



**GEF SGP PROJECT PROPOSAL
TEMPLATE AND GUIDELINES**

Rwanda

[Date proposal]



GENERAL REQUIREMENTS

The Project Proposal should include the standard cover sheet, a one-page table of contents and not more than fifteen pages of text (including any charts or diagrams). A Project Budget Information Sheet should be fully completed and the Proposal in typed form.

You may also submit additional attachments (not more than ten pages), which may include documents certifying the status of the organization, endorsements of the proposed project, funding commitments or other indicators of participation and support from other institutions, and evidence of community support and participation.

Please ensure that a project proposal and all attachments are legible. All supporting documents (attachments) should also have the name of the project on them. Submit the Proposal, the soft copy to gefsgp.rw@undp.org and the original hard copy to *National Coordinator, GEF Small Grants Programme, [United Nations Development Programme, 12 Avenue de l'Armée P.O Box 445 Kigali, Rwanda]*. Keep a copy of your proposal for your own records as the one you submit will not be returned.

In preparing a Project Proposal, please go through the Country Programme Strategy (CPS) of GEF SGP for Operational Phase 6 which is available on the Rwanda webpage at the UNDP Rwanda website (www.rw.undp.org) as well as at the GEF SGP website (www.sgp.org) and follow the major (numbered) points of the outline set forth below. These are the major issues which the National Steering Committee (NSC) will consider in reviewing the Proposal. Ensure that the entire bullet points included in the outline is addressed. The number of pages allocated to each section is a guide. The information required can be less but not more than the pages stipulated.

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PROJECT PROPOSAL COVER SHEET

Project No. _____ (For Official Use. Do not write anything here)

Project Title: _____ (Use the GEF format, title must capture the essence of project and aligns to GEF focal areas)

Applicant

Name of the Organization: _____

Mailing Address: _____

Physical Address: _____

Telephone: _____ E-Mail: _____

Principal Officer (Name and Position): _____

Project Contact (Name and Position): _____

Project

GEF SGP Classification

Thematic/Focal Area (Tick one)	Project Category (Tick one)	OP6 Strategic Initiatives (Tick one)
Conservation of Biodiversity	Demonstration Project	Community Landscape and Seascape Conservation
Climate Change	Capacity Development Project	Climate Smart Innovative Agro-ecology
Land Degradation and Sustainable Forest Management	Applied Research/Policy Analysis	Low Carbon Energy Access Co-benefits
International Waters	Information/Networking/Policy Dialogue	Local to Global Chemical Management Coalitions
Persistent Organic Pollutants (POPs)		
Multi-focal*		

* Proposal addresses more than one focal area

Proposed Starting Date: _____

Proposed Project Duration: _____

Finances

Total GEF SGP Request: [local currency] _____ (US\$ _____)

Total from Other Sources: [Local currency] _____ (US\$ _____)

Total project cost : Local currency] _____ (US\$ _____)

Exchange Rate : _____

SAMPLE TABLE OF CONTENTS

I.	GEF SGP PROPOSAL COVER SHEET
	TABLE OF CONTENTS
SECTION A		
II.	PROJECT PROPOSAL OUTLINE (12 Pages)
	1. Project Summary	(1 Page)
	2. Organizational Background and Capacity	(1 Page)
	3. Project Objectives and Expected Results	(1 Page)
	4. Description of Project Activities	(2.5Page)
	5. Implementation Plan and Time-frame	(2 Page)
	6. Plan to Ensure Community Participation	(1 Page)
SECTION B		
	7. Risks to Successful Implementation	(0.5 Page)
	8. Evaluation Plan and Indicators	(1 Page)
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SECTION C		
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III.	PROJECT BUDGET INFORMATION SHEET
V.	GRANT CATEGORIES
VI.	SGP GUIDE TO PROJECT LEVEL INDICATORS

Section A. PROJECT PROPOSAL OUTLINE AND CONTENT

1.1 Project Summary (1 page)

The Project Summary should be a brief write up of the key points contained in the Proposal. This should include a brief description of the proposing organization, project objectives, activities, indicators of achievement and the context (or rationale/justification) upon which the project is based. This shall also include the relationship of the project to the GEF/SGP Country Programme Strategy and a statement of the total cost of the project, the amount of funding requested from the GEF Small Grants Programme, how those funds will be used, the amount, nature, and status of community contributions, and the status and sources of additional funding required.

