables in some sectors remains low, CO2 emissions continue to raise, progress in deployment of many technologies is not
on track with the emissions reductions goals and current plans and policies are putting the planet on the pathway of dangerous warming above 2°C (12, 13).

The historic Paris Agreement has put in place a framework defining countries’ climate action for the next few decades, setting up a mechanism for countries to put forward and implement Nationally Determined Contributions (NDCs) outlining their commitments. These commitments cannot be met without energy decarbonization. However, energy-related emissions have risen around 1% yearly since 2015, while the world’s “carbon budget” will run out within a decade (12). The next 2-3 years are crucial for successful implementation of the agreement and the challenge now is to raise the ambition and accelerate the transition to zero-carbon resilient economy, as many investment decisions taken today will shape the future for decades. The GEF-7 period coincides with this key phase of the implementation of the Paris Agreement. As an operating entity of the financial mechanism of the UNFCCC, the GEF is aligning programming with the priorities identified in countries’ NDCs and will provide support in the context of national strategies and plans (16).

The UN system also has a critical role to play in helping countries to meet the goals of Paris Agreement and has developed a joint strategic approach launched in 2017. This approach focuses on three core objectives: i) Accelerate current NDC implementation; ii) Strengthen efforts to develop more ambitious next generation NDCs; iii) Mobilize society to contribute and call for climate action from their governments. In coordination with other agencies, UNDP will contribute to this approach focusing on three strategic and transformative pathways including: i) Increasing the scope of ambition and accelerating the implementation of NDCs; ii) Accelerating climate action by mobilizing institutions and resources; and iii) Aligning policies and plans with climate-smart resilient approaches. Within these themes, UNDP will support transition of cities towards cleaner more resilient development pathways; powering rural development by providing renewable energy for rural communities; promoting ecosystem and livelihood resilience and restoration; creating resilient rural agricultural systems, value-chains and markets.

Given the above context, SGP is uniquely positioned to contribute to these critical global efforts in galvanizing climate action, while setting up the infrastructure to transition to zero-carbon economy, providing energy access and improving livelihoods for the poor communities. Investing in local solutions and mobilization of civil society is also key for raising ambition of NDCs, galvanizing support and ensuring their implementation.

**Objectives and Scope of Strategic Initiative**

In OP7 SGP will continue to provide low-cost bottom-up energy solutions with high potential for carbon emissions reductions using integrated approach going beyond energy sector aiming at increasing climate resilience, reducing poverty, enhancing gender equality and achieving the sustainable development goals. Such solutions will continue to form a crucial part of the “decarbonization” and transition to zero carbon economy, while laying the groundwork of new infrastructure at the community level, addressing energy service needs of rural, urban and remote communities and entrepreneurs, who cannot be served by the central grid in case of electricity or centralized distribution systems in case of cooking and heating fuels.
SGP will also support energy transition away from fossil fuels through demonstration of renewable and energy-efficient technologies providing socio-economic benefits and improving livelihoods of vulnerable and poor urban and rural communities. However, given the changing context, increased urgency of climate action, and coordinated effort of the GEF and the UN system directed at the implementation of Paris Agreement, in OP7 SGP will particularly focus on the implementation of NDCs.

**Supporting Implementation of Paris Agreement and the NDCs**

In OP6 SGP country programs were encouraged to align their interventions with larger frameworks such as SE4ALL, NAMAs and NDCs to facilitate mainstreaming and scaling up. Only countries identified as leaders for this strategic initiative were required to show specific links between their programming and NDCs. Since then the global context has changed, Paris agreement has come into force and the urgency of climate action has grown with the emergence of new scientific consensus. In this context, SGP is now introducing a formal requirement to ensure that program interventions are not only aligned broadly, but, in fact, are part of NDCs and are contributing to their implementation by investing in scalable local solutions, fostering policy development and contributing to society mobilization. To provide specific and targeted support to SGP coordinators in OP7, SGP CPMT initiated a mapping exercise in partnership with UNDP NDC support program to identify synergies and success stories in select countries and determine how these good practices can be replicated in order to amplify the impacts of local action as well as inform national policy development with local priorities. At a minimum every SGP country program is required to hold consultations to assess the status of NDCs development and implementation in a respective country and conduct at least one CSO-government-private sector dialogue focusing on NDCs during OP7. In the countries, where NDCs implementation is at the initial stages and/or facing challenges, the dialogue may serve, at a minimum, to familiarize stakeholders with the key aspects of climate policies and create awareness. In the countries, where SGP programming is already aligned with the NDCs, a series of dialogues may be held focusing on specific topics and to promote subnational and local implementation of NDCs.

**Generating co-benefits and contributing to SDGs**

In OP6 SGP started tracking the achievement of co-benefits of decarbonization and worked to identify, describe, measure, and quantify the co-benefits of the interventions, using qualitative and quantitative indicators. Lead countries on the initiative presented in depth studies exploring various methodologies for quantifying environmental and economic co-benefits. CPMT also conducted innovative economic valuation study quantifying additional economic, environmental and health benefits of small-scale renewable energy projects, which were found to significantly exceed initial SGP investment. In OP7 SGP will build on this knowledge and broaden its focus to document the links between Paris Agreement and 2030 Agenda at the local level. Several recent studies (18) demonstrated that climate actions highlighted in the NDCs also have the potential to generate mutual benefits across the 17 SDGs. In OP7 SGP will conduct pilot studies in select countries using new tools and approaches developed by UNDP and partners to demonstrate such links at the local level.
Investing in innovative local solutions

In OP7 SGP will continue documenting community innovations, tracking typologies of new community technologies, particularly those emerging from South-South exchanges. The absence of effective local applications, tailored to the country and community context, often constitutes a barrier for adoption of low carbon technologies, even in developed countries, despite the availability of certain technologies globally. SGP will support innovative technologies and approaches with initial catalytic financing and then encourage wider deployment and scaling up. SGP will focus on capacity building, knowledge management and systematization, putting in place enabling frameworks and mechanisms at the community level and will partner with national and global initiatives to ensure that innovations are implemented based on programmatic approach creating larger impacts. Continuing the efforts started in in previous operational phases, in OP7 SGP will also focus on building partnerships with larger initiatives in order to scale up successful innovations to national and global level.

Raising ambition for climate action: mobilizing civil society

Throughout its history SGP was a critical partner enabling communities and grass roots organizations to join national and regional dialogues on climate change, where they can voice concerns, join larger scale initiatives and pass their invaluable local and indigenous knowledge. This role was further emphasized in OP6 with the focus on Grantmaker+ and, particularly, CSO-Government dialogues. In the next few years, the engagement of non-government actors including civil society, youth, media, private sector, indigenous people and others will be critical to galvanize support for more ambitious climate action – both inspiring local action and pressing governments to act. The Article 6 of UNFCCC and Article 12 of Paris Agreement focus on education, training and public awareness, and several work programs were developed on these topics during the negotiation process. In 2016, Parties agreed that the work under Article 6 of the Convention and Article 12 of the Paris Agreement should be brought together under a common area of work entitled “Action on Climate Empowerment (ACE).” A new draft decision was ratified at UNFCCC COP24, inviting all countries to nominate an ACE focal point, develop national ACE strategies, and integrate ACE into all mitigation and adaptation activities, including NDCs. In this context, in OP7 SGP will use CSO-Government dialogues instrument to engage Civil Society and other non-government stakeholders in NDC implementation process and will pilot such dialogues in select countries developing ACE strategies.

Results measurement and alignment with GEF and larger frameworks

In OP7 SGP projects under this Strategic Initiative are expected to contribute to overall outcomes of GEF Climate Change Focal Area, implementation of UNDP Energy, Climate and NDC support strategies as well as broader UN system objectives of supporting implementation of Paris Agreement, while reducing poverty and increasing resilience. The results will be tracked and measured in accordance with SGP Results Management Strategy, on which separate guidance is provided.

SGP proposes several types of indicators to reflect above objectives (see Annex A for details). In OP7 SGP will continue to track quantitative indicators including number and type of renewable energy installations as well as number and type of beneficiaries/households. In addition, SGP proposes to add one more quantitative indicator, consistent with overall GEF 7 Results Framework. In OP7 SGP will track Increase in installed Renewable Energy capacity per technology (KW).
Additionally, during the OP7, CPMT will engage an expert to develop a methodology for measurement and estimation of CO2 emissions reductions generated by SGP projects in order to contribute to GEF Results Framework. The challenge of measuring emissions reductions generated by many small projects using GEF methodologies requires methodological adjustments and setting up a system for data collection, which will be piloted in OP7.

In OP7 the country programs will also continue to track qualitative sustainable development impact indicators including resilience, ecosystem effects, income, health, etc. Given complexity of the task and expert knowledge required, quantitative studies of SDG impacts will only be conducted in select countries. Additionally, the countries will continue to document community innovations.

CPMT developed a model of change for SGP results detailed in the SGP Results Management Strategy, which will help better evaluate and explain SGP work delivered through a diversity of micro level community projects. The evaluation of small-scale energy projects is similarly challenging, particularly, research gaps exist in identifying SDG and development related impacts (7). CPMT is developing a partnership with a leading institution in the field to test new approaches for measuring key impacts of this strategic initiative.

**Stakeholders, partners including private sector engagement**

As in the previous operational phases, SGP strategy will emphasize building partnerships to mobilize resources for scaling up the pilot initiatives by focusing on advocacy efforts at local and national levels to influence policy in line with the priorities of the countries. External partnerships should be complimentary to SGP OP7 framework and strategically aligned with GEF and UNDP climate change objectives.

In OP7 SGP will continue to build synergies and align interventions with development partners including the World Bank, regional development banks, bilateral agencies and GEF full size projects to scale up successful innovative initiatives. In some countries GEF SGP interventions have achieved scale as well as political and economic impact when widely replicated at the country level. In OP7, the alignment with NDCs will help bring SGP interventions to scale and integrate them into national energy and climate policies. Wider application of the CSO-Government- private sector dialogue instrument will also help initiate new partnerships and inform national policies. These larger initiatives will provide a platform for scaling up SGP work as well as possible co-financing and joint efforts in national and global planning and policy advocacy. SGP will also encourage strong partnerships with the private sector to co-finance and eventually commercialize successful projects with the aim to shift renewable energy interventions from pilot innovations to the mainstream. A number of SGP programs already developed such partnerships, particularly with associations representing private sector entities, in OP7 they will be encouraged to share and build on this experience.

At a global level, CPMT is developing partnerships with leading research institutions to inform the design and outcomes of small-scale energy investments to maximize impacts and sustainability as well as measure results effectively.
Approach for sustainability and replication, gender mainstreaming and social inclusion

As in the previous operational phases, SGP will rely on community ownership and mobilization to ensure sustainability of interventions. In the context of energy access and transformation, the key factors such as productive uses of energy, cultural preferences and ability to cover future maintenance costs need to be taken into consideration. While these factors are usually considered in the majority of SGP projects, a systematic framework is needed to ensure success of SGP energy related interventions in terms of sustainability and impacts. In OP7 CPMT will undertake a research project in partnership with a leading organization in the field to identify key “success factors” and develop a framework, which would guide project selection.

In OP7 energy access and transformation remains a key area for investment, as expanded access to electricity and clean cooking improves productivity, reduces poverty and improves health with the largest benefits for women and children. Women play a key role in energy transition, especially in interventions related to provision of cooking fuel and supply of electricity of family needs. Gender considerations and the respective roles of men and women in the family and the community will continue to be taken into account at the earliest stages of project design. As in previous operational phases, SGP energy interventions will continue to benefit vulnerable populations. All SGP technology demonstrations aiming to galvanize transformation to renewable energy from fossil fuels benefit vulnerable populations including people with disabilities, refugees, unaccompanied children and others.

In OP7 SGP will continue supporting global youth initiatives in climate action. Young generations occupy a unique position in relation to the threat of climate change. Unlike with other environmental challenges, the most severe impacts of climate change will affect future generations, who will be forced to address the threat and make radical transformations possible. In this context, there is an increasing realization that the support for youth is critical for raising ambition for climate action and future implementation, given its unique position. Building on successful joint pilot initiatives implemented in OP6, in OP7 SGP will develop a broader partnership with UNFCCC secretariat aiming to connect and support local, national and global youth climate action and bridge the gap between local initiatives and global processes. The partners will work to empower the youth through raising awareness, developing capacity, supporting practical local climate action, fostering knowledge sharing and exchange of good practices as well as showcasing youth climate action at the global level.

Risks management, knowledge management and innovation

As climate change impacts have become more pronounced, SGP countries around the globe were increasingly affected during OP6. In response to these challenges, CPMT is developing disaster risk reduction guidance in partnership with UNDP and with the inputs and experiences of the Caribbean countries. The guidance will include key elements of disaster response as well as SGP-specific disaster risk assessment tool. It will be shared globally and piloted in OP7.

In OP7 SGP will continue collecting and documenting case studies for sharing globally and regionally through SGP, UNDP and GEF channels. In partnership with UNDP NDC Support Program, CPMT is identifying case studies illustrating local implementation of NDCs and possible synergies. Resulting knowledge products will be shared globally and will inform guidance on alignment with NDCs.
To improve outcomes of existing and future energy access projects in OP7, SGP also embarked on development of a framework, which could be used for designing and implementing energy access projects. The framework will be developed in partnership with a leading research institution to complement SGP’s on the ground presence and project implementation experience with cutting edge research on energy access. The framework will distill key process, resource, and analysis issues which, if considered as part of project design and implementation, increase the probability of project success. In the case of the SGP projects, success is defined as long-term project viability and sustainability, wider adoption (where applicable), and (increased) delivery of on-ground development impacts. After a period of piloting of the framework and monitoring of its benefits, use of the framework could be mainstreamed into the program, informing program strategy and project selection criteria.

References and Additional Resources

2. Multi-Level Climate Governance Supporting Local Action, GIZ, 2018
3. Safeguarding NDC Implementation: Building resilience into energy systems, GIZ, IIED, 2018
4. IPCC Special Report: Global Warming of 1.5 ºC, 2018
6. WMO Statement on the State of Global Climate 2018
7. Impact pathways of small-scale energy projects in the global south- Findings from a systematic evaluation, Wuppertal Institute for Climate, Environment and Energy, 2018
9. Access to Energy Services Through Renewable Sources in Latin America & the Caribbean, Alliance for Rural Electrification (English/Spanish), 2017
10. Advancing the Global Renewable Energy Transition, REN21, 2017
11. Financing Climate Futures: Rethinking Infrastructure, OECD, 2018
13. Tracking Clean Energy Progress, IEA, 2018
15. The New Climate Economy, Global Commission on the Economy and Climate, 2018
16. GEF-7 Programming Directions, 2018
17. World Economic Forum Global Risks Report 2019
18. Examining the Alignment Between the Intended Nationally Determined Contributions and Sustainable Development Goals, WRI, 2015
Strategic Initiative 4- Local to global coalitions for chemicals and waste management

Background

The proliferation of harmful chemicals and waste is a growing concern for human health and well-being and the global environment. The world has witnessed a drastic increase in chemicals production and use, from an output of US$ 171 billion in 1970 to over US$ 4.1 trillion today (UNEP, 2012). Many chemicals, such as persistent organic pollutants (POPs) and mercury, can travel over long distances through air, migratory species and water currents. Exposure to POPs can lead to serious harmful health effects including certain cancers, birth defects, dysfunctional immune and reproductive systems, greater susceptibility to disease and damages to the central and peripheral nervous systems (Stockholm Convention, 2017).

Plastics have permeated every facet of human life, with the current production and consumption pattern of plastics driving the dramatic increase of plastic waste around the world. By 2015 the world produced 7.8 billion tonnes of plastic — more than one tonne of plastic for every person alive today. The current linear model of ‘take, make, use, and dispose’ is highly costly in environmental, economic and health terms. Plastic waste pollutes our freshwater systems, through disintegrated plastic particles smaller than five millimetres, known as microplastics, and is transported through sewage, rivers and floodwaters.

According to UNEP’s Global Mercury Assessment 2013, the total anthropogenic emissions of mercury to the atmosphere in 2010 are estimated at 1960 tonnes. Annual emissions from artisanal and small scale gold mining (ASGM) are estimated at 727 tonnes, making this the largest sector accounting for more than 35% of total anthropogenic emissions. About 15 million miners use mercury to extract gold with little or no protection.

Global conventions and frameworks related to chemicals management recognize the importance of working with poor and vulnerable communities. The Stockholm Convention on Persistent Organic Pollutants was adopted in May 2001 and entered into force in May 2004. The Minamata Convention on mercury is a global treaty agreed in 2013 to protect human health and the environment from the adverse effects of mercury.

SGP supports the implementation of the Stockholm Convention and the Minamata Convention at the community level to contribute to achieving GEF’s mandate of protecting the global environment. The implementation of the conventions remains to be strengthened. The barriers of implementation includes: 1) lack of policy and market enabling environment; 2) low awareness, knowledge and technical capacity; 3) lack of alternatives to the chemicals and mercury used. In GEF-7, SGP will focus its effort on reducing and removing these barriers, and promoting community-based innovations and practices to address chemicals, waste and mercury issues.

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5 UNEP. 2013. Global Mercury Assessment 2013: Sources, Emissions, Releases and Environmental Transport. UNEP Chemicals Branch, Geneva, Switzerland
SGP applies a bottom-up approach and works in partnership with civil society organizations, governments, private companies, academics, international donors and other stakeholders. Actions taken on the ground by local communities often act as catalysts to compel coordination among other actors at national or regional scale. Local communities can play a key role in advocating for better waste management and environmental protection, often generating the momentum for policy makers and decision makers to tackle the issues.

**Objectives and Strategic Programming**

The objectives of chemicals, waste and mercury management focal area will support the overall objective of SGP: “To promote and support innovative and scalable initiatives, and foster multistakeholder partnerships at the local level to tackle global environmental issues.” SGP will aim to demonstrate, deploy and transfer innovative community-based tools and approaches, with support from sound chemicals and waste management platforms. Under this the SGP will focus its support towards communities in the forefront of threats related to chemicals and waste either as users or consumers. Activities will include support for innovative, affordable and practical solutions to chemicals and waste management in joint effort with partners including with government agencies, research institutions, private sector and international agencies. In GEF-7, SGP will focus on the following four strategic programs (SPs) in chemicals, waste and mercury management focal area.

**SP 1: ASGM mercury management**

This strategic program is implemented through a global innovation program on ASGM and mercury management. SGP will support 2-3 community projects on ASGM in 10-12 country programs, including eight GOLD participating countries and 2-4 active SGP country programs during 2018-2020, in collaboration with GEF ASGM larger initiatives, which may use SGP as a delivery mechanism to support local community activities in ASGM. Grant-making activities will include:

- Pilot and test mercury free technologies and innovation in artisanal gold mining;
- Reuse/recycle mercury to reduce emissions in ASGM
- Training and demonstrations to miner communities in precautionary measures to reduce negative health effects
- Formalization of local miners for better management
- Awareness and knowledge sharing to facilitate cross-community learning.

**SP 2: Plastics, solid waste management and circular economy**

SGP will support local communities and grassroots solutions contributing to the implementation of the plastics management and circular economy by providing circular solutions to plastic waste problems through community-based actions to “reduce, reuse and recycle” plastics, known as “3Rs” ranking by the priority of actions. Priorities will be given to the following types of community innovations and practices:

- Material engineering and product design to promote 3Rs;
- Consumer use and behavior shift due to campaigns, awareness raising and capacity development;
- Waste collection and management to avoid open burning of solid waste.
SP 3: Chemicals in sustainable agriculture

This strategic program will be implemented in coordination with the Strategic Initiative “Sustainable Agriculture and Fisheries.” Activities will include:

- The production and use of organic manure, including organic waste collection and composting to reduce the use of chemical fertilizer;
- Production and application of organic and natural pesticides to replace the use of pesticide;
- Innovation and technologies to reduce pesticides use in agriculture.

SP 4: Local to global coalitions on chemicals, waste and mercury management

SGP provides community-based experiences and lessons learnt to global development community. SGP works with European Environmental Bureau’s Zero Mercury Working Group and the International POPs Elimination Network to develop and strengthen local to global coalitions on chemicals, waste and mercury management to ensure actions at local, national and global level are connected, coordinated and mutually re-enforcing.

Two global grants have been supported to implement this strategic program, through two international NGOs, i.e. International POPs Elimination Network and Zero Mercury Working Group of European Environment Bureau. The program will focus on capacity development through small scale micro projects to build local capacity, training and networking to link local communities and civil society organizations with international NGOs.

Results measurement and alignment with GEF and larger frameworks

SGP country programs should develop and implement country program strategies in alignment with the strategic programs under this focal area and Annex A of project results. Projects should be developed, implemented and followed up with monitoring and results collection to contribute to core indicator of GEF.

GEF Core Indicator 9 is “Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials, and products (metric tons of toxic chemicals reduced).” SGP will support contribution to the achievement of this indicator through community demonstration projects.

Based on SGP’s 25 years of community experiences, it will be hard for communities to measure and report direct POPs or mercury reduced by SGP project activities. A proxy indicator of “POP and mercury contained materials or products removed/disposed” will be adopted. To help community projects to report on the results, proxy sub-indicators may include: 1) solid waste avoided open burning; 2) amount of mercury contained products reduced; 3) e-waste collected and disposed; 4) chemicals or pesticides avoided.