1.2 Organizational Background and Capacity to implement the project (1 page)

This section should clearly demonstrate that the proposing organization has the experience, capacity, and commitment to implement successfully the proposed project. Among the issues to be covered in this section include:

- Nature of the proposing organization – Is it a community-based organization, national or sub-national NGO, research or training institution?
- List the positions and name the persons who are on the executive committee of your group
- Number of members? Total, number of men and/or boys, number of women and/or girls
- Purpose and core activities of the organization,
- Organizational approach (philosophy) for project implementation, i.e. how does the organization deliver its projects?
- Organizational structure, governance and administrative framework: number of paid staff members,
- Length of existence and project management experience
- Membership and affiliation to associations or umbrella groupings,
- Legal status - registration with government approved authority
- Target population group (women, indigenous peoples, youth, etc)
- Previous experience relevant to the proposed project including: projects addressing problems of Biodiversity loss, Climate Change Mitigation and/or Adaptation, land degradation/Sustainable Forest Management and Pollution of International Waters. OR experience with projects that focus on environment and natural resources management and sustainable development at community level.

1.3 Project Objectives and Expected Results (1 page)

This section should contain a clear and specific statement of what the proposed project will accomplish. Among the issues to address include:

- The **problem statement** or challenge the project is intended to address
- The **primary objective** and **specific objectives** of the proposed project
- The **rationale** (justification) for the project. The rationale should indicate the importance of the proposed project to the GEF Small Grants Programme in terms of contributing to its overall and or specific focal area objective (s). It should also reflect the relationship of the project to other relevant programmes such as local, district or national government programmes, other GEF and UNDP projects, multilateral and bilateral aid agency

- projects, and other community-based, NGO, and/or private sector activities. This ensures that the intervention is not a standalone activity.
- The **specific results** that the project will produce. The expected results are the measurable changes which will have occurred by the end of the project as a result of the planned intervention e.g. land area under forest cover increasing because of tree planting and promotion of natural regeneration of vegetation; etc.

1.4 Description of Project Activities (2.5 pages)

This section should describe what will actually be done to produce the expected results and accomplish the project's objectives. There should be a clear and direct linkage between the activities and the outcomes. (The proponent must ensure that the activities are a means to getting to intended outcomes). ***Note that weakness in this area may be a major reason for failure to receive funding as this is the actual component to be implemented as a project.***

Activity descriptions should be as specific as possible, identifying **what** will be done, **who** will do it, **when** it will be done (beginning, duration, completion), and **where** it will be done. In describing the activities, an indication should be made regarding the organizations and individuals involved in or benefiting from the activity. An example is below for reference only.

1.5 Link with GEF OP6 outcomes and objectives (0.5 pages)

Please refer to the Country Programme Strategy and link the project with the GEF SGP focal areas and strategic initiatives

1.6 Implementation Plan and Time Frame (2 pages)

This section may be presented in graphical (table) form and can be attached as an annex. It should indicate the **sequence of all major activities and implementation milestones**, including targeted beginning and ending dates for each step. Provide as much detail as possible. The Implementation Plan should show a logical flow of steps, indicating that all the things that must happen have been carefully thought through from the current to the end of project situation. Include in the Implementation Plan all required highlight reports, project reviews and evaluation activities.

Table 1: Project implementation plan and time frame

Description of the activity	Months																								Responsible party ¹ , person(s)		
	Year 1												Year 2														
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
Project Output 1:	<i>Description of a short-term or immediate end-of-project result which is the consequence of completed activities achieved</i>																										
Activity 1.1: ²																											
Activity 1.2:																											
Activity 1.*:																											
Project Output 2:																											
Activity 2.1:																											
Activity 2.2:																											
Activity 2.*:																											
Project Output *:	<i>Description of a short-term or immediate end-of-project result which is the consequence of completed activities achieved</i>																										
Activity *.1:																											
1 st interim reporting of the project																											
1 st monitoring visit of the SGP team																											NC, NSC
2 nd interim reporting of the project																											
2 nd monitoring visit of the SGP team																											NC, NSC
* interim reporting of the project																											
* monitoring visit of the SGP team																											NC, NSC

1.7 Plan to Ensure Community Participation (1 page)³

Describe how the stakeholder communities were (and are being) involved in

- Project planning and design
- Project implementation
- Project monitoring and evaluation to ensure efficiency and effectiveness in delivery. This is the basis for generating and understanding project impact.

¹ Indicate who is responsible for each activity accomplishment.

² List the activities necessary to produce this output.

³ Note that community participation means much more than how the community will benefit from the project. It refers to active involvement and ownership by an appropriate spectrum of people. Describe the specific steps that have been taken/planned to maximize this involvement.

1.7 Knowledge Management

Please describe how you plan to capture, share and disseminate the knowledge, lessons learned and good practices gained through the implementation of the project and what knowledge product will result from the project.