Stakeholders and Partnerships

Communities alone cannot address the chemicals, waste and mercury management challenge without a wholistic approach involving all stakeholders from citizens, to governments to private sectors. Chemicals, waste and mercury management needs to be integrated on local, national, and international levels, both
for policy and implementation with all key stakeholders’ participation. Partnering with governments, private sectors, donors, academics, civil society organizations and all key stakeholders is key to the success of SGP.

In GEF-7, SGP will actively seek partnerships at all levels. At the global level, SGP will work with GEF GOLD program, UNEP, UNDP and others to ensure linkages and synergies of project activities in the field, and facilitate sharing and learning. SGP will continue working with IPEN and Zero Mercury Working Group to promote local to global coalitions.

**Risks management, knowledge management and innovation**

It should be noted that many projects in chemicals, waste and mercury projects are led by women, youth and children and disabled people. While we recognize the importance to engage most vulnerable and marginalized groups, it is also concerning to point out that waste management, especially informal waste picking and sorting, is often undertaken by vulnerable people who cannot find more profitable, cleaner and respectable jobs. Informal waste management jobs are considered as “dirty” jobs, and only the poorest and most marginalized are engaged in this sector. Mercury use in artisanal gold mining poses a serious direct health risk to the communities around it. Learning and knowledge sharing are critical to mitigate such health risks, because with some basic precautionary measures, their negative impact can be reduced.

SGP plays a role in sharing and exchange of community knowledge and experience on innovative solutions from the ground up. Due to its nature and in line with its mandate, SGP not only contributes to actions that result in direct global environmental benefits, but also promotes innovation, testing and demonstration approaches, modalities, and management processes that through upscaling, replication and mainstreaming will lead to direct global environmental benefits. The latter aspect is especially relevant in the solid and plastic waste management because of the vast extent of the problem in comparison with the small scope of individual community projects – as the results achieved by these local plastic waste management projects can be amplified through the creation of knowledge, demonstration of solutions, and exchange of experience within a larger framework for action including policy and regulation. SGPs global network is a key for promoting south-south exchanges of best practices from one country to another. In addition, SGP collaborates with regional projects or initiatives, and by linking communities among themselves for knowledge sharing and exchanges.

**Resources for further reading**

1. GEF-7 programming directions
2. Community-based chemicals and waste management: experiences from GEF Small Grants Programme
3. Plastics and circular economy: community solutions
4. SGP chemicals, waste and mercury training module
Strategic Initiative 5: Catalyzing Sustainable Urban Solutions

Background

With the rapidly increasing urbanization rate in the global context, cities began to become a primary living space for humans that have a significant influence on the natural environment. Till 2015, more than half of the world’s population has been living in urban areas and the figure is estimated to exceed 70 per cent by 2050. There is a shift of human’s residing place and transformation of the world economic base and social structure while previously the majority of populations lived and worked in rural areas. The countries in the North and South American regions and part of the European region maintain the highest percentage of urbanization rate (> 74.7%). Then the percentage of urbanization decreases from Asian countries to African countries. Figure 1 presents the world population growth trend and Figure 2 illustrates different levels of urbanization in different parts of the world. Over the next few decades, more than 95 percent of the world’s urban expansion will take place in the developing world. Such urbanization is often short-sighted and focuses on stop gap measures in the name of rapid economic development rather than on creating planned, sustainable, and efficient urban spaces.

Cities can provide many socioeconomic benefits. By concentrating people, investment and resources, cities heighten the possibilities for economic development, innovation and social interaction. More specifically, cities also make it possible to lower unit costs so as to provide public services such as water and sanitation, health care, education, electricity, emergency services and public recreational areas. However, this requires a functioning city government able both to ensure that such benefits are realized, and to adopt a sustainable framework that encourages the city’s growth within ecological limits. Along these lines, cities also face challenges that threaten their efforts to achieve sustainability, for example, through improvement of access to, and efficiency in the use of, public services, as well as reduction of their ecological footprint and financial fragility, and the building of resilience against the adverse impact of natural hazards.

It should be noted that all environmental challenges and issues related GEF focal areas are manifested in urban environment. Some key issues of rapid urbanization are social and economic inequality, urban energy consumption, and climate resilience, which affect the urban poor population predominantly. Currently, 883 million people live in slums, predominantly in Eastern and South-Eastern Asia. Even though the world’s cities occupy just 3 percent of the earth’s land, they account for 60-80 per cent of energy consumption and 75 per cent of the carbon emissions. Climate resilience: Emissions are a significant driver of climate change, which in turn impacts cities with unpredictable weather patterns such as storms, hurricanes, floods (especially for coastal cities), desertification of surrounding suburban and rural regions, increasing temperatures, food insecurity, pollution-based smog, and so on.

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Cities can be hotspots of extreme deprivation and environmental degradation especially where the bulk of poor will be located with potentially serious impacts from environmental hazards. This calls for innovative partnerships for sustainable urban solutions such as provision of affordable renewable energy, water supply and waste management services that will benefit the urban poor while delivering on the global environmental outcomes. However urban poor and vulnerable communities currently do not have the capacities themselves to adopt such solutions while municipalities and city governments may not be in the position to fully integrate different needs of the population particularly women and girls, youth and persons with disability in their plans due to financial and other constraints. There is a need for public-private partnership promoted by civil society and local communities to provide an integrated package of sustainable urban solutions for energy, waste management and other environmental services. Support is also needed to open space for CSOs for engagement and participation in local decision-making and inform better urban governance and accountability related to urban environmental issues.

**Objectives and Scope of Strategic Initiative**

SGP will pilot activities to target vulnerable people and communities in urban contexts. During the rapid urbanization process, traditional connections, linkages and networks among local communities can be disrupted and lost, making urban environmental governance more challenging. The SGP will promote an integrated management approach to address urbanization challenges from the point of origin (i.e. in rural areas and migration corridors) to the destinations of people’s movement during this urbanization transition. The SGP will focus on improving capacities of key service providers at the local municipality level to promote community-driven and integrated solutions to address low-emission and resilient urban development. SGP will demonstrate selected urban solutions addressing several key urban environmental issues – these may include waste and chemicals management; urban wetland and watershed management; energy and transport; ecosystem services and biodiversity conservation. Further, in several countries the SGP will develop and implement a viable public-private partnership approach for low carbon energy access for marginalized urban communities. Programming directions in urban environment cover

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almost all SGP focal areas, and below are a summary of such linkages between focal area issues and urbanization.

**Urban waste management.** Increasing along with the urbanization is one of the more unpleasant byproducts of urban living: municipal solid waste. Cities are centers of garbage production, and the amount of garbage they create is increasing even faster than their populations. And for cities in many developing countries, it's rapidly becoming an environmental and economic catastrophe. Currently, world cities generate about 1.3 billion tonnes of solid waste per year. This volume is expected to increase to 2.2 billion tonnes by 2025. Waste generation rates will more than double over the next twenty years in lower income countries. The programming of urban waste management will follow the guidance note of “Chemicals, waste and mercury management.”

**Energy, transportation and urbanization.** Cities, as aggregates of human activities, require energy in a variety of forms. Cities are responsible for 67% of the total global energy consumption and more than 70% of greenhouse gas emissions and these trends significantly intensify the severity of some of the two great challenges of our time; climate change and energy security. Transportation is an important element of people’s daily lives within cities. 15% of global CO\textsubscript{2} emissions are attributed to the transport sector. The environmental impact of transport is significant because it is a major user of energy, and burns most of the world's petroleum. This creates air pollution, including nitrous oxides and particulates, and is a significant contributor to global warming through emission of carbon dioxide. Thus sustainable transport system is crucial to the urban sustainable development at all levels. SGP will support renewable energy and sustainable transportation in urban environment.

**Urban green space (biodiversity).** Parks and other green spaces play a decisive role for the quality of life of the urban dwellers: They provide space for recreation and offer an opportunity to get in touch with plants and natural ground in the open air. Apart from compensating built up density spatially they have an important function in mitigating the ecological impacts of urbanization containing loss of biodiversity and climatic impacts such as the heat island effect. Urban systems are highly dynamic with regard to characteristics like population growth or shrinking and building activities, and therefore often react quickly to social as well as environmental changes. Vegetational development, however, takes place at a modest pace. Due to their life-cycle plantings carried out today may face different living conditions in their future. Similarly people’s activities shift along with inter alia changing outdoor temperatures. Anticipatory planning for open green spaces therefore is essential, in particular with regard to the effects of climate change. SGP will support community solutions to conserve urban biodiversity and urban green space or parks.

**International waters.** Most of the world cities are coastal, riverine or near lakes where water is available and transportation is convenient. Rapid urbanization poses great threat to international waters ecosystems including coastal, ocean and freshwater systems. Domestic waste or sewage are often discharged into rivers, lakes or seas without treatment. Those who suffer the most of these water-related challenges are the urban poor, often living in slum areas or informal settlements following rapid urban growth, in situations lacking many of life’s basic necessities: safe drinking water, adequate sanitation services and access to health services, durable housing and secure tenure. Cities cannot be sustainable without ensuring reliable access to safe drinking water and adequate sanitation. Coping with the growing needs of water and sanitation services within cities is one of the most pressing issues of this century. Sustainable, efficient and equitable management of water in cities has never been as important as in today's world. SGP will support waste management and reduce land-based pollution to international waters.
Urban land use and planning. Urban land planning is a form of land management that determines the best present and future use of parcels of land. In regards to sustainable environmental practices, smart growth is one way to of development that aims to cut dependence on cars, reduces wasteful resource use, and controls sprawls. Cities can become more sustainable if they choose to follow the principles of sustainability and develop according to an ecological design. In connection with strategic initiative of sustainable agriculture, SGP promotes urban gardens, farmers markets, and community supported agriculture.

Results measurement and alignment with GEF and larger frameworks

Country programs may select and prioritize one or two thematic issue areas as outline in the above section, and develop countries strategies to address these issue areas that will contribute to catalyzing sustainable urban solutions. Please see Annex A for global level indicators.

Stakeholders and Partnerships

SGP will seek to support and complement GEF’s sustainable cities impact program. Specifically, SGP will facilitate knowledge sharing and learning among urban poor and communities, and ensure policy uptake to local and national governments through demonstrations, dialogues, sharing and networking with the Impact Program key actors and stakeholders. SGP will develop and implement urban solutions through partnerships and collaboration with municipal governments, private sectors, and civil society organizations to collectively implement a comprehensive approach to city challenges.

Risks management

Many urban poor people are new residents of cities with little social connections and networking. Unlike the rural areas which SGP has traditionally worked and focused on where social structure or social capital exist between people having lived in the areas for generation, urban slums do not exist such social trust with a lack of social safety net. Crime rates are high in many urban slums. It might prove more challenging to organize these people, some are homeless or having no fixed residence. To enter such communities, SGP needs to develop and provide services that can combine direct local livelihoods and wellbeing benefits, and engage in awareness raising, knowledge sharing and demonstration of local benefits.

Inequalities between rural and urban areas as well as within urban areas have been features of development and urbanization in developing countries. The gap between rich and poor neighborhoods can imply significant differences in access to job opportunities and basic public services such as water and sanitation, electricity, education and health, housing and communications. As a consequence, many urban residents in developing countries suffer to varying degrees from environmental health issues associated to inadequate access to clean water, sewerage services, and solid waste disposal. Wider urban access to public services, income-earning opportunities and broader social interaction in cities has driven rural-urban internal migration in many developing countries. To address inequalities, SGP will work with municipal government and advocate for policy incentives to address urban slum challenges for long

Additional Resources

1. GEF Impact Programme on Sustainable Cities
Social Inclusion

Gender

Purpose
Provided for the first time, the Technical Guidance note is intended to serve as a reference for SGP National Coordinators in preparing and/or updating their Country Programme Strategies (CPS) for Operational Phase OP7 on all aspects related to gender, including development and mainstreaming in the CPS results framework as well as to consolidate and update the guidance on how to mainstream gender into the Small Grants Programme (SGP) at the different levels of the programme.

Importance of Addressing Gender Equality and Women Empowerment (Background Information)
According to the UN Food and Agriculture Organization, women produce 50 percent of agricultural output in Asia, and represent nearly 80 percent of the agricultural labor force in parts of Africa. If women had the same access as men to agricultural resources, production would increase by 20-30 percent, and has the potential to reduce the number of hungry people in the world by 12-17 percent.

GEF Gender Policy, Strategy and Action Plan and Guidelines
GEF Council approved a new GEF Policy on Gender Equality (GEF, 2017c) in November 2017. The Policy marks GEF’s increased ambition to ensure gender equality and promote women’s empowerment across its operations. The Policy introduces new principles and requirements to mainstream gender in the design, implementation, and evaluation of GEF programs and projects. It marks a distinct shift in GEF’s approach to gender mainstreaming—from a gender-aware “do no harm” approach to a gender-responsive “do good” approach that will allow the GEF to more strategically seize opportunities to address gender gaps critical to the achievement of global environmental benefits.

Along with the Policy, the GEF also released new Strategy and Action Plan that provides a comprehensive framework to support the operationalization of GEF’s new Policy. In particular, the Strategy is organized around key gender gaps relevant to the global environment, and the corresponding strategic entry points for promoting gender equality and women’s empowerment in the context of the GEF–7 programming. Below are the gender gaps and entry points identified in GEF Strategy:

Gender Gaps

Unequal access to and control of natural resources: Women continue to be held back by structural constraints and gender norms related to access to and control of land, water, and other productive assets and biological resources. Even when the law guarantees women equal rights as men, many women have less control over natural resources. Research shows that if women were given same access to productive resources as men, agricultural productivity in developing countries could increase 20-30 percent, which in turn would reduce poverty, and improve women’s ability to support their families, and sustainably manage and use natural resources.

8 https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.54.06_Gender_Strategy_0.pdf
Unbalanced participation and decision making in environmental planning and governance at all levels:
Gender norms, women’s greater time constraints and other structural constraints continue to prevent women the same opportunities as men to decision-making related to the management and sustainable use of natural resources. Addressing gender gaps related to participation and leadership in decision-making processes, from the local to global levels, can help making institutions and policies more representative, as well as helping women better engage in decisions that shape environmental planning, policy-making, as well as sustainable solutions and practices.

Uneven access to socio-economic benefits and services: Women, in many places, don’t have the same access to income-generation opportunities, credit, and technology as men. Moreover, women often face more obstacles than men in accessing financing, training and information. Broadening women’s socioeconomic benefits can significantly contribute to improvements in the global environment in areas such as natural resource management, reducing land degradation, renewable energy, sustainable fisheries etc.

The GEF Gender Guidance provides practical steps and required actions to implement the principles and mandatory requirements specified in the Policy with a focus on gender-responsive design, implementation, and monitoring of GEF programs and projects. The guidance is applicable to full- and medium-size projects, is organized around the GEF project cycle and focuses on the expected actions and steps needed to meet the requirements set out in the Policy. Even through the guidance does not apply specifically for SGP, SGP’s gender guidance and gender mainstreaming guidelines align with it and SGP staff should be familiar with it.

Similarly the new UNDP Gender Equality Strategy (2018-2021) specifies specific outcomes for mainstreaming gender equality throughout all UNDP’s areas of work, with particular attention to four priorities: removing structural barriers to women’s economic empowerment, including women’s disproportionate burden of unpaid work; preventing and responding to gender-based violence; promoting women’s participation and leadership in all forms of decision making; and strengthening gender-responsive strategies in crises (conflicts and disaster) prevention, preparedness and recovery.

Within this context, it is important to note that 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 its last 3 operational phases, which will be explained below. As a result, throughout GEF6 period, 82% of total projects completed were reported to be gender responsive, and 30% 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 CPSSs 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 benefitted women. Many other projects benefited women, although not to the same extent as men.

Furthermore, SGP has been an active member of the GEF Gender Partnership, contributing to the review of gender indicators and the gender policy. Under the leadership of SGP and in partnership with the GEF Secretariat, the GEF Gender Partnership, and UNITAR, SGP launched the first online course on gender and
environment to be open to the public that was launched at the Fifth GEF Assembly and aimed at improving the knowledge about gender in each of the focal areas among its staff and key constituents. The course is mandatory for SGP’s staff since 2019.

**Objectives and Scope**

SGP’s objective is to empower women and promote gender equality in its portfolio, as a means to enhance its environmental results given that both women and men have different knowledge, skills and vulnerabilities. In OP7, SGP will continue to support gender equality and women’s empowerment through its portfolio and expand the online course to offer the modules in French and Spanish. In particular, SGP will contribute to implement the GEF Policy on Gender Equality within the context of GEF-7 programming with a specific focus on improving the participation and decision-making of women in natural resource governance, targeting socio-economic benefits and services for women, and investing in women’s skills and capacity.

SGP will also pilot a focused innovation programme on women and entrepreneurship in OP7. According to the ILO (2009), enterprise development can make a significant contribution to women’s empowerment and gender equality and has a key role in gender strategies. Many of the SGP projects that reduce pressure on the environment are linked to green enterprises. In OP7, SGP will work to promote women-led enterprises within its portfolio. The goal is to upgrade and expand existing green women-led enterprises for exponential impact/growth. For this purpose, SGP will create an impact programme to provide women-led enterprises with business management training, technical training, product development and design, business counselling, marketing assistance, finance facilitation and business networking and business linkages.

**Implementation Strategy**

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. The box below synthesizes SGP’s guidelines to mainstream gender in its portfolio.

**Gender in Country Programme Strategy and National Steering Committee**

One of the distinct characteristics of SGP is its ability to respond to the needs and strategies of each of the countries it operates. For this purpose, every operational phase, participating SGP programs must 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 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 even have gender action plans or target % for 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.

### Guidelines for Gender Mainstreaming and Women Empowerment in SGP

- Gender is one of the main criteria considered for the approval of grants.
- Gender mainstreaming starts at the earliest stages of the project cycle starting with carrying gender analysis where men and women analyses their roles in the community and project, and participate in project conception, approval, implementation and monitoring. Needs assessment is done at the project development phase and is used to define the roles of women and men early in the project. This helps minimize conflict among different stakeholders during and after the project cycle with respect to roles in project activities and sharing of project benefits.
- Document the contribution of women to project activities in key areas where women already figure prominently (e.g., biodiversity management, in situ conservation of agrobiodiversity, conservation of medicinal plants, etc.). This contributes significantly to enhanced integration of gender considerations in current and future projects.
- SGP National Steering Committees employ a checklist and criteria to assess and screen projects for how they mainstream gender. Moreover, some SGP countries have developed gender guidelines to mainstream gender into the project cycle.
- SGP’s demand-driven approach at the local level increases the likelihood of receiving proposals from women and marginalized groups.
- SGP holds “proposal writing workshops” and accepts project proposals in local languages and even in oral formats through participatory video proposals. Thus encouraging maximum participation by women, indigenous peoples and youth.
- SGP encourages women led stand-alone projects in line with the GEF focal areas.
- Women grantees are encouraged to participate in the global peer-learning network.
- Field evaluation, including monitoring and evaluation and participatory appraisals, incorporates gender-based indicators to track the status of gender mainstreaming in projects.
- Gender-focused training and sensitization workshops are provided for National Coordinators at the regional level and for grantees at the national level.
- National Steering Committees—a voluntary body that makes all decisions on grant making— are required to include a gender specialist.
- National Coordinators performance is explicitly assessed with respect to results achieved in promotion of gender equality and women’s empowerment.

### 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. 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 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. There are many examples on how to conduct a gender analysis. However, one useful guide is the UNDP guidance note on how to conduct a gender analysis which you can find [here](#) in the share files in the intranet. However, for reference below are guiding questions extracted from the guidance that can help SGP countries improve the way you currently conduct gender analysis⁹.

### What is the context?

To understand the legal rights and status; the status of women and gender relations in the local and national context and project substantive technical area; relevant background information.

**Guiding questions:**

- What is the legal status of women in the country of intervention?
- How are women and men regarded and treated by customary and formal legal codes and the judiciary system (this includes an assessment of state issued documentation such as identification cards, voter registration, and property titles, the right to land, inheritance, employment, atonement of wrongs, and legal representation)?
- What are the gender norms and values?
- What are commonly held beliefs, perceptions and stereotypes relating to gender?
- Are there differences between women and men in the local context in terms of rights, resources, participation, and gender-related mores and customs?
- Identify and analyze any additional issues related to the context of specific areas of work and types of interventions, outcomes and impacts related to the proposed project.

### Who does what?

To understand time use, gendered division of labour and patterns of decision-making. This information examines the implications that gender differences have on time commitments and in turn the effect on poverty and work-life balance and acknowledges the division of productive and reproductive work. We can infer how this determines the contribution of men and women to the welfare of the family, community, and society.

**Guiding questions:**

- What is the division of labour among women and men? How do women and men spend their time throughout the day, week, month, and/or year, and during the seasons? Identify and analyze any additional issues related to who does what in the specific areas of work and types of intervention related to the project.
- What is the participation of women and men in the formal and informal economy?
- Who makes decisions and manages household time and resources?
- Who takes responsibility for the care of children and the elderly?
- Are there certain tasks that only women or men are expected to perform?
- Are there shifts in the household division of labour? Are these shifts shared equitably?
- Discuss the gendered division of labour relevant to the project’s interventions including how the gendered division of labour and patterns of decision-making effect the project, and vice versa how the project could affect the gendered division of labour and decision-making.

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⁹ UNDP-GEF Gender Mainstreaming 2016
Who has access and controls what?
To understand activities surrounding access to control over resources. It includes a perception of gender differentials of access to and control over resources, income, time, technologies and services. In addition, it helps us identify who has the better means to opportunities.

Guiding questions:
- Who has access to and control over resources?
- Do women and men benefit equally from resources and are women and men likely to benefit equally from the resources, products or activities proposed by the project during its different phases?
- Identify who benefits from opportunities, for example in regards to land, livestock, financial services, health and education, employment, information and communication. What are the barriers and opportunities in relation to mobility, as well as in access to services?
- What barriers men and women face in accessing quality services that are accountable, transparent and responsive to their needs and interests? Identify and analyze any additional issues related to meaningful access, participation and control in the specific areas of proposed project work/types of interventions.

Who decides?
To understand power and decision-making; women’s priorities, restraints and motivations. This set of information refers to people’s ability to decide, influence, control, and enforce individual and governmental power.

Guiding questions:
- Who participates in the decision-making in the household, the public sector and the private sector?
- Are the bargaining positions of women and men different?
- Are women involved in making economic decisions?
- What are the decision-making structures related to the proposed project?
- Who is likely to participate in the proposed decision making structures at the different levels or phases of the project?
- What are women’s and men’s capacities to make decisions freely, and to exercise power over one’s body, whether in one’s household, community, municipality, and state.
- In what kinds of decisions do women in the household participate? Or which ones do they decide on their own (household management, schooling for children, family decision-making, family planning, etc.)?
- In what avenues or strategies do women engage to influence household decisions? What barriers do women and other vulnerable social groups face in meeting their practical needs and interests? Identify and analyze any additional issues related to decision-making in the specific areas of work and types of intervention related to the project. What are women’s and men’s capacities to make decisions freely, and to exercise power over one’s body, whether in one’s household, community, municipality, and state.
- In what kinds of decisions do women in the household participate? Or which ones do they decide on their own (household management, schooling for children, family decision-making, family planning, etc.)?
- In what avenues or strategies do women engage to influence household decisions? What barriers do women and other vulnerable social groups face in meeting their practical needs and interests? Identify and analyze any additional issues related to decision-making in the specific areas of work and types of intervention related to the project.

Who knows what?
To understand capacity needs, skills, knowledge level and the value associated women’s and men’s knowledge and capacity. This can help identify practical and strategic needs and constraints related to knowledge and capacity.

Guiding questions:
- What are the training, education and literacy levels of women, men and other social groups in relation to the proposed project?
- Do women and men have equal access to education, technical knowledge and/or skill upgrading?
- Do men and women have different skills and capacities and face different constraints?
- What is the value associated with women’s and men’s respective knowledge and skills?
- Are women’s or men’s knowledge or skills in specific areas valued differently?
- Identify and analyze any additional issues related to knowledge and capacity in the specific areas of work and types of intervention related to the project.
SGP country programmes could also make use of a matrix like the one below from FAO to map out the tasks, skills, access to resources, benefits, and the social and cultural roles and responsibilities of both men and women in the given community.

![Gender analysis matrix](image)

**Box 5.2: Gender analysis matrix**

<table>
<thead>
<tr>
<th></th>
<th>Tasks and skills</th>
<th>Workload</th>
<th>Resources/benefits</th>
<th>Socio-cultural</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Men</td>
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<tr>
<td>Household</td>
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<tr>
<td>Community</td>
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</tr>
</tbody>
</table>

Source: FAO (2001b)

**Gender in SGP Project Proposal Template**

SGP country teams need to make sure that all project proposals for OP7 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, please make sure the project addresses this issue 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 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.
NSC Project Review Sheet on Gender
To facilitate the achievement of the OP5 targets and ensure all SGP projects incorporate gender analysis and have gender balance among participants, CPMT 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. The review sheet is attached to this newsletter.

Please also note that each NSC should have 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.

• 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.

The charts below show the number of countries using some of these strategies as per last year’s Annual Monitoring Report.

![Chart showing percentage of countries using various strategies]

*Percentages based on 120 SGP programmes that reported this year*

Women empowerment and promotion of gender equality should be part of all innovation programmes of SGP, CSO-government dialogues, south-south cooperation exchanges, knowledge fairs and other initiatives.

**Results measurement and alignment with larger frameworks**

In OP7, 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 (2018-2021):

• 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.

**Online gender course on gender and environment**

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.

**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.

For more details check the Innovation Programme for Women-led Enterprises guidance note.

**Stakeholders and Partnerships**

Gender equality and women empowerment requires collaboration and partnerships. At the global level SGP will continue to partner with the GEF, UNDP, the convention gender focal points and other organizations. At the local and project level, all country programmes and grantees are encouraged to explore partnerships to advance gender equality and women empowerment with the government, private sector, academia, and other key stakeholders.
Additional Resources

There is a wealth of resources on gender mainstreaming and women’s empowerment across all focal areas, as women and men’s roles may vary. You can use these resources to help grantees and NSC to consider gender issues and the role of women in the context of the specific environmental challenges being addressed.

GEF Policy on Gender Equality

GEF Gender Strategy and Action Plan

GEF Gender Guidance

UNDP Gender Equality Strategy (2018-2021)

Writing Proposals with a gender perspective

The Rio Conventions Action On Gender

Resource Guide on Gender and Climate Change, UNDP

UNDP Policy Brief and Training Modules on Gender and Climate Change for Africa – Even the overall context is for Africa, the tools can be applied elsewhere. In this link you will find information on Gender and Adaptation, Gender and Energy, Gender Agriculture and Food Security, among others.

UNDP Briefs and Training Modules on Gender and Climate Change - Asia and the Pacific - In this link you will find information on Gender and Adaptation, Gender and Energy, Gender Agriculture and Food Security, among others.

Gender, Climate Change and Community Based Adaptation Guidebook

Training Guide: Gender and Climate Change Research in Agriculture and Food Security for Rural Development

Gender makes a difference - Biodiversity

Gender makes a difference- Climate Change and Disaster Mitigation

Gender makes a difference- Agriculture

Gender makes a difference- Forestry

The why and how of mainstreaming gender in chemicals management, UNDP

http://www.empowerwomen.org/ - Knowledge platform on women’s economic empowerment
Youth

This note is intended to serve as a reference for SGP National Coordinators in preparing and/or updating their Country Programme Strategies (CPS) for Operational Phase OP7 on all aspects related to youth, including development and mainstreaming in the CPS results framework.

Importance of Addressing Youth - Background Information

At 1.8 billion, there are now more adolescents and young people (aged 10-24) than at any other time in history. While the number of young people was 721 million in 1950, by 2050 it is set to reach 2 billion. Worldwide, young people are often victims of multiple and interlocked forms of discrimination, frequently involving negative assumptions about age, capability and respect; they face significant barriers to their participation in community and public life, which leads them to be greatly underrepresented in decision-making and development processes; in most places, they represent a disproportionate number of the unemployed; and at a critical time for their individual development, they are severely impacted by a lack of access to quality and affordable public services, such as health and education. These forms of marginalization often lead to an imbalance of power that excludes young people from an otherwise ‘adult society’, with the result that their needs and aspirations are not adequately addressed, and their potential contributions to sustainable development and environmental conservation lost.

The majority of the world’s population has yet to reach the age 30. The response to this coming demographic change - the investments made now in young people and the way they are currently engaged - will dramatically shape the future of societies and sustainable development agenda. It is increasingly evident, then, that tackling the challenges faced by young people by supporting their empowerment and providing them with an enabling environment for their human development makes today a potentially historic and transformational opportunity to lay the foundation for a peaceful and sustainable future, amplifying both environmental benefits and social co-benefits.

From an international agreements lens, the logic of empowering and investing in young people has been increasingly and systematically embedded in the substance of the most recent global agendas, resolutions and agreements, from the Sendai Framework for Disaster Risk Reduction and the Paris Agreement to the Addis Ababa Action Agenda and 2030 Agenda and beyond. Placing youth at the centre of their implementation and delivery will be critical to achieve their collective promise to “leave no one behind” and their call to invest in youth and future generations. The importance of youth empowerment has also gained particular relevance with the adoption of the 2030 Agenda for Sustainable Development.

10 UNDP acknowledges the United Nations definition of youth as “between the ages of 15-24, without prejudice to national definitions. Flexibility in defining youth allows for country-specific policies and programming, considering the heterogeneous nature of the youth population, and recognizing that different age groups may have different needs in different contexts. In general, by “youth”, we refer principally to young women and men aged 15-24, but also those aged 25-30, even going to 35 is some contexts (particularly important as it relates to transition to adulthood and political participation).
Current trends of migration also have large portions of youth. According to the 2013 United Nations World Youth Report, 75 million of the world’s 232 million international migrants are under the age of 30, and about half the population of young international migrants are women and girls\textsuperscript{11}. Even in conflict and post-crisis contexts, worldwide, development experience is showing that crises, conflicts and violence remain intractable unless young women and young men are constructively involved in the shaping of the social contract. Young people’s role as innovators and positive agents of change needs stronger recognition and support.

**Objectives and Scope**

Defining ‘youth’ and ‘youth empowerment’ is important. While the focus is placed on young women and young men aged 15-24, the age range may extend to 30 and even up to 35 years old, depending on youth needs in national/local contexts. As a matter of principle, SGP’s definition of youth (in line with UNDP’s definition of youth) is flexible in order to accommodate national definitions. Youth empowerment means an attitudinal, structural and cultural process whereby young people gain the ability, authority and agency to make decisions and implement change in their own lives and in their communities\textsuperscript{12}. The basic assumption of the theory of change is that operating in an enabling environment and with enhanced capacities and support, empowered young women and young men are able to take advantage of opportunities for their own development and can act effectively as community members, leaders, innovators and agents of change in their communities, therefore contributing to overall sustainable development and environmental benefits. For this reason, youth empowerment is both a means and an end, and can be fostered when at least three conditions are in place:

a. **Young people have the capacities to effectively participate in community efforts towards environmental conservation and sustainable livelihood creation.** Community institutions (both formal and informal) are well equipped to take initiative and respond to needs of young people.

b. **Solid and inclusive partnerships and spaces to foster youth engagement and networking.** An accessible and shared infrastructure (technological and social) be in place to allow young people and youth organizations, including the most marginalized, to connect with each other, to dialogue with relevant stakeholders, to exchange solutions and work collaboratively. An ecosystem of solid partnerships, alliances and networks around youth issues, at both national and local levels, provides the support and coordinated action that can amplify the impact of any individual or single group.

c. **Gender equality and young women’s empowerment.** It is crucial to approach young women’s systematic inclusion as a condition of youth empowerment overall. While gender equality can be approached as a specific thematic area of work, singling it out as a condition of youth empowerment overall represents a commitment to ensure gender equality in every process, at every level and across issue areas.


\textsuperscript{12} Youth Participation in Development: A Guide for Development Agencies and Policy Makers (DFID-CSO Youth Working Group, 2010)
Implementation Strategy

SGP’s youth approach will be realized through systematic piloting (both mainstreaming and silo projects) in participating countries. Specifically:

a. **Grantmaking** will include direct project level investments in priority landscapes and seascapes incorporating youth theory of change for a selected few projects. This will include both working with youth as individuals and as organizations/networks/councils tackling global environmental issues. Participating countries are advised to include a PWD focal point on the NSC as well as technical experts to provide country specific advice and guidance on relevant projects.

b. **Capacity Development** includes investments in skills trainings, mentorship programmes, and channeling youth perspectives in community, national and international discourses - this will usually be provided through a grantee organization with a focus on youth.

c. **Knowledge Generation** includes distillation of key lessons (both success and failures), codify its experience, cross-fertilize between approaches, support South-South and triangular exchanges on the most effective mechanisms to work with youth to tackle environmental issues.

d. **Partnerships** include building/strengthening local networks and coalitions; innovative partnerships with youth networks and youth-focused coalitions, relevant stakeholders, engaging private sector, academia, media etc., to create new opportunities for youth and support youth participation are also envisioned.

Graph below illustrates the main pillars of implementation as well as the levels of their intervention.
Results measurement and alignment with larger frameworks

It is also important to note SGP is undertaking a first step to address coverage of beneficiaries versus percentage coverage of portfolio for the socially excluded groups. Here, SGP will first track numbers of youth as the monitoring systems mature on the ground.

- Number of Youth;
- Number of youth organizations engaged with as part of SGP intervention (Only if project marked for a given social inclusion area)

In addition, the 2030 Agenda, which specifically names young people as “critical agents of change,” integrates the economic, environmental and social dimensions of development with young people represented as a priority across its 17 goals. 65 out of the 169 SDG targets reference young people explicitly or implicitly, with a focus on their empowerment, participation and well-being. Young people’s involvement, energy, networks and solutions are indispensable for the effective implementation and monitoring of the SDGs. There are more than 20 youth-inclusive targets spread over nine key SDGs: Goal 1 (poverty), Goal 2 (hunger), Goal 4 (education), Goal 5 (gender equality), Goal 8 (decent work), Goal 10 (inequality), Goal 11 (sustainable cities and communities), Goal 13 (climate change), and Goal 16 (peaceful and inclusive societies)

Types of engagement with youth

While the interest is to invest in the capacities of young people and youth organizations, support youth leadership, and promote the role of youth as actors who engage in local and national sustainable development processes, SGP’s work thus far has entailed working with youth/ youth organizations as beneficiaries. It is proposed going forward selectively SGP can pilot a deeper and more transformative results intervention in the social inclusion area with youth involved as change agents and champions. Graph below illustrates further. Graph adapted from World Bank Development Report 2007:
Stakeholders, partners including private sector engagement

UNFCCC in partnership with GEF/UNDP Small Grants Program have been jointly supporting Global Youth Video Competition on Climate Change for 4 years, starting from COP21 in Paris. UNFCCC, SGP and partners (World Bank’s Connect4Climate and Television for the Environment, TVE) hosted special award ceremonies at the UNFCCC COPs to recognize the winners and showcase the power of young people as key players in reaching innovative and ambitious solutions to combat climate change. Building on the success of the video competition, UNFCCC and SGP are currently developing a broader partnership aiming to connect and support local, national and global youth climate action and bridge the gap between local initiatives and global processes by aligning the actions of two UN agencies to achieve scale and impact. The partners will work to empower the youth through raising awareness, developing capacity, supporting practical local climate action, fostering knowledge sharing and exchange of good practices as well as showcasing youth climate action at the global level.

At the country and global level, strong collaborative relationship between the various United Nations agencies, youth organizations, networks and movements that have coalesced around its issues is also expected. This includes, United Nations Inter-Agency Network on Youth Development (IANYD)13, composed of civil society organizations, including youth-led organizations, actively working together with 40+ United Nations entities, including the UN Secretary General’s Envoy on Youth, to advocate for youth development and promote youth participation at all levels and advance the implementation of the UN System-Wide Action Plan on Youth.

Approach for gender mainstreaming, scaling up, replication

The situation is even more difficult and complex for many young people who face additional forms of intersecting discrimination. Girls and young women are often amongst the most marginalized and vulnerable and - if they live in rural/remote areas, or precarious human settlements, or bound in societal norms and roles– they are also the hardest to reach young people. In many contexts, young women and girls, face particularly challenging forms of stigmatization, exclusion and disempowerment. Approximately half of young people are young women and addressing challenges specific to them will be integrated into SGP’s activities. In particular, focus will be on: Promoting young women’s participation and leadership in community life: capacity development activities to further support young women’s role in community life; providing seed funding to initiatives promoting and strengthening/ advancing young women’s mentorship, training and networking; providing support to reversing discriminatory norms that curtail young women’s participation and leadership in environment conservation and sustainable development agenda.

South- South and triangular cooperation will be actively used as modalities to replicate and scale up successful results, showcase examples with learning, and synergizing amongst projects and stakeholders.

13 IANYD is composed of 40+ UN entities working on youth, such as UNV, UNFPA, UNICEF, UN-WOMEN, UN-Habitat, UN-DESA, OSGEY, etc. http://unyouthswap.org/inter_agency_network_on_youth_development
Risks management, knowledge management and innovation

There are several risks associated with involvement of youth as an integral approach:

a. **Need for higher resources:** It is important to recognize that inclusion of any social inclusion area, including youth, requires additional resources as often there is an inherent component of higher costs of reaching marginalized.

b. **Operational and social issues (Do no harm approach):** when there is a risk of excluding potential stakeholders, in particular the most marginalized youth. It is important that when working with youth, we ensure all youth are included and that we do not reinforce inequalities or discriminations. We will in particular strive to ensure its mechanisms and components are gender-responsive and rights-based systematically.

c. **Lack of necessary infrastructure:** Some activities could have negative consequences on young people who participate if safe spaces are not ensured. It will be important to evaluate the risks associated with youth inclusive participation for young people themselves in certain contexts. Important to ensure safe environments for young women and young men to participate, be sensitive to inequalities, and be cautious to not incentivize violence. Also ensure a diversity of options for participation while protecting individuals’ identities are made available where necessary/relevant.

Knowledge Management and Exchange: Foster youth engagement and exchanges by establishing new and innovative spaces of knowledge exchange and development both amongst young people and other stakeholders- including support through a variety of online and offline platforms. These spaces will enable young people and relevant stakeholders to learn from each other while enhancing the broader visibility of promising practices and networks. They will allow young women and young men to connect and formulate their views to meaningfully contribute. Particular attention will be given to strengthening South-South and triangular cooperation around youth.

Evidence based advocacy, research and data: Advocacy will be crucial in order to raise awareness amongst different stakeholders at all levels on the benefits and importance of including young people’s needs and fostering their inclusive and meaningful participation. Advocacy will also rely on solid research and data on the status of youth in SGP portfolio, along with in-house research stemming from SGP’s work in the field, data-collection and analytics on youth.

Additional Resources

3. Agencies and Policy Makers. DFID.

8. UNESCO and UNAOC (2012). Fact Sheet: Youth Fostering Dialogue and Mutual Understanding, International Year of


Persons with Disabilities

Purpose

The purpose of the technical notes to provide an overall direction and guidance on the mainstreaming of PWD as an integral component of social inclusion. The technical will help on how planned outcomes, outputs will contribute towards the overall objective of GEF SGP towards mainstreaming and mobilizing PWD’s. Background information on the Strategic Initiative

Background information on the initiative

Persons with disabilities are one of the largest minority groups in the world and represent about 15 per cent of the world’s population. Disability is more common among children and adults who are poor, and it is estimated that up to 80 percent live in developing countries. The prevalence of those affected by disability greatly increases when families are taken into consideration, with estimates that one in four has a family member with a disability 14.

Persons with disabilities face challenges to fully participate in society, which is further amplified by discriminatory social stigmas that promotes exclusion and marginalization. Many PWDs have also limited access to infrastructure, services, information and jobs. This creates significant barriers to their inclusion and full participation in society and in development. Some people with disabilities also face compounded challenges and intersectional discrimination: women and girls with disabilities experience gender-based discrimination and violence in both public and private spheres at disproportionately higher rates.

Persons with disabilities and their families, are often disproportionately affected by environmental and climate change impacts. As a direct consequence, the quality of life of persons with disabilities will be impacted through decreasing food security, lack of access to clean water and sanitation, increasing natural disasters and emergency evacuations, reduced access to shelter and services, and a wide range of health risks. This significantly affects progress towards the Agenda 2030’s vision of “Leaving No One Behind” and achieving targets under the Sustainable Development Goals.

The Convention on the Rights of Persons with Disabilities (CRPD), and its Optional Protocol, was adopted by the UN General Assembly on 13 December 2006, and entered into force on 3 May 2008. Through the CRPD, States agreed to “ensure and promote the full realization of all human rights and fundamental freedoms for all persons with disabilities without discrimination of any kind on the basis of disability”

Building upon its emphasis on social inclusion, the GEF SGP is in a unique position to promote and build capacity for disability-inclusive development and support the implementation of the CRPD and the SDGs. As local communities engage in projects to develop sustainably and increase their resilience, persons with disabilities need to participate in their design and implementation. Often facing exclusion and barriers to full participation in society, projects and interventions will have to be adapted to the specific needs of the PWD community- understanding that this community is heterogeneous. For communities to address environmental concerns and be resilient to the impacts of climate change, it is necessary for all members to be included in decisions about how best to manage environmental, social and economic resources, and

therefore to prepare for the best possible outcomes. Environmental degradation and climate change affect progress within all sectors and can only be achieved when everyone is included.

The SGP already undertakes targeted efforts to include persons with disabilities - the 2016-2017 Annual Results Report notes that 25 disabled persons organizations contributed to sustainable strategies during this time. **This OP7 PWD Strategic Initiative** aims to expand and enhance disability-inclusive development in SGP projects, as an essential element in building the resilience of communities.

**Objectives and scope of PWD inclusivity initiative**

The overall objective of the SGP OP7 is “to promote and support innovative and scalable initiatives and foster multi-stakeholder partnerships at the local level, to tackle global environmental issues in priority landscapes and seascapes”. This PWD Strategic Initiative will address one of the key issues of social inclusion in the overall framework of the SGP.

The objective of PWD inclusivity will be realized through systematic piloting **PWD sensitive** projects in participating countries to mainly illustrate mainstreaming of PWDs into national and local development agendas, and to generate lessons and good practices which can be utilized in future UNDP and SGP projects. The lessons from these pilot projects, and the effectiveness of the indicators as a measure of disability inclusion, will then be evaluated and considered in developing new guidelines for the future SGP project portfolios.

Engagement with PWD organizations would be essential to ensure that such guidelines are responsive to the heterogeneous perspectives of the disability community and that nothing is developed “about us, without us” for persons with disabilities. The lessons learned from pilot projects will also be shared via global platforms.

The program of PWD will consist of these components:

**Technical and capacity development support:** This would include collaborating with PWD organizations to design projects that include accommodations for participatory decision-making, and provide training for grant recipients to develop appropriate indicators. Participating countries are advised to include a PWD focal point on the NSC as well as technical experts to provide country specific advice and guidance on relevant projects. Funding should be directed to organizations that will specifically implement projects with the PWD community, ensuring that PWDs are the primary grant beneficiaries.

**Grant-making:** Grant making will bring together cross-sectoral implementation of the SDGs as well as the consideration of the “Sendai Framework” on DRR&R and the Convention on the Rights of Persons with Disabilities. The consideration would be to work closely with existing initiatives to build resilience in the countries to test-pilot how best to include PWD in development planning, monitoring and evaluations.

**Knowledge generation and management:** SGP will augment the regional and global networks of PWD by sharing knowledge and information, both within UNDP and through other channels to improve or project-proofing for disability inclusive development. This capitalizes on the premises that SGP works with the most vulnerable members of society and that PWD are really in the forefront, if this strategy and clarion call, has to be an ongoing concern of the global corporate programme of the GEF.

**Implementation Strategy**

The SGP and partners will draw upon the experiences of pilot projects particularly related to disaster risk reduction and social protection schemes, in building self-grown disability-inclusive practices. With the focus on sustainable development outcomes and managing the natural environment, the SGP will take an
innovative approach to resilience and the inclusion of persons with disabilities. By redesigning the information in grants process and the framework of indicators and working closely with disabled person’s organizations, the SGP will raise awareness and influence the scope of community, national and global dialogue and practice. Overall, by working with new partners and increasing its focus on disability inclusion in resilience projects, the SGP can achieve more effective outcomes for nature and for the most vulnerable people and ecosystems.

**Stakeholders, partners including private sector engagement**

Regional partners will be enlisted as appropriate such as the Pacific Disability Forum (PDF) (http://www.pacificdisability.org) will be engaged for countries in the Pacific and Asia regions. The rest of the region should determine who is most appropriate and open a discussion for collaboration. In the Pacific for example, the PDF key mandate is to build capacity of national disabled person’s organizations and promotes disability-inclusion in policies and programs, including disaster risk reduction projects. The other key organizations that will be approached are such as “Save the Children and Disability Rights Forum (DRF)”. The “Save the Children” (https://www.savethechildren.net) organization implements programs in many countries and is focused on disability-inclusive education and community support for children with disabilities while the DRF (http://disabilityrightsfund.org ) supports projects in developing countries that aim to reduce the impacts from disasters on persons with disabilities. These three organizations will be discussed with in addition to other national level partners to identify CBOs and NGO’s to work with that are responsive in implementing the environmental conventions at the local levels. SGP will work closely with these organizations in capacity development and knowledge generation and management.

**Resource requirements** Country programs may request for additional top-up grant allocation of up to $200,000 per country program. Specific amount will be determined by country program needs and global fund availability. A special call for proposals may be issued at the country, referring to the priority areas as identified in the scope of the inclusivity initiative.

**Knowledge management and innovation** Participating countries will be encouraged to develop knowledge products such as case studies, policy briefs, brochures and short films. These tools will be used to highlight project results, but more importantly, key steps, processes and actions to be taken, to plan and implement projects with full PWD participation and engagement. These KM products should highlight challenges, key learnings and solutions regarding this SI. Participating countries will also be encouraged to develop communication networks and use the SGP intranet to engage in discussions around the SI.

**Alignment with GEF strategy and larger frameworks** The international legal basis for disability-inclusive development in climate change resilience activities straddles binding (“hard”) law and non-binding (“soft”) law. It is important to understand the principles enshrined in international law, as they provide a framework within which new initiatives are conceived and implemented. The Convention on the Rights of Persons with Disabilities; the 2030 Agenda for Sustainable Development; the Sendai Framework for Disaster Risk Reduction (and the subsequent Dhaka Declaration); the SAMOA Pathway; and the Paris Agreement. These five main instruments span disability and human rights, to climate change preparation, and commitments to sustainable development. In different ways, these instruments complement one another, and provide the foundation for decisions and investments across a range of organizations. They continue to influence the creation of new partnerships and the practical lessons emerging from their experiences. Projects supported by the SGP can implement multiple goals and objectives across these international legal frameworks.
Indigenous Peoples

Purpose

This technical guidance note is intended to serve as a reference for SGP National Coordinators, NSC members, and CSO partners in updating their OP7 Country Programme Strategies (CPS) on programmatic aspects related to Indigenous Peoples, including implementation from Aug 2020-June 2024.

Background on importance of partnering with Indigenous Peoples

The GEF Small Grants Programme (SGP) recognizes that Indigenous Peoples (IPs) have deeply rooted cultural, political, and territorial rights, and supports efforts to reverse their marginalized situation whilst generating global environmental benefits across the GEF focal areas. According to independent analysis conducted in 2019, approximately 30% of the global portfolio of 24,000 SGP small grants between 1992 and 2020 have worked with IPs. SGP respects customary law and practice and supports securing rights to land and resources, as well as participation of IPs in local and national environmental governance. SGP grants promote the revitalization of indigenous cultural practices and strengthening customary institutions (with particular relevance to CBD Article 8j).

SGP’s engagement with IPs is premised on adherence and support towards UNDP’s Policy of Engagement with Indigenous Peoples (2001), the UN Declaration on the Rights of Indigenous Peoples (2007), as and the GEF’s Guidelines on Indigenous Peoples (2012). SGP allows for flexible disbursement terms to cope with indigenous peoples’ culture, customs and seasonal movements. During its previous Operational Cycles (OP1 to OP6), the SGP has developed a participatory project preparation and design process to increase access to funding of IPs, provides expedited planning grants, accepts proposals in local and vernacular languages, has produced a Handbook on the use of participatory video, almanario flipcharts, as well as other simplified photo formats, that build on oral traditions.

Many SGP projects have sought to valorise and preserve traditional knowledge (TK) and practices for conservation of agrobiodiversity, native medicinal plants and non-timber forest products. In relation to adaptation to climate change, SGP has partnered with the United Nations University (UNU), UNESCO and the CBD Secretariat to document the role played by TK in adapting and coping with climate change resulting in a technical report Weathering Uncertainty: Traditional Knowledge for Climate Change Assessment and Adaptation launched at the Rio+20 Summit in June 2012. Regarding mitigation activities within the context of the REDD+ agenda, SGP has trained indigenous organizations to monitor the carbon saved through the reduced deforestation taking place in their lands and territories.
In 2008, SGP helped found the global Consortium of Indigenous and Community Conserved Territories and Areas (ICCAs) a global network of grassroots NGOs, indigenous peoples and local communities, at the IUCN World Conservation Congress. At the first World Indigenous Network meeting held in May 2013 in Darwin, Australia, UNDP, SGP and the UNEP World Conservation Monitoring Centre (WCMC) launched a Toolkit to support the effectiveness and viability of ICCAs as governance structures for the protection of biodiversity and ecosystems to assist in the achievement of the CBD Aichi 2020 targets.

In relation to the GEF focus on biodiversity within government-recognized protected areas (PAs), SGP has numerous partnerships with regard to the co-management and improved governance of PAs working in partnership with IPs, including World Heritage sites. In June 2013, after twelve years of work across eight WHS in different regions of the world, the SGP launched a 12-year report entitled COMPACT: Engaging Local Communities in the Stewardship of World Heritage at the UNESCO World Heritage Committee.

Objectives and Scope

Over the course of its 28 years of implementation since 1992, the SGP has systematically invested in a ‘Grant-makers+’ support role to IPs at national, regional and global levels. By encouraging community and country ownership of grassroots projects, several joint evaluations of the SGP carried out by the GEF and UNDP Independent Evaluation Offices (IEOs) have noted that the SGP has been the primary mechanism of the GEF in engaging Indigenous Peoples, and the programme has helped cultivate, and contribute to, the development of national-level civil society movements and indigenous peoples’ networks.

In doing so, the SGP has pioneered and tested various innovations in local grant-making techniques including: (i) use of local and vernacular languages, and other alternative proposal formats (i.e. almanario, and photo-voice methodologies); (ii) increased uptake of new technologies (i.e. GIS and P3DM mapping, video proposals); as well as (iii) strengthening the linkages between SGP and relevant regional and/or international indigenous networks, foundations and NGOs (including through the pilot OP6 Indigenous Peoples Fellowship).

At the global level, the SGP is an active member and advocate for Indigenous Peoples’ interests as part of the GEF Indigenous Peoples Advisory Group (IPAG); the UN Inter-Agency Support Group (IASG) on indigenous issues; and has supported various UN-level initiatives in support of indigenous peoples including the World Conference on Indigenous Peoples (WCIP) held during the UN General Assembly (Sept 2014) resulting in the System-Wide Action Programme (SWAP) to support the implementation of the UN Declaration on the Rights of Indigenous Peoples (UNDRIP).

Implementation Strategy

Many Indigenous Peoples’ have non-literate cultures which are not necessarily dependent on written documents. Intermediary organizations are not always there to help indigenous peoples’ in a way that indigenous peoples’ themselves would choose to address key ecological threats to their livelihoods. Pastoralists, hunter-gatherers, and subsistence-based IP’s way of life often involves seasonal movements within the landscape. In many countries, Indigenous peoples generally live according to a semi-
monetarized economy linked to traditional systems of exchanging value, and are heavily marginalized and seldom benefit from international assistance. As a consequence, IPs need a flexible, time sensitive, and simple project cycle in order to work effectively with external donors.

Building on a series of consultations and events held at the UNPFII, CBD and UNFCCC COPs, between 2004 to 2019, indigenous peoples have submitted to the GEF and the UN system regular inputs and recommendations with regards to options for enhanced programming. As articulated in the UNDG Guidelines and relevant UNPFII recommendations, the model of joint decision-making and participation of indigenous peoples in SGP National Steering Committees (NSCs) has been proposed for replication in the programming of other UN agencies.

In addition, indigenous peoples have also proposed an increased ceiling of funding levels beyond the US$50,000 level typically provided by the GEF SGP. In response to these calls, the SGP is proposing to expand the use of strategic projects (financing up to US$150,000) dedicated to indigenous peoples concerns – including, but not limited to, the OP7 thematic areas outlined, as well as with other non-GEF donors (i.e. Government of Germany for ICCAs, Norway on CBR+ and Australia on Community-Based Adaptation to climate change).

In line with the overall Grant-makers+ approach, SGP’s OP7 Indigenous Peoples approach will be realized inter alia through:

1. **Grant-making** through direct investments in priority OP7 landscapes and seascapes incorporating IPs through projects and strategic partnerships, including expanded use of SGP strategic projects window funding up to US$150,000;
2. **Capacity development** including investments in skills trainings, fellowship programmes, and channeling IPs perspectives in community, national and international discourses- including in partnership with a CSO partner organization with a focus on IPs;
3. **Knowledge generation** through distillation of key lessons (both success and failures), codification of experience, as well as through South-South and triangular exchanges on the most effective mechanisms to work with IPs to tackle environmental issues.

Alignment with larger frameworks and results measurement

Indigenous people’s contribution to the CBD post-2020 targets: shared governance of PAs, support to ICCAs, innovative REDD+ methodologies, and Nagoya Protocol on ABS

The SGP recognizes that numerous challenges continue to be faced by indigenous peoples and local communities who manage natural resources in ICCAs, territories, PA buffer zones, and production landscapes to ensure that their occupation of landscapes and seascapes, as well as their governance of natural resources, are appropriately recognized by local and national authorities. During OP7, various opportunities exist for SGP to enhance assistance to IPs to participate more fully in the relevant national, regional and international policy-making processes.

Potential opportunities include the creation of national ICCA networks; participating in the CBD Programme of Work on Protected Areas (PoWPA); implementation of National Biodiversity Strategies and Action Plans (NBSAPs); developing indigenous and community engagement with the Nagoya Protocol on Access and Benefit Sharing (ABS); support to nomadic peoples in arid and semi-arid areas, transhumant peoples in mountainous conditions, and indigenous and customary fisherfolk across national boundaries;
through the newly-created UNFCCC Local Communities and Indigenous Peoples Platform (LCIPP); by innovative M&E methodologies, including for REDD+; as well as sharing national experiences with normative and legal frameworks including the UN Permanent Forum on Indigenous Issues (UNPFII) and UN Expert Mechanism on the Rights of Indigenous Peoples.

**OP7 Indigenous Fellows Programme: mentoring and capacity-building**

During OP7, SGP proposes to continue and expand the proactive mentoring and capacity-building of indigenous fellows at national and regional levels to work alongside SGP national coordinators to expand and improve the portfolio of SGP ‘Grant-makers+’ role supporting IPs. Potential activities to be carried out by the OP7 Indigenous fellows include increased uptake of alternative formats (such as participatory video which is still not adopted/mainstreamed by all participating SGP country programmes), as well as strengthening linkages between SGP and the relevant regional and international indigenous networks, foundations and NGOs (including *inter alia* Conservation International/CEPF and IUCN for regional capacity building and Indigenous Fellows; Tribal Link involved in global capacity building during the UNPFII; Cultural Survival and First Peoples involved in oral and PV formats; AIPP and Youth Co-Lab in the Asia-Pacific to engage Indigenous youth).

**OP7 Results-based management (RBM)**

It is important to note SGP CPMT is improving the systematic monitoring and coverage of its portfolio for socially excluded groups, including engagement of Indigenous Peoples. In addition, the 2030 Agenda specifically refers to IPs as agents of change across many of the 17 UN SDGs, including the need for disaggregated data and detailed information on socio-economic indicators for IPs. In this context, during OP7 SGP will track: (a) total # of Indigenous Peoples engaged; (b) # of Indigenous Peoples organizations (IPOs) engaged with as part of SGP intervention; (c) the hectares of ICCAs recognized and strengthened; and (d) # of new techniques and methodologies engaged.

**Steps to increase engagement with Indigenous Peoples (national level)**

**Step I  Q Where are the priority Indigenous Peoples?**

- Conduct strategic consultation process within the NSC to identify geographic and/or thematic strategic priorities for the SGP Country Programme;
- Preparation of an annual IP engagement work-plan based on the NSC strategic priorities;
- Examination of national UNDP Human Development Reports for information and disaggregated statistics on indigenous peoples;
- Targeted grant assistance plan for indigenous partners developed;

**Step II  Q Who are the priority indigenous peoples?**

- Conduct consultations and focused stakeholder workshops with IPs networks;
- Determine demand and absorptive capacity for SGP grants from IPs consulted;
- Refocus SGP priority to IPs unable to travel to the capital and proactively target marginalized regions of the country;
- Reflect indigenous consultations within the annual SGP work-plan based on the NSC strategic priorities and IPs concerns;

**Step III  Q How can SGP better support indigenous peoples?**
• Identify which tools (such as video proposals, and/or TK Journals) would be most appropriate to work with indigenous peoples;
• Use planning grants up to US$5K to provide for translation from indigenous languages into the national language used by SGP;
• Continue to work with both established indigenous networks as well as with more marginalized indigenous groups;
• Determine the SGP strategy (such as “community promoters”, Participatory Video, Photovoice, Indigenous Peoples Fellowships etc.) to put priority into practice in the field;
• Involve appropriate indigenous peoples’ representatives in the SGP NSC;
• Form sub-committees of the SGP NSC with indigenous representatives to examine proposals submitted by IPs;
• Collaborate with UNDP Country Office ‘Indigenous Peoples Committees’, as pioneered by the ‘UNIPAK’ model by UNDP Kenya and recommended by the UNDG Guidelines on IPs;

Step IV  Q In what ways can SGP country programmes influence SGP practice at the global level?

• Pilot improved strategic focus on indigenous peoples using different operational modalities, including through OP7 Indigenous Peoples Fellowships;
• Submit to CPMT a report on the proposal, the NSC review process, the approval for funding, as well as recommendations on how to further improve the methodology piloted;
• Feed lessons learned back into CPS updates and annual NSC priority strategic setting exercises.

Stakeholders, partners including UN Rio Convention processes

During OP7, SGP will continue to support Indigenous Peoples in developing countries to access resources to address climate change finance in the context of their own self-determined sustainable development, including through the Green Climate Fund (GCF) and the UNFCCC Local Communities and Indigenous Peoples Platform (LCIPP). As recognized by the Paris Accord (2015), IPs play a key role in, and offer invaluable contributions to, increasing resilience to climate change with related mitigation co-benefits through traditional knowledge and sustainable resource management systems and practices.

Nevertheless, IPs are often the most vulnerable to climate change and to the consequences of ill-conceived solutions to climate change and have the least capacity to realize this contribution. A lack of financial, technical and political support is a major factor limiting their role. As part of its OP7 Grant-makers+ approach, SGP will continue to assist multiple Indigenous communities around the world to directly access climate finance with the potential to drive a transition to community-driven approaches to low emissions and climate/pandemic resilient development.

Risks management, knowledge management and innovation

As articulated, Indigenous peoples are a key target audience for the SGP during OP7, including for emergency response actions developed to address COVID-19 which may to be delivered through the UNDP-implemented GEF Small Grants Programme. In line with the SGP Operational Guidelines (see OP7 update, July 2020) SGP grants are provided directly to NGOs, CBOs and Indigenous Peoples Organizations (IPOs). Given the direct access by IPOs to project funds, no Indigenous Peoples Plan (IPP) will be required as part of the project initiation (i.e. the project itself is directly submitted by IPs themselves). A risk assessment and mitigation plan will however be included in the OP7 Country Programme Strategy (CPS)
of the SGP (2020-2024). Notwithstanding the direct access to project funds, in line with the updated UNDP Social and Environmental Safeguards policy, the risk of project-level grievances submitted by IPs (in particular where they may partner with intermediary NGOs) is considered to be medium.

Annexes and resources

https://issuu.com/insightshare/docs/a_rights-based_approach_to_particip/55


https://www.iccaconsortium.org/

https://unfccc.int/LCIPP


Knowledge Management

Purpose
The Technical Guidance note is intended to serve as a reference for SGP National Coordinators in preparing and/or updating their Country Programme Strategies (CPS) for Operational Phase OP7 on all aspects related to knowledge management, including the South-South Community Innovation Exchange Platform.

Background information on the Strategic Initiative
Knowledge management at SGP is fundamental for the successful management and delivering results of SGP, and therefore, SGP has become a “knowledge leader” that captures and shared the work of communities and CSOs towards sustainable development and global environmental benefits. As such, knowledge management has been a key aspect of the work of SGP for the last two operational phases and will continue to do be for OP7.

There are many definitions of knowledge management, for this guidance the following definition applies:

“Knowledge Management is about capturing, creating, distilling, sharing and using know-how. That know-how includes explicit and tacit knowledge. [...] It is not about books of wisdom and best practices, it’s more about the communities that keep know-how of a topic alive by sharing what they know, building on it and adapting it to their own use. [...] Call it ‘performance through learning’, ‘shared knowledge’, or simply working smarter”  C. Collison and G. Parcell

Given that over the past decade SGP has grown exponentially allowing countries to establish their own priorities within a global framework, knowledge management efforts have followed the same pattern. At the global level CPMT has consistently provided guidance and shared valuable information and lessons learned to its different audiences including the GEF council, donors, GEF Secretariat, national governments, Implementing Agencies, SGP grantees, NGOs, CBOs, SGP national Coordinators, SGP National Steering Committee Members, multilateral organizations and scientific journals. National Coordinators and Program Assistants have been capturing and sharing lessons learned and best practices at the country level.

Objectives and Scope of Strategic Initiative
The objectives of this strategic initiative 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.

The strategic initiative on knowledge management has four pillars:

- People: People are the main producers of knowledge and consumers of knowledge generated by the programme.
• Products and Services: knowledge products and services used to share and disseminate knowledge.
• Process: Internal processes that define how knowledge is captured and transferred to the key audiences.
• Technology: These are the different ICT tools that facilitate the capture and transfer of knowledge: database, intranet, website, conference calls, workshops presentations, participatory videos, emails, podcasts, RSS, wikis, CDs, traditional print publications, etc.

One of the most important results from the innovative community solutions supported by SGP is the wealth of knowledge it has produced over the years at the project, national and global level. To make this knowledge accessible and useful, SGP developed a Knowledge Management System that presents the tools that the programme use for knowledge exchange at each of these levels with the ultimate aim to inform and influence policy, replicate and upscale good practices, promote a culture of learning and innovation.

Implementation strategy
Below is a chart of the SGP knowledge Management System that outlines the different levels at which SGP’s knowledge is being shared and how:

**Global Level**
- Global NC network
- Link to global issues
- Global website
- Global Knowledge
- Case studies
- Fact Sheets
- Articles
- Awards
- International events
- Strategic guidance
- and positioning

**Country Level**
- Plan for KM in CPS
- Grantee networks
- Peer-to-Peer exchanges
- Knowledge fairs
- Capacity Dev. Grants
- NSCs Knowledge Network
- Site visits
- Link to government
- Link to academia
- Link to Research centers

**Project Level**
- Include KM in Project Proposal and Budget
- Asses Capacity provide training within grants
- Budget KM in each project
- Peer-to-peer knowledge exchanges
- Demonstration centers
- Training workshops
- Video/photo-stories

**Global Level**

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 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. Below is a description of key KM practices done at the global level:

Knowledge Management Platforms
SGP’s knowledge platform at the global level is the website (https://sgp.undp.org) which serves to showcase experiences and promote learning within and across communities and countries. The SGP website is regularly updated with case studies, fact sheets, project profiles, photographs, videos, interviews, and press releases, among other products that analyze experiences from project implementation. It is also a virtual community of practice and facilitates discussions and interaction between members of the SGP network and other partners and experts within countries and globally. Within the website SGP has a Digital Library of Community Innovations for the Global Environment, a one stops shop to find resources and good practices that can be filtered by focal areas, themes, and countries for ease of use. The library also features case studies and how-to manuals of SGP supported innovations that include background information, key activities and results. In addition SGP also created Communities Connect, another platform to share knowledge from civil society organizations around the world (http://data.communitiesconnect.net), a collaborative knowledge-sharing platform that promotes solutions created by communities and civil society organization to sustainable development issues. The platform aims to facilitate peer-to-peer learning for communities and civil society organizations, and includes materials contributed by SGP and its grantee partners, GEF CSO Network members, UNDP and other organizations. This platform will be re-launched in late 2019.

Bringing CSO voices to global forums: One of the key elements of the SGP strategy on knowledge management is the active participation in global forums and events with the objective to bring the work and voices of CSOs and in particular, women, indigenous peoples and youth in global conferences and events that help shape the global agenda, to share knowledge and know-how about good practices developed at the community level.

Portfolio reviews and case studies: Regular portfolio reviews per focal area are conducted to identify the most innovative and successful practices emerging from the portfolio and publications and videos are produced to share these with wider audiences. In addition, SGP produces project fact sheets and case studies to capture the knowledge and information from projects in a systematic way. A template to document case studies has been created by the CPMT to enable all participating countries to document their experience in a format that can be easily aggregated and shared with multiple SGP stakeholders and partners. The template includes a series of simple questions, based on the project proposal template, including the following elements: challenges, environmental impact, socio-economic impacts, policy impacts, sustainability, replication, gender mainstreaming, indigenous peoples and lessons learned. Case studies can be accessed at the SGP website.

Best Practices- SGP has been capturing best practices at the local and global level in case studies, publications and new media and sharing them at key national and international events and conferences. However, this hasn’t been part of an overall strategy and therefore is conducted in an adhoc basis without standardized templates or procedures across all participating countries. During OP5 the programme will standardize the collection and dissemination of best practices and lessons learned around a series of topics or areas of expertise.

Coaching and mentorship: At the global level, SGP also facilitates coaching and mentorship by which new country programmes learn from more experienced ones. SGP’s mentoring programme brings together experienced National Coordinators (NCs) with new NCs in neighboring countries or in similar country
contexts. In this programme, new NCs spend one week training with an NC mentor, gaining understanding of how a country programme operates, making project site visits, and benefiting from the insights, practical knowledge, and accumulated wisdom of an experienced colleague.

**Storytelling:** SGP has been using with storytelling as a powerful way to transform anecdotal success stories into valuable knowledge that can show the impact of SGP. In particular, SGP has been pioneering the use of photo-essays, participatory video and photo-stories and will continue to use storytelling techniques to document and share knowledge using a multimedia approach.

**Mapping:** In addition, SGP has pioneered innovative methods to exchange knowledge with their communities using participatory 3D mapping and modeling.

**Exit interviews:** Given that NC’s and PA’s are valuable knowledge agents for the organization. SGP captures the knowledge of departing employees by conducting standardized exit interviews so the knowledge doesn’t leave the organization. Using this technique SGP can minimize the loss of useful knowledge and improve the learning curve of new staff.

**Expert locator** - To help expedite the process of getting answers to the technical questions of the SGP staff, SGP developed a talent search in the new intranet that help staff identify experts on specific topics whereby SGP personnel can easily contact other NCs or Pas that are experts on areas they have identified they need help with. This system provides field staff access the latest solutions and best practices for technical and operational issues.

**Communities of Practice (CoPs)** - Communities of practice allows the organization to pool the collective ideas and knowledge of its staff to help build and institutionalize SGP’s corporate memory. Up until now SGP staff and its formal and informal networks have been acting as a community of practice. However, during GEF 5 SGP will formalize this COP and work to develop COPs around specific focal, programmatic and crosscutting areas. Given that UNDP is one of the most successful organizations in setting up and facilitating CoPs, SGP will build from this experience.

**National Level**

At the national level, each country programme composed by a National Steering Committee, a National Coordinator and sometimes a Programme Assistant, work 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 CBO’s; (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. Below are specific activities carried out at the national level both through grant and non-grant activities.

KM Grants at the local level are limited to only the following activities: Knowledge fairs which include creating and fostering of networks at the fair, Stakeholder workshops, portfolio level, KM products such
as 5-year portfolio reviews and south-south exchanges should constitute less than 10% of the total country allocation. The rest of the activities detailed in this guidance capture the grantmakers+ activities carried out by the country teams or activities budgeted from a % of regular project grants dedicated for KM activities for which a 5-10% is recommended.

**Knowledge fairs:** Once per operational phase, SGP country programmes conduct knowledge fairs that link the feature the most innovative practices supported by the programme and allow communities to present those and connect with key stakeholders like the academia, other NGOs, the government and other development practitioners for replication, upscaling, and policy influence, as well as technical support and knowledge transfer. These Knowledge Fairs also allow communities to learn from one another and to foster networks of civil society innovators for sustainable development.

**Stakeholder workshops:** The purpose of the Stakeholders Workshops is to address the knowledge needs of SGP grantees and other civil society organizations as identified by the National Steering Committee (NSC) in each country and enable SGP grantees and key stakeholders to learn about the programme, its strategy and GEF targets; enhance the grant making process; increase awareness of SGP in the country; promote partnerships; and share experiences from SGP projects. Stakeholder workshops aim to provide training on proposal writing; project design; management and implementation; monitoring and evaluation; GEF focal areas; budgeting and financial management; knowledge management; governance and leadership; resource mobilization; networking; among others. Focal area specific stakeholder workshops should be categorized under specific strategic initiative/focal area grants.

**Creating or strengthening networks:** SGP country programmes also foster knowledge through the creation or strengthening of existing networks of CSOs in the country around environmental and sustainable development issues, and through the network of SGP grantees. SGP country teams also help connect SGP grantees to other relevant networks in the country such as farmer networks, women empowerment networks, etc.

**Centers of excellent or demonstration sites:** At the national level, some SGP projects become demonstrating sites and training centers for the local community where knowledge is exchanged within the community, other neighboring communities, government and development agencies. These demonstration sites and knowledge exchanges are extremely important and successful in raising awareness of environmental and socio-economic issues that are affecting the members of the community and providing training.

**National Steering Committees (NSC):** The voluntary and multi-sectoral National Steering Committees (NSC) of SGP, composed in a majority of civil society organizations, as well as the government, UNDP, the academia, indigenous peoples’ organizations, the private sector and the media, play a fundamental role in knowledge exchange of community practices between the civil society and the government, UNDP and other key stakeholders and has successfully served as a mechanism to identify projects that have been replicated or up-scaled.

**Training:** SGP offers different types of training courses in order to transfer knowledge to its employees and grantees. These can include online toolkits, webinars, face to face training, etc. implementing new learning approaches, including e-learning

**How-to Manuals**- SGP will support generation of how-to manuals and guides to capture, document and disseminate the know-how of a specific environmental practice or technique.
**Acting as a broker:** To further enhance the capacity of SGP grantees and stakeholders and to help them create a long lasting impact, scale up and find additional sources of funds, SGP also acts as a broker between grantees and other key partners, including connecting grantees with government services, with other NGOs/INGOs, with the academia or research centers, with development agencies/practitioners; and with private sector companies.

**Project Level**

At the project level, each 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.

**Peer-to-peer learning:** SGP recognizes the wealth of knowledge and expertise of local communities and the catalytic role it has in transforming their own environments. For this reason, SGP has been facilitating peer-to-peer learning between local communities and SGP grantees as an effective method to share knowledge, help communities learn from each other and as a tool for replication and up scaling of best practices. Peer-to-peer learning in SGP country programmes is conducted in different ways including knowledge exchange visits, forums, training workshops, and dialogues between communities and other key stakeholders, among others. In most cases, the SGP National coordinator in each country act as the facilitator of these peer-to-peer knowledge exchanges providing access to information and allowing communities that face similar issues to get firsthand experience from other communities. Given the nature of SGP, these learning exchanges can be on technical issues related to the nature of its environmental work (i.e. testing a technology or new approach) or on social or livelihoods issues.

**Training:** SGP offers different types of training courses in order to transfer knowledge to its grantees that enables them to implement their SGP supported projects and range from technical training on climate change, sustainable agriculture, and biodiversity conservation to project management, accounting, marketing, among others.

At the national level, these activities that are supported through KM grants for Knowledge fairs, Stakeholder workshops, and KM products. At the project level, each project includes budgets for their training and knowledge sharing needs. For KM specific grants, there is separate guidance for the call for proposals for KM Fairs and Stakeholder workshops.

It is important to note that KM grants are specifically for portfolio level needs. For example, SGP country programmes can use up to $50,000 dollars per Operational Phase to organize Knowledge Fairs, usually one per operational phase, these grants need to have specific call for proposals and criteria for the selection process to ensure transparency. The identification and selection process remain in line with established SGP standards and should be open to all local and national NGOs and CBOs. The selected entity should provide a detail project report on the utilization of the funds with a focus on results and indicators.

In addition to these initiatives, to promote knowledge exchange between SGP countries to encourage cross country/region replication of good practices, SGP started the **South-South Community Innovation Exchange Platform.** The objective is to produce high impact and scaling up of the innovations and practices developed by SGP grantees, as well as other CSOs at the regional level, as up to OP7 all grant making and associated knowledge exchange happens at the national level.
In OP6, the South-South Community Innovation Exchange Platform was funded as an innovation programme. In OP7, it will be funded through regular grants that have specific South-South exchanges on GEF focal areas to replicate innovative environmental solutions. The platform encourages communities to mobilize and take advantage of development solutions and technical expertise available in the South.

**Results measurement and alignment with GEF and larger frameworks (e.g. Rio conventions, SDGs)**

In OP7, SGP will be tracking the following indicators:

- Number of CSOs whose capacities were developed or improved
- Number of CBOs whose capacities were developed or improved
- Number of people whose capacities were improved
- Number of peer-to-peer knowledge exchanges facilitated
- Number of training sessions organized
- Number of knowledge fairs organized
- Number of Stakeholder workshops organized
- Number of grantee networks strengthened
- Number of How-to-toolkits developed
- Number of knowledge products, best practices developed
- Number of South-South exchanges supported that transfer capacity on new community innovations between communities, CSOs and other partners across countries.
- Number of SGP country programmes that facilitated South-South exchanges
- Number and type of technology/solution exchanged and replicated

**Stakeholders, partners including private sector engagement**

To carry out the knowledge management strategy detailed above, SGP partners with many stakeholders including UNDP country offices, the government (national, subnational and local levels), the academia, other development agencies and practitioners, the private sector, among others. For all SGP grants for knowledge management activities such as: stakeholder workshops,

**Approach for sustainability and replication, gender mainstreaming**

All SGP projects and activities aim for greater inclusion and impact. As such, all activities that are part of the Knowledge Strategy should be gender responsive (as per the gender technical guidance note) and include all stakeholders including women, youth, people with disabilities and indigenous peoples. All SGP KM activities aim at enhancing the sustainability, replication and scalability of SGP supported practices by capturing and sharing the knowledge emerging from the portfolio.

**Annex 1: Sample of CALL FOR PROPOSALS for SGP Stakeholder Workshops (TO BE UPDATED)**

1. **Background:**

The Global Environment Facility Small Grants Programme (GEF SGP), implemented by UNDP, provides communities and civil society organizations in developing and transition countries with grants to enable
them to implement projects in the focal areas of climate change, biodiversity, sustainable forest management, land degradation, international waters, and Persistent Organic Pollutants (POPs)/chemicals. These community-based projects must meet environmental objectives while at the same time also supporting poverty reduction and local empowerment objectives.

**The GEF SGP** operates in a decentralized manner through SGP Country Programmes. For SGP [insert SGP Country name] grantmaking started in [insert year date]. Each SGP Country Programme has its own National Coordinator (NC) to which proposals are submitted and a multisectoral National Steering Committee (NSC) composed of government and non-government members (with non-government majority) which reviews and approves projects. Project Memorandum of Agreements (MOAs) are signed by the UNDP Country Office Resident Representative and funds are released in agreed tranches direct to the grantee bank account.

GEF SGP prioritizes grantmaking to poor and vulnerable communities as well as sectors such as those of women, indigenous peoples, and youth. As such, the programme proactively seeks to increase the capacities of these communities and sectors and the civil society organizations (CSOs) that work with them to develop proposals as well as to implement projects successfully and sustainably. In this regard, while every project supported by SGP should have capacity development components, stand alone capacity development projects targeted at larger groups of community and CSO stakeholders can also be supported.

II. Grants for Stakeholders’ Workshops

**Identification of Stakeholders**

Stakeholders’ workshops are expected to involve select leaders of communities and local CSOs that are situated at the forefront of environmentally critical areas or involved in critical environmental challenges yet need capacity development in terms of understanding the GEF SGP strategy, process, and modality and how to access GEF and also non-GEF funding to pursue relevant projects and related action. In certain cases, this could even include new grantee-partners that are in need of capacity building to be able to properly initiate their projects and existing grantee-partners having implementation problems.

**Eligible and Preferred Proponents**

Being a capacity development project, proponents of stakeholders’ workshop are preferably those that already have the required expertise and experience, or at the very least have the capacity to recruit, organize and manage the necessary pool of experts and resource persons in both the technical as well as the workshop design and management aspects of this type of a project.

Following SGP policy and guidelines, only national or local CSOs can submit proposals although international CSOs can be their support partners.

**Design and Elements of Stakeholders Workshops**

Civil society organisations interested in submitting proposals to implement stakeholders workshops should contact the SGP National Coordinator for information on the SGP Country Programme Strategy (CPS) as well as other relevant information such as country programme procedures and guidelines on
grant eligibility and the review process to be able, as part of the project proposal design, to:

1. Identify priority stakeholders for the workshop or series of workshops
2. Develop a knowledge and capacity needs assessment process (to be part of project start up)
3. Develop an initial design of the workshop or workshops (to be further refined based on output of activity 2 above) that would include but not limited to the following topics:

   • Project development and design (specifically how to make a project community-based and include gender considerations, women empowerment and youth involvement), including increased awareness and understanding on the Multilateral Environmental Conventions (i.e. the Rio Conventions such as the UN Convention on Biological Diversity, CBD; UN Convention to Combat Desertification, UNCCD; UN Framework Convention on Climate Change, UNFCCC; Stockholm Convention on Persistent Organic Pollutants, POPs; as well as other related global environmental and sustainable development agreements that the country is party to) and GEF Focal Areas.
   • Proposal writing (relevant to SGP);
   • Project management and implementation;
   • Monitoring and evaluation (especially participatory M&E, identification and use of indicators, and reporting);
   • Budgeting and financial management;
   • Communications and knowledge management (for sharing, policy advocacy and inputting into national development planning; this is related to the objective of strengthening the capacity to “engage in consultative processes”)

Note: if the stakeholder workshop is primarily not for submitting proposals to SGP but rather to implement other environmental action to support effective national implementation of convention guidelines and other environmental and sustainable development commitments, the topics will differ from above and there would be key organizing activities that may have to be given attention. For example, if the main purpose is to strengthen the engagement of CSOs, especially those sectors often left out of consultative processes by virtue of distance, lack of awareness, and communication difficulties, then more relevant topics such as how to set up appropriate knowledge exchange platforms, the organization and management of networks, and effective advocacy and participation in national Convention and sustainable development bodies will substitute for those topics related to proposal writing and project implementation.

4. Form a pool of trainers and resource persons for the workshop itself and for post-workshop follow up action
5. Produce appropriate learning materials
6. Form a volunteer network of technical experts that could be on call for support
7. Organize and support a continuing network of participants and supporters
8. Develop a system or mechanism for evaluating success in capacity development

Some of the best practices in the implementation of stakeholders’ workshops that could be considered include:

a. Participation of those with actual experience in the actions to be taken (i.e. successful SGP project implementers) and, if time and cost is well-justified, actual visits to successful projects.

b. Participation of key government and or local authority persons, particularly those that are involved in providing required permits and clearances, who can explain how best these could be acquired, with the
added aim of initiating team building with these persons and the community/CSO participants should projects proceed.
c. Making sure that learning sessions are practical, use innovative ways to simplify complex information (i.e. calculating target carbon emission reduction), and entertaining.
d. Selected participants are those who have an idea of what they want to do in their area of critical concern and are committed to do action; sessions are included for actual writing of proposals or the operational planning of effective engagement in consultations and policy advocacy with the support of relevant workshop resource persons.
e. Using the workshop to build closer links and positive relations with key officials and other persons involved in the national implementation of convention commitments.
f. Involvement of select SGP National Steering Committee members in activities related to engaging in consultative processes with national environment Convention committees as well as other national environment and sustainable development bodies so that SGP support is always well-informed and relevant.

Expected Outputs

Stakeholders’ workshops should be able to strengthen capacities in the four (4) aspects (see Background section above) that are targets of capacity development grants.

At the minimum, the following would be indicators of successful implementation:

1. Participants have comprehensive and practical knowledge on GEF’s focal areas and related environment conventions
2. Participants are putting learning into action either in the form of good proposals submitted to SGP or being actively involved in the consultative processes and other work of national environment Convention committees and other environment and sustainable development bodies.
3. Practical and innovative learning materials tested and developed
4. Documentation in text, photos, and videos (i.e. sharing by actual implementers of lessons learned)
5. Knowledge gained is transformed into good project proposals or effective action to support the implementation of environmental convention guidelines as well as other environment and sustainable development agreements, strategies, and plans
6. Network of supporters on technical and/or institutional matters established
7. Network of participants for continued sharing of experience and lessons learned initiated
8. Workshop evaluation conducted with post-workshop mechanism to evaluate progress developed
9. Post-workshop mechanism to provide follow up support and corrective action put in place

Budget

The funding for stakeholders’ workshops should be within SGP global or country programme guidelines. It is advisable that the maximum of $50,000 only be used for those proposals that are comprehensive in terms of coverage (i.e. national), theme (i.e. all focal areas), or sectors (i.e. all types of civil society groups especially women, indigenous peoples, youth). This may be done through one comprehensive workshop or if necessary a series of complementary workshops. For workshops that are one-time and very specific in terms of area (i.e. specific region), theme (i.e. only biodiversity), and sector (i.e. only indigenous peoples and CSOs working with them), it is expected that smaller amounts of funding would be allocated.
Detailed budget breakdown should be provided by the proponent including all estimated costs including pre-workshop preparations and activities, travel of selected participants and resource persons, rent of venue, food, learning materials, equipment, plus follow up post-workshop activities.

Proponents should also provide details of co-financing in-kind and in-cash. Priority approval will be for organisations that are able to provide higher co-financing from their own resources, and/or third party partners which could include other CSOs, related capacity development projects, donor agencies, academic and research institutions (i.e. for resource persons, technical support, and evaluations), as well as government agencies. Highly paid international consultants should not be involved unless they freely volunteer their services. In-country expertise from the CSO community and from government is preferred not only for cost-saving but for their contribution towards alliance building and strengthening institutional collaboration.

For further information, please contact:

(Place here the SGP Country Programme contact person’s name, e-mail and office address, telephone numbers)

Annex 2: Sample CALL FOR PROPOSALS for Knowledge Fairs

III. Background:

The Global Environment Facility (GEF) Small Grants Programme (SGP) provides non-governmental and community-based organizations (NGOs/CBOs) in developing countries with grants to enable them to tackle climate change, conserve biodiversity, protect international waters, reduce the impact of Persistent Organic Pollutants (POPs) and other critical chemicals (i.e. mercury), and prevent land degradation. SGP [insert SGP Country name] was opened in [insert year date] and started financing projects in [insert year date]. Since then, it has succeeded in funding and providing technical support for more than [insert number] grantee projects. The Programme is a GEF corporate programme, implemented by UNDP and executed by UNOPS.

The Best Practice and Knowledge Fair is an important modality which aims to meet the knowledge management and sharing objective of the programme, i.e. enhancing and strengthening capacities of NGOs/CBOs to understand and implement convention guidelines, engage in consultative processes, apply knowledge management to ensure information flows, and monitor and evaluate environmental impacts and trends. It is a key activity designed to support networking and knowledge exchange among SGP grantees as well as other CSOs and the public to promote replication and scaling up of projects and best practices. It is also expected to strengthen the capacity of civil society to influence policy development processes through participation in events that draw in influential individuals and institutions. To maximize its impact and promote mainstreaming of SGP results, the Best Practice and Knowledge Fair can be held in conjunction with other national conferences and events (e.g. Environment Month, Earth Day, Independence Day, etc).

IV. Objectives:

The purpose of the Best Practice and Knowledge Fair is to enable SGP grantees and other CSO stakeholders to network, share and showcase best practices, innovative technologies and lessons learned developed
by the civil society to promote the replication and scaling up of results for greater policy influence and transformational change; as well as to promote sustainability and the mobilization of additional resources for community-based sustainable development initiatives.

Specific objectives:

- Knowledge exchange between NGOs/CBOs working to address global environment issues in order to raise awareness and facilitate replication and scaling up of best practices and innovation.
- Improve awareness and understanding about the GEF focal areas and the GEF SGP country programme, its strategy and results.
- Promote and strengthen partnerships among all concerned stakeholders such as local communities, NGOs/CBOs/CSOs, government and local authorities, academic and research institutions, the private sector, international donors and development agencies.
- Influence the public policy agenda with the experience of SGP and other relevant CSO work.
- Promote the replication and scaling up of successful projects and best practices, including community based methodologies and technology, of SGP and other community-based and non-governmental entities.
- Create a wide and broad-based network of communities and CSOs -including their supporters- that can serve as an active constituency for positive dialogue with the government on sustainable development planning and policy making at the national level.

V. Possible Activities and Features in the Best Practice and Knowledge Fair:

- Provide hands-on training using short seminars on certain practical and innovative processes, methodologies, and technologies.
- Include Lecture Series on relevant topics by practitioners and experts including the media.
- Have exhibit booths that show successful projects through models, presentations, photos, videos, and sample and/or sale of products, among others.
- Create and/or strengthen a network or platform to continue the knowledge exchange after the fair and allow for the organization of similar fairs and campaigns in the future. Start with those participating in the exhibits, workshops, and lectures, as well as interested visitors.
- Use Award Ceremonies to honor those that have done excellent work for the environment and sustainable development, including those that have provided outstanding support from government, the academia, private sector, and development agencies.
- Highlight the link between environmental conservation and culture through concerts, movies, or dance performances.
- Engage the public through contests such as on-spot ecological painting by children; best nature photos and/or videos, etc.
- Sign partnership agreements, i.e. further development of learning materials with Universities.

VI. Outputs:

The expected outputs of the Knowledge Fair, to be developed in consultation with the SGP National Coordinator and National Steering Committee are as follows:
**Preparations before Best Practice and KM Fair:**

1. Through a participatory process involving all key stakeholders, identify the knowledge needs of the target participants and visitors and define the country specific goals and outcomes of the Knowledge Fair(s).
2. Prepare a list of SGP grant recipients and other CBOs/CSOs that can show, exhibit, and share successful practices and innovations from projects. Prepare a list of practitioners and experts that will be asked to make presentations and be trainers or facilitators in workshops. Look for supporters from the entertainment industry that can participate in concerts and shows to raise public awareness. Prepare media list and engage the media for national wide coverage.
3. To support scaling up and mainstreaming of SGP results as well as that of other CBOs/NGOs/CSOs, invite relevant top government officials (not just from environment but also from finance, economic or national development, industry and infrastructure as relevant), heads of donor agencies, business leaders and media personalities as appropriate. Plan ahead who will participate in which activities (i.e. opening and closing ceremonies, award ceremonies, signing of key agreements, etc.).
4. Present a proposal for the execution of the activities, including appropriate venue (main location, workshop and meeting rooms, etc.), basic infrastructure and their design (i.e. exhibit booths, stage, etc.), development of supporting material, including but not limited to: guidance notes, toolkits, posters, brochures, and videos.
5. In joint effort with the SGP National Coordinator, identify (5-10) SGP mature and successful projects that could be featured in terms of high replicability, potential for scaling up, or for drawing lessons for policy change. It is ideal to select projects that can show SGP’s approach in gender empowerment, youth engagement and work with indigenous peoples-where appropriate. Develop case study materials for these projects following the SGP case study template.
6. Work with the National Coordinator and National Steering Committee Members to secure other sponsors for the fair (i.e. the government, private sector, similar organizations, etc.). This is a key pre-Fair task that will determine the size and quality of the event and ultimately, its overall impact. If there are other non-SGP NGOs/CSOs able to cover their participation by setting up exhibit booths or organizing presentations, the fair can create an alliance and open the possibility to have a wider network. Private sector organizations -such as Rotary, Jaycees, and Lions Clubs, also professional associations, even companies that produce green products or are considered “green”- can also be invited to sponsor their participation to the fair.
7. Ensure Visibility of SGP, GEF and UNDP (as per branding guidelines) as well as that of other major partners and sponsors throughout the fair and in all materials.
8. Prepare and implement a media strategy to advertize the fair and take other measures to assure high public attendance (i.e. inviting certain school groups on certain days). Prepare media kit for distribution.
9. Prepare operational strategy for crowd management, safety, and security, including measures to assure their comfort (e.g. convenient places for environmentally friendly food and drinks, first aid clinic, toilets, waste management and daily clean-up of the venue, etc.).

**During the Best Practice and Knowledge Fair:**

1. Successful organization, facilitation and outreach of the Knowledge Fair by well-oriented teams.
2. Promote the GEF SGP vision, objectives and understanding of its focal areas throughout the duration of the fair and all its event including side events, high level breakfast or lunch, SGP grantee exhibitions, peer to peer exchanges, on-site training, media outreach, among others.
3. Ensure all exhibit booths are well organized, staffed and cared for during the entire duration of the fair.
4. Ensure correct branding, public attendance to all events, and positive media coverage at the national level including the capture of key messages made by government officials, heads of development agencies and leaders in the academic and private sector.
5. Promote rich exchange among participants leading to a network, or the strengthening of an existing network, to sustain the momentum for scaling up and policy change provided by the fair.

**After the Best Practice and Knowledge Fair:**

1. Prepare a substantive report capturing and documenting in text, photos, voice, and video, the best practices, knowledge and lessons exchanged and presented during the Fair, including a plan -developed with participant inputs- of key follow up actions to expand on the gains achieved with the Fair. A short video of the fair developed for posting in website using YouTube, would be ideal.
2. Provide a final financial report on the use of SGP funding as well as that from other partners and sponsors of the Fair.

**Note:** Given the comprehensiveness of the activities to be supported by the Fair and the expected outcomes, a proponent NGO/CSO is not required to be capable of preparing for and implementing all the activities and achieving the outcomes on its own. A proponent NGO/CSO can be the “organizer” and various activities can be prepared and implemented by partner NGOs/CSOs or persons most capable to do the tasks required and in such case these partner organizations and persons should be identified in the proposal.

**VII. Timing:**

The Best Practice and Knowledge Fair(s) must take place in [insert the strategically selected date/month, year].

The duration of the Best Practice and Knowledge Fair(s) shall be of X days. Based on the objectives of the fair, you can choose to make 1 fair over a number of days, or a few fairs (i.e. one per year) or regional fairs depending on what makes more sense in your country, the budget, and how much co-financing you can raise. Please note that the fair should be a number of days enough to meet the objectives of the Fair.

Final Report of Best Practice and Knowledge Fair activities and outputs, as well as financial report on the use of funds should be submitted no longer than 1 month after the end of the fair.

**VIII. Budget:**

The ceiling will be as set by the SGP Country Programme (not to exceed $50,000 as the maximum SGP grant amount). Detailed budget breakdown should be provided by proponent including all estimated costs of organizing the Best Practice and Knowledge Fair, including travel of selected SGP grantees as well as others that have to be sponsored (especially those who will make presentations), venue, materials, expert support, supplies and equipment etc.). *(Note: organizing the Fair in conjunction with other relevant*
national conferences and events can be a way to: (a) secure co-financing, and (b) to benefit from cost saving, for example in reducing the cost of travel of participants.

Annex 3: Guidance Note to National Coordinators

Use the Best Practice and Knowledge Fair(s) as an opportunity to:

1. Strengthen the relationships with key stakeholders including the government, UNDP, the private sector and the academia
2. Create and nurture the SGP grantee networks
3. Promote the replication or upscaling of the best practices developed by SGP in your country
4. Develop case studies of best projects that can be shared at the Fairs and help share the knowledge developed by SGP with other communities and stakeholders
5. Increase the visibility of SGP in the country
6. Attract the media
7. Recognize the work of SGP Grantees – you can give out certificates of completion
8. You can use the fairs to produce and launch a publication about the work of SGP in your country reviewing the portfolio and offering detailed case studies (using the SGP case study questionnaire template) and lessons learned of the transformational change produced by SGP in your country

Important Considerations for Best Practice and Knowledge Fairs:

1. Please make sure to select an organization that has the capacity to carry-out the fair, and is also credible to all parties and well respected in the country
2. Please note that in the case of Best Practice and Knowledge Fairs the grantee can include travel costs and other related costs associated with the fair. (i.e. travel for selected SGP grantees that will showcase their products/best practices or present at the fair)
3. In exceptional cases (i.e. where there are truly few high capacity NGOs/CSOs in the country) and in consultation with and approval of the CPMT, an existing SGP grantee can get a second grant during the same operational phase if they are well suited for this purpose and can manage the two projects simultaneously.
4. You can choose to make 1 fair over a number of days, or a few fairs (i.e. one per year) or regional fairs depending on what makes more sense in your country, the budget, and how much co-financing you can raise.
5. When looking for co-financing, use this opportunity to partner with the government and if possible organize the fair in conjunction with another national level event that can help you leverage the position of SGP and gain more visibility and partnerships, while looking for a win-win situation for all
6. You can also use the knowledge fairs to approach the private sector and the academia and partner with them. For example the private sector – if deemed appropriate- can be invited to present green technologies as speakers or in the booths in exchange for co-financing. Please make sure that the other NGOs and private sector organizations are green and sustainable and cannot bring any controversy or criticism to the fair.
7. Make sure the knowledge fairs proposals are selected as other regular SGP projects by the National Steering Committee and the selection is captured in the minutes of the meeting so it is not considered a procurement process.
South-South Corporation

Introduction

South-South cooperation (SSC) is a broad framework for collaboration among countries of the South in the political, economic, social, cultural, environmental and technical domains. Involving two or more developing countries, it can take place on a bilateral, regional, sub-regional or interregional basis. Developing countries share knowledge, skills, expertise and resources to meet their development goals through concerted efforts.

The UN defines it as “a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions. South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation”. 15 Collaboration in which traditional donor countries and multilateral organizations facilitate South-South initiatives through the provision of funding, training, and management and technological systems as well as other forms of support is referred to as triangular cooperation (TrC).16

The SGP “South-South Community Innovation Exchange Platform” will aim to promote knowledge exchange between SGP countries to encourage cross country/region replication of good practices on issues related to the OP7 Strategic Initiatives. The rationale for this is to be able to produce high impact 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.

The objectives of South-South Exchange Platform for SGP are:

- strengthen the capacity of communities in developing countries to address sustainable development challenges;
- support and promote knowledge transfer of sustainable development solutions among communities
- increase and improve communications among communities with the aim to create greater awareness of common problems and wider access to available knowledge, experience and networks
- recognize and respond to the problems and requirements of communities and civil society in least developed countries, land-locked developing countries, small island developing States and the country’s most seriously affected by, for example, natural disasters, climate change and other crises

15 Framework of operational guidelines on United Nations support to South-South and triangular cooperation SSC/17/3 (2012) Note by the Secretary-General, High-level Committee on South-South Cooperation Seventeenth session New York, May 2012 and Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation 64/222

16 UN Office for South-South Cooperation, What is South-South Cooperation? Retrieved from: http://ssc.undp.org/content/ssc/about/what_is_ssc.html
For SGP purposes, the definition of SSC is a peer to peer – in person exchange to learn a solution/technology.

**Funding mechanism**

- Funding for South-South Cooperation among SGP grantees will be funding under the SGP Innovation Programme on South-South Cooperation. Specific country allocation will be provided for the initiative on a competitive basis among SGP country programmes – i.e. regular country allocation and grants should not be used for South-South Cooperation purpose.
CSO-Government-Private Sector Dialogue Platform

Purpose
The purpose of this technical note is two-fold. First, it provides guidance on implementation of “CSO-Government-Private Sector Policy and Planning Dialogue Platforms” as part of the cross-cutting initiatives of OP7, so that SGP country teams can design related interventions and outline multi-year country strategies.

The note will also articulate how planned outcomes are expected to contribute towards the objectives of the GEF SGP strategic initiative as well as to the achievement of broader UNDP and GEF objectives. This note will additionally inform the finalization of Country Program Strategy and annual work plans the OP7 programming cycle.

Background information
The dialogues serve to build trust and foster joint working relationships between civil society and government on environment and sustainable development policies, bring local communities/CSOs into national policy development and planning and allow them to provide fresh insights on issues important for them. The dialogues built on the lessons learned and the trust developed between the National Steering Committees, UN, GEF and other actors and relied on existing mechanisms of CSO involvement as well as GEF and SGP activities. SGP started piloting the dialogues in several countries during OP5 and worked to scale up the initiative throughout OP6. During OP6, 298 such dialogue platforms were initiated, involving 9,699 CSO/CBO-represented dialogues relating to policy and development planning. During the last year of OP6, 47 SGP country programs (41%) conducted CSO-Government Dialogues. A total of 128 dialogue platforms were initiated representing involvement of 4,104 CSO/CBO representatives.

Such wide implementation of the dialogues points out to the relevance of this instrument for SGP work and its important contribution towards key focal area and strategic initiative objectives. The analysis of the results shows that most countries built on existing mechanisms providing support and facilitation in close coordination and partnership with GEF and national actors and used dialogues to facilitate CSO participation in national and global processes. OP6 results have demonstrated that the number, range of issues, broad involvement of stakeholders and significant impacts already produced by the dialogues are truly impressive, given only modest support provided by the program. It’s clear that GEF SGP has political capital, influence and potential to serve as a facilitator bringing important grass roots ideas to national and global level and highlighting the issues relevant for civil society and local communities. The successes position SGP very well to mainstream the dialogues instrument and use it widely in OP7.

Objectives and Scope of Strategic Initiative
This strategic initiative aims to ensure that community voices and participation are promoted and enhanced in the global and national policy processes related to global environment and sustainable development issues. During OP7, SGP will strengthen its role as a CSO-led multi-stakeholder platform by
working closely with the private sector and with governments. With this aim, in OP7, SGP will expand its innovative CSO-Government Dialogue Platforms towards a greater engagement of private sector to leverage its potential to invest and support sustainability at the local level. These platforms will also provide opportunities to discuss possible shifts in relevant policies and practices as well as encourage strong partnerships with the private sector to scale up and commercialize successful projects moving pilot innovations into the mainstream.

Based on SGP experience in OP6 several complimentary approaches towards implementation of this initiative were identified. SGP country programs can build on these experiences to expand the platforms and include new actors, particularly private sector.

**Building on existing participatory processes employed by SGP**

In some countries SGP used existing programmatic processes such as landscape stakeholders’ consultations, knowledge management and project evaluation workshops, project capacity building activities as well as Technical Advisory Group meetings for providing initial opportunity for CSO-government dialogues. These meetings, focusing on a specific context and a discussion of common goals and issues, help build trust and partnership between the government and CSOs laying a foundation for joint work and sustained exchange. In some countries, SGP relied on stakeholder workshop modality broadening the agenda including national consultations and development of specific advocacy strategies and policy proposals.

**Building on GEF consultative platforms**

In several countries SGP build their consultative and advocacy initiatives around Extended Constituency Workshops (ECWs), GEF NGO Network and other GEF platforms, using them as an entry point with the government and facilitating CSO participation. In some cases, SGP facilitated participation of CSOs in the workshops and dialogues organized by Rio Conventions.

**Facilitating CSO participation in ongoing national dialogues and legislative processes**

In many countries SGP facilitated participation of CSOs in ongoing national dialogues and legislative processes focusing on a number of issues including organic farming, biosafety, land ownership, community ownership and governance of natural resources, national sustainable development strategy and others. SGP supported the CSOs in taking an active role in the preparation of national environmental legislation, with CSOs able to participate in parliamentary meetings and contribute to development of laws. In some countries such support was essential for CSO participation and set an important precedent.

**Supporting sustained multi-stakeholder national processes**

In many cases SGP had been consistently supporting sustained national processes and serving as a facilitator leading to policy impacts and formulation of new policy documents. This included facilitation of national level high profile forums focusing on waste management, investment, innovative technologies and other topics bringing together a wide range of stakeholders including the government, private sector and civil society. In some countries, SGP was one of the partners organizing broad national dialogue
platforms on environmental policy with participation of local communities, civil society, private sector and
government. In most of these cases SGP counted on strong support of prominent NSC members.

**Contribution to global processes and their “localization”**

In many countries the dialogues were built around global conventions and events such as Conference of
Parties of Rio Conventions, UN conferences and other international fora. These targeted dialogues helped
CSOs and communities contribute directly to negotiating position of the countries or share concrete policy
proposals globally. In most cases it was the first time when local communities and CSO were able to
participate directly in global negotiations and policy formulation. In OP5 and OP6 SGP facilitated several
such processes globally: for UNFCCC COP21 leading to adoption of Paris Agreement, for UNSIDS
conference and for UN Hight Level Political Forum. Sample guidance documents and suggested steps for
such globally facilitated dialogues can be found in Annex I.

Broadly, the dialogues are expected to contribute to SGP overall focal area and strategic initiative
objectives in establishing and institutionalizing the link of SGP communities to development plans and
policy reforms that may affect them. Dialogue can allow CSOs to highlight important and relevant issues,
offer information to supplement official government data, and provide fresh insights. A broader
understanding of what CSOs may reveal provides valuable entry points for government support and
engagement in and also leverage additional financial resources and facilitate broader adoption. In the
national context, positive dialogue strengthens the country ownership of present and future policies.
Particularly in case of implementation of Rio Conventions, the dialogues can help develop plans and
legislation necessary for implementation and mandated by the conventions, such as National Determined
Contributions, Adaptation Plans, biodiversity targets, etc.

**Results measurement and alignment with GEF and larger frameworks**

As detailed above, the dialogues will serve to further focal area and strategic initiative objectives. Some
will be specifically centered around GEF and Rio Conventions’ events. In total at least 35 national-level
targeted CSO-Government dialogues will be convened to support policy and planning development of the
government and key stakeholders. At the international level, at least 5 global CSO-government and other
stakeholder dialogues on the global environment will be organized while to expand the dialogue platform
for greater engagement of private sector. At the national level, at least 20 CSO-government private
sector/business forums will be facilitated to foster broader adoption, scaling up and commercialization.
See results table in Annex I.

Under climate change focal area, all countries engaged in climate change related programming and/or
participating in relevant strategic initiative and partnership programs, will be required to hold
consultations to assess the status of NDCs development and implementation and conduct at least one
CSO-government-private sector dialogue focusing on NDCs during OP7. In the countries, where NDCs
implementation is at the initial stages and/or facing challenges, the dialogue may serve, at a minimum, to
familiarize stakeholders with the key aspects of climate policies and create awareness. In the countries,
where SGP programming is already aligned with the NDCs, a series of dialogues may be held focusing on specific topics and to promote subnational and local implementation of NDCs.

**Stakeholders, partners including private sector engagement**

The involvement of a wide range of stakeholders is key for the success of the dialogues. Initial consultations may involve NSC members, who are expected to play a key role. Also, stakeholder workshops may serve as a good first step for identifying the main actors and learning about their priorities and interests. For nation-wide and international policy dialogues and fora, the involvement of relevant higher-level stakeholders is necessary and preliminary consultations will need to be conducted. In OP7, targeted engagement of private sector is particularly emphasized. Initial consultations with private sector representatives may be held through the NSC members representing private sector and through private sector partners of UNDP, GEF and other UN agencies.

**Approach for sustainability and replication, gender mainstreaming and social inclusion**

The dialogues are expected to contribute to sustainability and replication of SGP interventions through dissemination of information, institutionalization and policy development. Additionally, social inclusion is an important component of the dialogues and also the key outcome. By bringing disadvantaged groups like local communities and indigenous people to a round table to discuss national and international policies, the dialogues provide a unique platform for them, not previously available in many cases. The dialogues also foster trust between the stakeholders and ensure that priorities and perspectives of local communities (including indigenous people) are reflected in national laws and negotiated positions.

**ANNEXES**

Annex: SAMPLE TEMPLATES

**Mountain Communities - Government Dialogues**

**Guidance for the Implementation of a National Dialogue among Mountain communities and Government**

Support towards mountain communities is considered one of the priorities under OP6, considering its relevance and impact to climate change, biodiversity conservation, agroecology and social inclusion. The selected countries under this new initiative, have the opportunity to implement an influential and impactful activities by strengthening and or initiating dialogue between mountain communities and government in preparation for the High-Level Political Forum (HLPF) in June 2018.

The HLPF, organized annually at UN Secretariat in New York, serves as a key platform in furthering commitments and implementation of key Sustainable Development Goals. The theme of the HLPF this year is “Transformation towards Sustainable and Resilient Societies”. It will address 5 key SDG’s, including goals 6 (water and sanitation), 7 (access to modern energy), 11 (safe cities and human settlements), 12 (sustainable production and consumption patterns), and 15 (life on land).

The GEF Small Grants Programme (SGP), implemented by United Nations Development Programme, has supported similar National Dialogues between communities and government in the run up to the Small Island States (SIDS) Summit as well as between indigenous peoples and government to provide inputs from the communities in the process that led to the Paris Agreement. SGP was able to contribute and
bring community voices to the table through these dialogues, which not only covered global priorities, but also provided valuable inputs to the national-level plans.

SGP’s Central Programme Management Team (CPMT) has been in communication and recently developed partnership with UNDP and FAO to prepare for the HLPF and highlight work related to mountain ecosystem as it is very relevant to the overall theme. The partners have initially agreed to jointly organize a high-level event during the HLPF, and bring in community voices to the discussion. It was considered that the SGP’s CSO-Government Dialogue platform would be an effective tool to make this happen.

Given the importance your country places in mountain landscapes and communities for conservation and sustainable development, and your SGP Country Programme already provides good foundation in supporting mountain communities through grants and other activities, your country programme has been selected as one of the lead countries to take forward a series of national dialogues and activities to implement the initiative on National Dialogue among mountain communities and government.

The specific objectives of the initiative are:

- To raise awareness among governments representatives and policy makers of the impact of environmental degradation (including climate change, biodiversity, land degradation, and others) to mountain ecosystem and the communities that rely on it. It is also aimed to raise awareness on the contributions that these communities are making to manage the mountain ecosystems in the realization of SDG’s, particularly through sustainable management of agriculture, and in addressing climate change mitigation and adaptation;
- To ensure that the priorities and perspectives of mountain communities are embedded in their countries’ HLPF discussion, achievement of related SDGs, and relevant national strategies and plan;
- To strengthen relationships and mutual trust and understanding between mountain communities and their national governments.

Expected outputs of the initiative in each country would include:

- National level meeting/dialogues among mountain communities and government. This can be complimented by sub-national level meeting/dialogues.
- Brief Report of the Dialogues that includes, but not limited to: 1) key issues that are faced by mountain communities; 2) key solutions: approaches and tools; 3) national or sub-national level key actions; and 4) recommendations to the HLPF.
- At least one project is considered for funding by your national steering committee that address the issues and national level recommendations that are spelt out in the final dialogue report.

The participants to these dialogues should include:

- Mountain communities, community-based organizations representatives from the mountain regions and/or working on mountain issues from different parts of the country. Participants should also have strong gender balance and representation of youth. The scale of the dialogues is envisioned as approximately 15-20 mountain community based participants.
• Government representatives – in particular those who are engaged as part of the country delegation to the HLPF in New York as well as those responsible for management of mountain ecosystem, including ministry of agriculture, forest, water, environment, infrastructure, and others. It is envisioned that high level decision makers from the government would at least participate in part of the dialogue for maximum impact. There could also be relevant local community representatives as well as NGO’s and other CSO organizations working with and supporting mountain communities.

**The implementation process could follow the following steps**

1. Identify key partners from the mountain communities, CSOs involved in mountain issues, and relevant National Steering Committee members, to form a facilitating or coordinating group for this work. It is recommended to work with relevant existing networks and/or grantee partners in the country, if any, to build on their experience to form this group.

   It is expected that the trust SGP has built with government partners through the NSC as well as SGP projects will help facilitate having government to support the organization and implementation of this National Dialogue among mountain communities and Government. It is also important to consult with the UNDP CO in order to seek institutional support for this work.

2. With the coordinating group, identify some of the key issues related to mountain communities and its relation to achieving the Sustainable Development Goals. Initial discussions should be held with key government contacts, first with the GEF Operational Focal Point and NSC members and with the help of other relevant government officials. Promote importance of the issues and come up with key recommendations and/or action plans between the mountain communities and government in preparation for the HLPF and post-HLPF plan of action implementation.

3. There will be a call for proposals to identify an organization to organize and carry out the dialogue (to be provided as well as a proposal template or a fill-in the blank approach to facilitate proposal design, review and approval). Criteria for successful proponent(s) would include: 1) capable mountain community-based organization(s) or if not possible, CSO(s) working on mountain ecosystems that are well known and trusted by the country. The review of proposals and approval of the selected proposal shall follow regular SGP grant-making procedures with the possible involvement of the coordinating group members (refer step 1 above) in addition to the NSC review to bring in expertise on mountain issues (but noting the need to prevent conflict of interest issues).

4. Funding support will be provided through the SGP core budget with a specific request for resource allocation. This will be executed through a grant to the selected mountain communities-based organization carrying out the dialogues. The overall budget for the grant should not exceed $15,000, including travel and accommodation of participants to the dialogues, documentation and planning with government.

   If time and budget allows, a few sub-national level dialogues or consultations could be considered in addition to the national level dialogue to ensure wider participation from the mountain communities. For cost-effectiveness, existing consultative mechanisms of mountain community-based organizations and networks should be utilized to the fullest.
Contributions (i.e. time and effort) from the NC and NSC members as part of the “Grant maker+” role of the SGP team, members of the coordinating/ facilitating group are considered as in-kind support to the initiative. Please also try to seek other partners i.e. UNDP CO and other country-based development and donor agencies to partner or co-finance the initiative. Finally, effort should be made to also seek additional cash and/or in-kind co-funding from government partners.

Since the initial aim of the mountain communities-government dialogues is to contribute and provide inputs to the HLPF and also to generate a competitive project around mountain issues, it is necessary for the dialogues to take place by end of April 2018 at the very latest. Final reports should be submitted to the CPMT no later than first week of May, 2018 while the grant proposal could be submitted in the next CFP to be administered by the country programme.

As the first immediate step, please inform the National Steering Committee members either as a group or individually and the UNDP CO of this urgent and proactive SGP OP6 initiative. Discuss the best way to proceed given both time and resource limitations. Please also try to consult with key mountain community-based organization or networks and CSOs at this early stage.

Suggested Proposal Template: Mountain Communities - Government Dialogues

TITLE: MOUNTAIN COMMUNITIES - GOVERNMENT DIALOGUES

OBJECTIVES:

- To raise awareness among governments representatives and policy makers of the impact mountain ecosystems are having on mountain dependent peoples in their countries, and of the contributions these communities are making to proper management of mountain ecosystems in the realization of SDGs related to food security, agriculture, climate change mitigation and adaptation;
- To ensure that the priorities and perspectives of mountain communities are embedded in their countries’ HLPF discussion towards the SDG’s as well as later for post-HLPF implementation;
- To strengthen relationships and foster trust and understanding between Mountain Communities and their national governments.

PROPOONENT BACKGROUND:

Name of Proponent (if a network of organizations, please name all organizations involved; if a combination of organizations and expert individuals, please name all organizations and individuals to be involved):
Previous Activities/Experience of Proponent related to organizing and implementing dialogues (important to highlight how the proponent through relevant work has gained the trust and confidence of the mountain community and government stakeholders to be involved):

IMPLEMENTATION APPROACH:

Activity 1: What will be the pre-dialogue preparatory activities?
- How will the overall facilitating and coordinating group be organized?
- Any preparation of background and/or policy papers?
- Any capacity building activities for those leading the dialogues?
- How will the government counterparts be contacted and convinced to support the dialogues?
- What arrangements will be made for travel and accommodation for participants?

Activity 2: How will representatives of relevant stakeholders in different parts of the country be selected to participate in the national dialogue(s)?
- Describe the process to ensure fair and transparent selection of participants for the dialogue
- Describe how the participation of women, youth and grassroots representatives will be ensured
- Describe how the selection of participants will be documented for transparency

Activity 3: How will the national level dialogue (or a series of dialogues as needed) be organized and implemented?
- What background/policy papers will be developed/provided for participants?
- Possible venue?
- Targeted government participants?
- Planned process for managing the national level dialogue or dialogues? (please give consideration to community customs and practices as well as language and interpretation)
- How will the dialogue be documented/reported (to include reporting by national media)

Activity 4: What will be the post-dialogue activities?
- How will the results of the national dialogue(s) be further shared with the various groups and relevant stakeholders at the subnational and community levels?
- How will an evaluation and lessons learning of the project be conducted?
- What activities can be implemented to sustain links established through the dialogues leading to a more institutionalized platform for joint work with government and other country stakeholders?
POSSIBLE REGIONAL LINKS AND OPPORTUNITIES: Are there regional level activities or events that can be linked with and utilized to further support the objectives of this project?

ACTIVITY TIMELINES: Please put into a planned timeline or schedule the project components and activities above, ensuring that the final dialogue or dialogues to be implemented by the end of April 2018.

PROJECT BUDGET: Please allocate to the project components and activities above the core support budget of $13,000 as well as the co-financing, cash as well as in-kind (i.e. free use of facilities, volunteer facilitators, etc.) from CSO, development agency, and government partners

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**Reporting form: Implementation of Mountain Communities - Government Dialogues**

<table>
<thead>
<tr>
<th>Please fill out one questionnaire per dialogue</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Please attach:</td>
<td></td>
</tr>
<tr>
<td>• Detailed attendance sheet</td>
<td></td>
</tr>
<tr>
<td>• Detailed agenda for the dialogue</td>
<td></td>
</tr>
<tr>
<td>• Dialogue summary report/minutes if available</td>
<td></td>
</tr>
<tr>
<td>Location of dialogue:</td>
<td></td>
</tr>
<tr>
<td>Date of dialogue:</td>
<td></td>
</tr>
<tr>
<td>Facilitator of the dialogue: (Please identify name, organization)</td>
<td></td>
</tr>
<tr>
<td>How many participants attended: (<strong>Please attach attendance sheets with names, organizations, and titles/positions of each participant</strong>)</td>
<td>#__ TOTAL (Number)</td>
</tr>
<tr>
<td>#__ Men</td>
<td>#__ Women</td>
</tr>
<tr>
<td>#__ Elders</td>
<td>#__ Youth</td>
</tr>
<tr>
<td>Government participants:</td>
<td></td>
</tr>
<tr>
<td>#__ TOTAL (Number)</td>
<td></td>
</tr>
<tr>
<td>#__ Ministers</td>
<td></td>
</tr>
<tr>
<td>#__ Directors</td>
<td></td>
</tr>
<tr>
<td>#__ Other (describe): __________</td>
<td></td>
</tr>
<tr>
<td>What topics were discussed? (<strong>please attach a detailed agenda</strong>)</td>
<td></td>
</tr>
<tr>
<td>What were the principle priorities/proposals raised by community participants? (Please describe in 100-200 words each)</td>
<td></td>
</tr>
<tr>
<td>Proposal 1:</td>
<td></td>
</tr>
<tr>
<td>Proposal 2:</td>
<td></td>
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<tr>
<td>Proposal 3:</td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Description</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>What were the key outcomes from the dialogue? (Please describe in 100-200 words)</td>
<td></td>
</tr>
<tr>
<td>Was any specific follow-up agreed to or planned? If so, who will carry those out? (Please describe in 100-200 words)</td>
<td></td>
</tr>
<tr>
<td>Did government participants make any specific proposals? If so, please describe. (100-200 words)</td>
<td></td>
</tr>
</tbody>
</table>
Monitoring and Evaluation

Purpose

The Technical Guidance note is intended to serve as a reference for SGP National Coordinators in preparing and/or updating their Country Programme Strategies (CPS) for Operational Phase OP7 on all aspects related to results management, including development of the CPS results framework.

Background information on the Strategic Initiative

Strengthening results management, monitoring and evaluation (M&E) is a key priority for the SGP during GEF-7. An agile M&E system integrated across project, country and global levels, is intended to address needs for accountability, adaptive management with informed decisions and actions, and learning from both success and failure. It enables tracking progress, and a deeper understanding of ‘what’ works and ‘why’ in the communities we serve, thereby generating evidential bases for broader adoption of the Programme’s and developmental change due to it.

As a contextual background, the 2008 Joint Evaluation by the GEF and UNDP’s IEOs and the 2015 Joint Evaluation by the GEF and UNDP’s IEOs concluded that the SGP continues to play a key role in promoting the GEF’s objectives. It specifically noted that SGP continues to support projects that are relevant, effective and efficient in achieving global environmental benefits, while addressing issues of livelihoods, poverty, gender equality and women’s empowerment. However, it noted “despite important progress, M&E does not adequately support decision making and remains too complex”. Evaluation recommendations have also included that SGP continue efforts to improve M&E, design more streamlined and useful M&E tools and activities that balance the need to measure with the need to provide support to local communities in tackling environmental issues. Gaps highlighted in the M&E system at the global level also included that overall strategy for M&E has not been updated since OP3. In 2018, a new SGP M&E strategy has been developed to address the above and provides guidance on undertaking results management for GEF 7.

Foremost, recognizing challenges to have an effective M&E system at the country level is important. These include: (i.) the SGP is intended to be demand driven by communities, making it difficult at the outset of a country program to articulate relevant national or long-term indicators, baselines, and targets.; (ii.) the unit of analysis is the project grant, of which there is a vast number, of many different types, and with many different intended local-level results. Each project may have multiple objectives; and developing indicators and baselines, and tracking data against targets, is beyond the capacity of many grantees.

The new SGP Results Management Strategy guides on several of the above issues, including on key indicators for inclusion in CPSs and development of country level results architecture. M&E SI focuses on (i) a simplified results framework of core indicators/associated sub-indicators; (ii) clear technical definitions and methodological guidance to facilitate more consistent, higher-quality monitoring and reporting across the three levels of projects, country programmes and global ; (iii) enhanced availability, accessibility and timeliness of data and information on results for accountability, learning and decision-making; (iv) capture and monitoring of relevant socio-economic co-benefits; and (v) socially inclusive approach, that goes a step further in being responsive to gender, indigenous people, youth and persons with disability issues.
Quality assurance, and building a culture centered on evidence, are also pivotal elements of SGP results management approach going forward. This will be done through upcoming SGP methodological tools, templates and checklists, as well as using third party monitoring entities in some cases. On country level target setting system, with both global indicators and targets defined, it is expected that SGP country programming responds and aggregates towards these. Global indicators and targets will be factored in when designing results frameworks for country programming strategies for GEF-7. In turn, it is expected that project indicators and targets respond and aggregate towards those in CPS. At the time of project selection, NSC and country team establish a process to ensure such linkage is considered, with preference given to projects with high degree of alignment on both indicators and targets.

A set of guiding principles will 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, recognizing project level is rarely able to address impact results, 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.

**Objectives and Scope of Strategic Initiative**

With an objective to support GEF SGP global strategy across its strategic initiatives, the objective of SGP’s M&E is (i.) to enhance transparency and accountability through quality reporting to all stakeholders; (ii.) support evidence based decision making at country portfolio and project portfolio levels; (iii.) enable continuous learning and improvement (test assumptions, analyze risks, and study drivers of success and failure of the programme); and (iv.) contribute to understanding of successful developmental pathways to achieve global environmental benefits and socio-economic benefits.

M&E investments will support efforts to develop a common understanding of the Programme’s results and its pathways. This includes defining cardinal principles, measurements, and taxonomies to guide results management across the three levels of performance - project, country and global.

SGP M&E strategy builds a model of change for SGP results that facilitates an understanding of how the programme creates change. This can be treated as a casual theory of change of the programme. The results model is comprised of two parts - drivers of change and results. Drivers of change are a mix of SGP grantee activities and outputs and are either processes and actions taken by SGP grantees, or direct and early results of their activities. Results, on the other hand, is the change due to SGP action. While the 22,000 projects completed since inception are micro, varied and operate with multiple objectives, it can be deduced that principally they have worked on a permutation and combination on a suite of three key community-based offerings to affect developmental change. These offerings are SGP’s drivers of change for triggering higher level results, and can be broadly classified as follows:

1. Development and implementation of local environmental solutions (products and services)
2. Community behavioral change (shifts in knowledge, attitudes, practices)
3. Building and harnessing community-group action
Most SGP projects also have integrated components of capacity development and innovation, which serve as both ‘drivers of change’ and ‘results’ in themselves - as by using an approach consistently over a period of time, the approach has become a result in itself. It has been SGP’s experience that delivering this suite of offerings with direct involvement of communities also enables longer term sustainability of environmental results. While several drivers of change can be viewed as results in themselves, they are classified as drivers to provide an expansive strategic overview of SGP’s model of change. Results of the Programme include: (i.) global environmental benefits; (ii.) socio-economic benefits; (iii.) innovation incubation; (iv.) capacity development; and (v.) broader adoption of SGP (scaling up, replication, mainstreaming and policy influence). Often a combination of offerings and a few types of results can be associated with a single project.

Another way to understand the SGP results model is that drivers of change are a combination of ‘what is being done’ and ‘how it is being done’ to deliver the resulting change that is both attributable and contributable to SGP action. In terms of what is being done, SGP projects are implementing a suite of three community-based offerings (in some combination), with often two integrated components of innovation and capacity development. In terms of how SGP model is being executed, it ensures both high coverage and high equity. On coverage of beneficiaries, the execution model is high touch, i.e. it involves direct contact with primary beneficiaries with deep levels of engagement. On equity, it utilizes a socially inclusive approach, with a conscious focus on involvement of those on the social fringes, including women and girls, indigenous people, youth and persons with disabilities.

Monitoring, evaluating and learning from each aspect of the above results model, and interlinkages herein, is in the scope of the SI for the upcoming operational phase. Please refer to SGP M&E strategy for more details.

Results measurement and alignment with GEF and larger frameworks

The work in M&E is in various degrees guided by internationally recognized principles, norms, and standards. SGP mostly refers to those principles, norms, and standards produced by the United Nations Evaluation Group (UNEG) (www.uneval.org) and OECD-DAC (http://www.oecd.org/dac/). The OECD DAC Evaluation Network has, for more than a decade, been the most active and authoritative forum for discussing professional norms and standards in the M&E of development and grant-related issues. The DAC Principles for Evaluation of Development Assistance, adopted by the DAC High Level Meeting in 1991, remain to this day the internationally best-known principles and criteria for monitoring and evaluating grants.

SGP RBM in OP7 will involve (i.) measurement of SGP global environmental benefits guided by GEF-7 results architecture; (ii.) introduction of new socio-economic result indicators; (iii.) introduction of new prospective measures to assess Programme’s unique characteristics (innovation and partner capacity development); (iv.) integration of methodologies to assess change and broader adoption; and (vi.) programme efficiency. It is expected that Country Programme Strategies include points (i.) and (ii.) as part of the CPS development. Points (iii) and (iv) are new approaches and will be executed with comprehensive global level support.

Going forward, SGP projects will have a streamlined and lean measurement system to link their reporting to. Roster of SGP GEF-7 indicators, with specifications on mandatory and optional indicators to report on at project levels is also attached as an annex. This roster can be utilized by SGP projects at both project commitment and reporting stages and presents a list of indicators for projects to pick from: at a minimum 5 mandatory indicators; 26 optional indicators that the project can select based on any of their suitability and relevance to the project. With a view on SGP’s rolling modality, the roster also ensures relevant
consistency with results metrics from previous operational phases, to enable meaningful consolidation of SGP results over a period of time.

To capture global environmental benefits, in GEF-7 SGP is aligned with 7 of the 11 GEF-7 core indicators. Two new socio-economic measurements will be introduced - the first one centers on beneficiaries with improved livelihoods and wellbeing - which is defined as sustainable livelihoods as an attempt to go beyond the conventional definitions and approaches to poverty eradication. Solely income driven measures of livelihood are too narrow as they do not consider other vital aspects of poverty that either constrain or enhance people’s ability to make a living in an economically, ecologically, and socially sustainable manner. Sustainable livelihoods include a multi-dimensional assessment of enhancements in food security/diversification, health, nutrition, sanitation, access to infrastructure, education, markets and finance, and importantly social agency captured as confidence, social and political capital. The second socio-economic indicator builds on SGP’s embedded approach to ‘leave no one behind’ and - as a first-time effort, it will include tracking number of beneficiaries for each of the social inclusion groups.

To measure SGP innovation, a simple innovation checklist will be integrated in midterm and final progress reports of grantees and the new tool will be rolled out with support from global level. Administration of a new grantee survey per operational phase is also proposed to capture 360-degree feedback and grantee perspective on SGP’s value add and contributions to capacity development and sustainability. This will also be executed from the global level.

For some mature country programmes, with global support, SGP will administer impact reviews - with a focus on assessing change and broader adoption at country level - ‘Did it work or not, and why? How could it be done differently for better results?’ The intent is to build a repository of evidence over time to inform work on broader adoption and change affected due to the SGP. Quality of ongoing evaluations and participations in joint evaluations will also be supported. Participatory methods involving in-country stakeholders, in particular the GEF OFP, as well as other national stakeholders such as project managers and NGOs involved will be deployed; this participation will enable the project beneficiaries to participate in the learning process and enable the Country level portfolio to learn from them.

Stakeholders, partners including private sector engagement

UNDP Country Office: As noted by Evaluation of the UNDP Strategic Plan and Global and Regional Programmes, 2017, “UNDP’s deepest global engagement at community level is through its management of the GEF SGP…these grants, and the SGP in general, have been used efficiently and are relevant.” There are significant opportunities to utilize results management as a means to be more integrated with a given UNDP country office’s efforts, as well as support in further upscaling/replication of SGP environmental and socio-economic results. SGP CPSs for GEF-7 will not be an isolated process and will reflect a synergy with UNDP Country Programme Document (CPD), which in turn is linked to UNDP Strategic Plan and related Integrated Results and Resources Framework (2018-2021). It will involve linking to at least one of the 27 outputs of UNDP Strategic Plan (2018-2021) that the country’s CPD is linked to. SGP M&E strategy has more details. This is to encourage a deeper results alignment and awareness of UNDP country team’s work, and importantly support two-way sharing of evidential lessons and experiences.

GEF Counterpoints: Strengthening linkages with GEF infrastructure on the ground, including GEF OFPs, other GEF partnership presence, and other key national partners is a priority. Regular results reporting of Country Programme’s work can serve as a tool of ongoing collaboration- the upcoming revamp of the SGP
database will have a country page with the ability to support generation of an annual country programme report.

**New partners/donors, including private sector:** M&E can serve both as a tool both to attract new donors/partners and assessing suitability of partners. The changing landscape for environmental finance presents an opportunity for the SGP to build on its comparative advantage and make strategic choices. The establishment of new funding sources such as the Climate Investment Funds, the Green Climate Fund, the Asian Infrastructure Investment Bank, and the New Development Bank is an opportunity for the SGP to expand its presence in focal areas other than climate change that are not covered extensively or at all by other funds and/or where the GEF has a comparative advantage. Through active M&E, SGP can harness its comparative advantage including its mandate to serve the conventions; its strong record of performance over 25 years plus; its ability to address interlinkages and synergies across focal areas, and support to LDCs and SIDS.

On engagement with the private sector, firstly SGP has potential to provide an on the ground value add as a ‘**M&E broker**’ whose key contribution in a given partnership is its M&E capacities and approaches. Private sector investment is also often accompanied with needs for ‘high degree of accountability, that is rigorous and most importantly delivered fast’. In such cases M&E becomes the key channel through which private partnerships can be formed.

Private Sector should also be viewed more broadly than just as a source of financing. There are various opportunities to engage the private sector in areas beyond finance. For example, the SGP can affect industry practices by facilitating and monitoring certifications and undertaking evidence-based research. The same applies for joint-monitoring of sourcing and production practices along the supply chain. Where conditions are not ripe for investment, such as in biodiversity conservation, M&E can be used to communicate potential impact, to catalyze private sector investment.

**Approach for sustainability and replication, gender mainstreaming**

Over the years, SGP has contributed to sustainability, replication and up-scaling of good practices, as well as established linkages to the development of GEF medium and full-sized projects. This has been done through sharing successful pilots at small scale, as well as supporting enabling drivers\(^{17}\). Based on SGP’s annual monitoring reports (2014-2018), on average 15% of the projects have been scaled up/replicated, and 9% have influenced policy. Another aspect that supports replication and up-scaling of good practices at the local level is that SGP projects are practical demonstration sites of innovative methodologies/technologies for other communities, government officials and even private sector companies to experience and learn from. In some countries, where SGP has more mature portfolios, the country teams have been replicating and up-scaling successful projects by providing follow-up grants to SGP grantees that have demonstrated excellent results in their first project and have organized themselves to upscale their impact into other communities.

\(^{17}\) As referenced from, ‘*Scaling up impact through GEF Support, Concept Note, GEF IEO, 2018*’, drivers include clear vision of what and where to scale up; leader or champion who recognizes the need, desirability and feasibility of scaling up; stakeholder demand for scaling up; other conditions or events that catalyze scaling up (example, changes in political, economic, or environmental status quo); incentives and accountability (e.g. rewards, competition, benchmarking, M&E of implementation and results).
For a common understanding, defining and providing a common taxonomy for these results is important:

- **Replication**: It refers to make or do something again in exactly the same way. This could mean the application of a successful model, approach, strategy, technology, at the same or another location.

- **Scaling up**: It is broader than replication. For SGP interventions it means increasing both the quantity and quality of impact, i.e.: i.) increasing the magnitude of global environmental benefits and socio-economic benefits; ii.) expanding the geographical area covered by interventions, and iii.) fundamentally changing the behavior of populations and institutions, or the target system’s structure and processes in a way that results in a higher magnitude of benefits. It may involve increasing the geographic scale by applying a successful pilot activity to an area or increasing the potential for a successful approach to influence policy, enhance local development, & increase funds invested in the activity. SGP may support not only the implementation of a technology or approach to be scaled up, but also the enabling factors and conditions that allow scaling up to take place. Examples of the latter type of interventions are support to policy development and partnership creation.

- **Mainstreaming**: It refers to linkages wherein a model, approach or process supported by SGP intervention is taken up by GEF full sized or medium sized projects, or by other partners. It also references support provided to mainstreaming enablers, such as increased financing, capacity improvements and local level building of partnerships and mechanisms for implementation.

SGP produces these results at project, landscape/seascape, country and global levels. These results have long term horizons, often much after the intervention has been completed. Suitable tools to measure include evaluation methodologies, and impact reviews (as mentioned earlier). In some cases, outcome mapping also proves beneficial. Global level will provide comprehensive support to administer these tools and methodologies to measure results in broader adoption in case your country is a suitable candidate for it.

SGP projects generate considerable socio-economic co-benefits but are not systematically captured across the SGP portfolio. It will include tracking number of beneficiaries for each of the social inclusion groups- that is gender, indigenous people, youth and persons with disabilities. This is a first-time effort for SGP with piloting in OP7. Lastly, in alignment with GEF Gender Implementation Strategy, SGP will explore piloting additional gender indicators. In the GEF-7 result framework, Core Indicator 11 – “Number of direct beneficiaries disaggregated by gender” will allow a basic level of systematic capture and aggregation across the SGP’s portfolio. In addition, in alignment with GEF Gender Implementation Strategy, 2018, SGP is in a position to introduce additional gender equality and women’s empowerment (GEWE) measurements that align with GEF-7 results framework on gender equality and women’s empowerment. These indicators are exploratory at this stage. These include: (i.) Percentage of projects that are tagged for expected contribution/ report on results for closing gender gaps and promoting GEWE in one or more of the following categories:

- contributing to equal access to and control of natural resources of women and men
- improving the participation and decision-making of women in natural resource governance
- targeting socio-economic benefits and services for women

ii.) Percentage of projects that include sex-disaggregated and gender sensitive indicators

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18 Ibid.
Taken together, these measures are expected to promote a more complete understanding of the extent and nature of socio-economic co-benefits across the SGP’s portfolio over the course of GEF-7, inform future adaptations of programming and supporting more systematic analysis and learning.

**Risks management, knowledge management and innovation**

For SGP, there are a few risks which need to be managed with participatory monitoring and evaluation.

<table>
<thead>
<tr>
<th>Types</th>
<th>Probability</th>
<th>Likely impacts</th>
<th>Mitigation measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethical Risk</td>
<td>High</td>
<td>Beneficiary confidentiality and safety compromised</td>
<td>Undertake participatory M&amp;E built on ethical considerations (attached as an annex)</td>
</tr>
<tr>
<td>Capacity Risk (i.e. lack of skills and resources)</td>
<td>High</td>
<td>Poor implementation</td>
<td>High degree of global support will be provided in initial phase of implementation. Resources made available to expand M&amp;E approach at country level, including use of third-party monitoring agencies.</td>
</tr>
<tr>
<td>Integration Risk (i.e. lack of integration in monitoring and evaluation)</td>
<td>High</td>
<td>Superficial data available; unable to drill deeper into testing assumptions, risks and trajectories of development pathways as laid out in theory of change.</td>
<td>Invest in quality assurance of monitoring data. Undertake evaluations only upon availability of robust monitoring data in a given context.</td>
</tr>
<tr>
<td>Utility Risk (not using M&amp;E findings for decision making)</td>
<td>High</td>
<td>Reliance on anecdotal material for implementation. Programme management is ad-hoc and unpredictable.</td>
<td>Systematize use of M&amp;E learnings for adaptive management through portfolio reviews, forums, evidence-based knowledge generation.</td>
</tr>
</tbody>
</table>

With respect to knowledge creation, several guidance notes, tools and templates are envisioned during OP7. Several of these would entail a medium- long term perspective. This includes development of reporting templates to support SGP RBM approach, development of indicator methodological notes to support standardized application across the portfolio and enabling quality data collection, development of SGP tools/ modification of existing ones to support collection of monitoring data on indicators at community level. Development of strengthened SGP database is also underway. To support development of results management capacities (people, processes, systems), and institutionalizing a results management culture- capacity guides, quality assurance toolkits, hosting capacity webinars, and building a community of practice of results-based management champions is also planned. On a case- by case basis, deploying modalities to assess change due to SGP is another critical element. This includes impact
reviews to capture portfolio level change - Did it work or not, and why? How could it be done differently for better results?

The above work is planned at the global level in alignment with the key pillars of the SGP M&E strategy.

**ANNEX: ETHICAL CONSIDERATIONS FOR DATA COLLECTION IN MONITORING & EVALUATION**

1. The confidentiality of beneficiaries and the information they reveal must be protected at all times. Informed consent must be given by anyone participating in monitoring, research and evaluation.
2. Ensure respondents are asked 2-3 uplifting questions at the end, to make them feel good about themselves and to feel supported and praised in all that they are achieving in life to deal with their experiences.
3. Information gathering, and documentation must be done in a manner that presents the least risk to respondents especially when they are reporting against local power structures, is methodologically sound, and builds on current experiences and good practice. Potential benefits to the respondents or targeted communities must be greater than the risks involved to them.
4. Reflect on who the data belong to – those who provide it or those who come to ask for it? What are our obligations in terms of those who provide this information?
5. Consider how those most affected can also be trained to become involved in programmatic design, implementation, monitoring and evaluation processes with respect to data collection, analysis etc and documentation. This will contribute to their sense of growth and empowerment from the project, through self-awareness regarding positive changes, leading to a sense of local ownership of what has been achieved and hence contributing to sustainability of project outcomes.
6. If using a third-party monitoring agency, all members of the data collection team must be carefully selected and trained, and receive ongoing support throughout the monitoring, research and evaluation process.
7. To ensure gender sensitive and socially inclusive information, all data collected and analyzed should be disaggregated to the extent possible. Consider also, livelihood, ethnic background, religious affiliation etc as few of the variable groupings under which data can be collected and analyzed.
8. Special safeguards for children must be put in place if any research subjects are under 18 years of age. This particularly applies to any data collection under youth social inclusion area.
9. Participation by all the project affected target groups and communities needs to be ensured.
10. Consider “spiced” as well as “smart” indicators, to reflect community specific criteria (Roche 1999). In developing indicators in his work on impact with Oxfam, Chris Roche (1999) questioned the use of the acronym ‘SMART’ (Specific; Measurable; Achievable; Realistic; Time-bound) to define the properties of an indicator as too narrow. He proposed that indicators should also be ‘SPICED’ (Subjective; Participatory; Interpreted and Communicable; Cross Checked and Compared; Empowering; Diverse and Disaggregated.
### Annex A- OP7 PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal(s): Goals 7, 13, 14, 15, 17

This project will contribute to the following UNDP SP Outputs: 1.4.1; 2.1.1; 1.5.1; 2.5.1; 3.4.1

<table>
<thead>
<tr>
<th>Objective and Outcome Indicators</th>
<th>End of Project Target</th>
<th>Verification Means</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Objective:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mandatory Indicator 1: # direct project beneficiaries disaggregated by gender (individual people)</td>
<td>240,000 (male) 240,000 (female)</td>
<td>Annual Monitoring Report (AMR)</td>
<td>All countries are incorporating social inclusion areas as part of CPS design and implementation</td>
</tr>
<tr>
<td>Mandatory Indicator 2: # indirect project beneficiaries disaggregated by gender (individual people)</td>
<td>700,000</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Project component 1</strong></th>
<th><strong>Community-based conservation of threatened ecosystems and species</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 1</strong> - Community-based models and biodiversity friendly practices and approaches promoted for conservation and sustainable use of threatened ecosystems and species in important terrestrial and coastal/marine ecosystems</td>
<td><strong>Indicator 3:</strong> Area of landscapes under improved management to benefit biodiversity (hectares) (GEF core indicator 4.1) 2,700,000 ha AMR Grantee Monitoring Report Impact reviews SGP database Mobilized multi-stakeholder support for the landscape/seacape approach (including the government, local CSOs/CBOs, NSCs) Technical support provided, along with capacities, to facilitate the landscape/seacape approach</td>
</tr>
<tr>
<td><strong>Indicator 4:</strong> Marine protected areas under improved management effectiveness (hectares) (GEF core indicator 2.2) 100,000 ha</td>
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<tr>
<td><strong>Indicator 5:</strong> Area of marine habitat under improved practices to benefit biodiversity (hectares; excluding protected areas) (GEF core indicator 5) 120,000 ha</td>
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</table>

**Outputs to achieve Outcome 1**

- **Output 1.1:** Community-based NRM measures that integrate biodiversity and sustainable community use including management and governance of PAs and ICCAs developed
- **Output 1.2:** Sustainable biodiversity friendly community oriented natural resources-based enterprises and sustainable livelihood activities supported
- **Output 1.3:** Community-based measures supporting improved management of PAs including ICCAs promoted among PA adjacent communities and within ICCAs

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<thead>
<tr>
<th><strong>Project component 2</strong></th>
<th><strong>Sustainable agriculture and fisheries, and food security</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Outcome 2 - Climate-smart integrated practices improve productivity, food security, and livelihoods of smallholder farmers and supports achievement of national LDN targets.</strong></td>
<td><strong>Indicator 6:</strong> Area of landscapes under sustainable land management in production systems (hectares) including fisheries (GEF core indicator 4.3) 350,000 ha AMR Grantee Monitoring Report Impact reviews SGP database Landscapes address a production system Collaboration with full-sized projects to support vertical linkages for sustainable agriculture and fisheries, and food security</td>
</tr>
<tr>
<td><strong>Indicator 7:</strong> Area of degraded agricultural lands restored (hectares) (GEF core indicator 3.1) 200,000 ha</td>
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<tr>
<td><strong>Indicator 8:</strong> Number of SGP countries supporting linkages and partnerships for sustainable food production practices (such as diversification and sustainable intensification) and supply chain management including in sustainable fisheries management 50 countries</td>
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</tr>
</tbody>
</table>
| Outputs to achieve Outcome 2 | Output 2.1: Community level SLM actions that reduce land degradation, support restoration and aligned with national LDN targets  
Output 2.2: Climate-resilient SLM technologies adapted to local conditions implemented  
Output 2.3: Guidelines and best practices on SLM technologies developed and disseminated  
Output 2.4: Viable linkages and value-chain improvement initiatives that enhance production and enhance income supported |
<table>
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<tbody>
<tr>
<td>Project component 3</td>
<td>Low-carbon energy access co-benefits</td>
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</table>
| Outcome 3 - Low carbon, viable and appropriate technologies and approaches demonstrated and deployed across sectors. Initiatives scaled up that improve community energy access and build a low carbon infrastructure in line with larger national frameworks such as SDGs and NDCs. | Indicator 9: Increase in installed renewable energy capacity from local technologies (e.g. on types of renewable energy technology biomass, small hydro, solar).  
Indicator 10: Number of typologies of community-oriented, locally adapted energy access solutions with successful demonstrations or scaling up and replication  
Indicator 11: Hectares of forests and non-forest lands with restoration and enhancement of carbon stocks initiated.  
AMR  
Grantee Monitoring Report  
Impact reviews  
SGP database  
Communities and CSOs have innovative and implementation capacity |
| Project component 4 | Local to global coalitions for chemicals and waste management |
| Outcome 4 - Innovative community-based tools and approaches demonstrated, deployed and transferred. Organize and strengthen multi-stakeholder coalitions with support from sound chemicals and waste management platforms. | Indicator 12: Quantity of POPs/Mercury containing materials and products directly avoided (GEF core indicator 9.6)  
Indicator 13: Number of local to global coalitions and networks established and/or strengthened (e.g. IPEN and Zero Mercury Working Group)  
Indicator 14: Number of SGP countries working on increasing awareness and outreach for sound chemicals, waste and mercury management.  
AMR, SGP database  
Grantee Monitoring Report  
Impact reviews  
SGP database  
Issue buy-in existing at communities and CSO level in a given context |
| Project component 5 | Catalyzing sustainable urban solutions |
| Outcome 5 - Appropriate integrated community-oriented sustainable urban solutions in partnership with government and private sector. These may often be first time innovations and are administered with a socially inclusive lens. | Indicator 15: Number of SGP countries with improved capacities to promote community-driven integrated solutions for low-emission and resilient urban development.  
Indicator 16: Number of community-based urban solutions/approaches (including chemical and waste management, energy,  
AMR, SGP database  
Annual Country Monitoring Report  
Synergize efforts with Global Platform for Sustainable Cities (GPSC)  
Identified pockets of geographic areas or thematic issues to focus on (in the absence of landscape/seascape approach here)
<table>
<thead>
<tr>
<th>Outputs to achieve Outcome 5</th>
<th>Project component 6</th>
<th>Supporting broader adoption of community impact and innovation</th>
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</thead>
<tbody>
<tr>
<td>Output 5.1: Integrated community-oriented sustainable urban solutions in partnership with private sector and government identified and implemented</td>
<td>Outcome 6 - CSO-Government-Private Sector Policy and Planning Dialogue Platforms promote community voices and participation in global, national and sub-national policy/strategy development on global environment and sustainable development issues.</td>
<td>Indicator 17: Number of high-level policy changes attributed to increased community representation through the CSO-government-private sector dialogues. At least 50% of countries reporting significant policy outcomes. AMR, Annual Country Monitoring Report, Country impact reviews. Government responds to consultative processes. Dialogues/Exchanges undertaken in mature SGP country programmes/countries with advanced community results.</td>
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<tr>
<td>Output 5.2: Capacity building for key service providers and local communities on low-emission and resilient urban development solutions</td>
<td>Indicator 18: Number of representatives from social inclusion group (indigenous people, women, youth, persons with disability, farmers, other marginalized groups) supported with meaningful participation in dialogue platforms. 2 representatives from social inclusion groups per dialogue platform.</td>
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<tr>
<th>Outputs to achieve Outcome 6 and 7</th>
<th>Project component 7</th>
<th>Promoting social inclusion</th>
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<tbody>
<tr>
<td>Indicator 19: Number of countries reporting adoption of improved practices or approaches as a result of South-South exchanges between communities, CSOs and other partners across countries. 20 countries</td>
<td>Outcome 8: Social inclusion, particularly empowerment of women, indigenous peoples, youth and people with disabilities, is mainstreamed and enhanced in SGP programming on environment and livelihood improvement.</td>
<td>Indicator 21a: Number of SGP projects led by women. 30% of SGP portfolio. AMR Annual Country Monitoring Report. Social and Environmental Standards are incorporated at country and project levels; Country programme level management, in particular National Steering Committees, reflect a socially inclusive model. Marginalized groups such as the youth and the disabled people are aware of and interested in working with SGP.</td>
</tr>
<tr>
<td>Indicator 20: Number of south-south exchanges at global and regional levels to transfer knowledge, replicate technology, tools and approaches on global environmental issues. 30 south-south exchanges.</td>
<td>Indicator 21b.: Number of projects contributing to closing gender gaps related to access to and control over natural resources. 20% SGP portfolio.</td>
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<tr>
<td>Indicator 21c: Number of projects that improve the participation and decision-making of women in natural resource governance. 30% SGP portfolio.</td>
<td>Indicator 21d: Number of projects that target socio-economic benefits and services for women. 70% SGP portfolio.</td>
<td></td>
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<tr>
<td>Indicator 22: Number of SGP countries that have targeted support for Indigenous Peoples in terms of country level programming and management. 20% of SGP country programmes.</td>
<td>Indicator 21d: Number of projects that target socio-economic benefits and services for women. 70% SGP portfolio.</td>
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<thead>
<tr>
<th>Project component 7</th>
<th>Promoting social inclusion</th>
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</table>
Indicator 23: Number of SGP countries that demonstrate appropriate models of engaging youth and for persons with disability.

15% of SGP country programmes for each group

**Outputs to achieve Outcome 8**

Output 8.1: Increased involvement and active participation and empowerment of women, indigenous peoples, youth and persons with disabilities mainstreamed in SGP initiatives

Output 8.2: Expanded Indigenous Peoples’ Fellowship Program implemented

Output 8.3: Guidelines and best practices on engaging youth and persons with disabilities will be developed and widely shared

**Project Component 8**

**Monitoring & evaluation and Knowledge management**

**Outcome 9 - A common, robust M&E strategy is developed and implemented in all countries at all levels (project, country and global) - establishing transparency, coherence and evidence-based decision making.**

<table>
<thead>
<tr>
<th>Indicator 24: Number of SGP country teams administering results management modalities in programme design, implementation and overall decision making using participatory mechanisms.</th>
<th>All SGP countries</th>
<th>AMR Annual Country Monitoring Report SGP database</th>
<th>Adequate availability of resources. M&amp;E capacities built across global, country and project levels. Mechanisms of quality assurance and methodologically-sound thought production in place.</th>
</tr>
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<tbody>
<tr>
<td>Indicator 25: Number of country/cross-country impact reviews undertaken that generate evidence of SGP impact and lessons learnt.</td>
<td>3 impact reviews</td>
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</table>

**Outcome 10 - Networking and knowledge sharing leverage local actions for global change to safeguard global environment**

| Indicator 26: Number of SGP countries using citizen-based knowledge platform (digital library of community innovations) to document and curate community-based solutions to environment issues. Indicator 27: Number of knowledge fairs | All SGP countries | SGP intranet AMR | Access to internet connectivity is available. Communities and CSOs have capacity to curate their knowledge. |

**Outputs to achieve outcome 9 and 10**

Output 9.1: SGP M&E system deployed at country and project levels

Output 9.2: Selected country level impacts reviews conducted

Output 10.1: Citizen based knowledge platform supported generating thematic and geographic specific knowledge products