1.8 Gender Mainstreaming and Youth Involvement

Please describe how the project takes into consideration the roles and needs of men and women (with a focus on the needs of women), and how this would be reflected in the results and benefits of the project

1.9 Communication and Replication of Project Results

Please describe how you will communicate the goals, activities and results of the project with the community members, other community-based organizations and other key stakeholders. If the project requires awareness-raising at the local level, please describe the plan/activities you would will to achieve the target results and ensure replication of project results.

SECTION B. PROJECT RISKS, MONITORING & EVALUATION

This section should detail the risks, issues, assumptions, sustainability strategies and also describe the project work plan and monitoring during the implementation. It should provide a full description of the below outlines:

2.1. Risks to Successful Implementation (0.5 pages)

Please identify and list the **major risk factors** that could result in the project not producing the expected results. These should include both internal factors (for example, the technology involved fails to work as projected) and external factors (for example, significant currency fluctuations resulting into changes in the resources of the project). Please also propose risk mitigation measures to address the potential risks.

Include in this section also the key **assumptions** on which the project plan is based. In this case, the assumptions are mostly related to external factors (for example, government environmental policy remaining stable) which are anticipated in project planning, and on which the feasibility of the project depends.

Table 2: Risks in project implementation

#	Risks	Potential influence on expected results of the project and possible mitigation measures	Risk Probability (low-1, med-2, high-3)
1			
2			
*			

2.2 Monitoring and Evaluation Plan and Indicators (1 page)

This section should contain an explanation of the plan for monitoring and evaluating the project, both during its implementation (formative) and at completion (Summative). Among the key issues to be addressed are:

- How the performance of the project will be tracked in terms of achievement of the steps and milestones set forth in the Implementation Plan;
- How the impact of the project will be assessed in terms of achieving the project's objective(s);
- How the mid-course correction and adjustment of the project design and plans will be facilitated on the basis of feedback received;
- How the participation of community members in the project monitoring and evaluation processes will be achieved.

Propose specific and measurable **indicators** relating to project performance and impact which can form the basis for monitoring and evaluation. These indicators must also speak to the CPS indicators in your country. These indicators will be refined in consultation with the NC, and will form an important part of the contract between the proposing organization and the GEF SGP. In addition, identify at least **1 indicator** from each of the 3 categories of biophysical, livelihood and empowerment indicators provided (*see annex 2*).

Table 3: Logical framework of the project

Results	Baseline	Target Indicator	Timeframe
Project Objective: ⁴	<i>Brief Description of General Objective of Project</i>		
Output 1: <i>Description of a short-term or immediate end-of-project result which is the consequence of completed activities achieved</i>	<i>Brief description of baseline situation (i.e.- "starting point" from which change can be measured)</i>	<i>By means of output indicators, project progress and accomplishments will be compared with the baseline, and hence evaluated. An indicator should be logically connected with the baseline and easily measurable.</i>	<i>Expected date of the result achievement, as per Table 1 (e.g. May 2017)</i>
Output 2:			
Output 3:			
Output *:			

⁴ Please also provide brief description of Specific Objectives if any.

2.3 Sustainability (1 page)

Sustainability is a critical aspect in all the GEF SGP funded projects. The proposal should outline the steps to be taken before, during and at the completion of project implementation to ensure that once all the SGP funds have been disbursed, the activities of the project and the organization will continue for many years thereafter.

The funds provided by SGP are primarily seed funds, designed to give the project a significant boost. However, project proponents should envision the project three or even five years after SGP has given out the agreed upon funds, and consider the factors that could contribute to the success and failure of sustainability of their project, and address them accordingly.

Section C. PROJECT BUDGET

3.1 Project budget information sheet

The Project Budget Information Sheet (separately provided format) is an important part of every GEF SGP project proposal and must be completed prior to consideration of a proposed project for funding. Once a project has been approved for funding, the budget information becomes part of the binding contract between the GEF SGP and the proposing organization.

The development and management of a realistic budget is an important part of developing and implementing a successful GEF project. Careful attention to issues of financial management and integrity will enhance the effectiveness and impact of the project. In keeping with the role of the GEF SGP as a support mechanism for community-level initiatives, every effort has been made to keep financial management requirements as straightforward and non-burdensome as possible. The following important principles should be kept in mind in preparing a project budget:

- Include only costs which directly relate to efficiently carrying out the activities and producing the objectives which are set forth in the proposal. Other associated costs should be funded from other sources.
- The budget should be realistic. Find out what planned activities will actually cost, and do not assume that you will be able to make do for less.
- The budget should include all costs associated with managing and administering the project. In particular, include the cost of monitoring and evaluation.
- "Indirect costs" or administrative overhead costs such as staff salaries and office rent are not funded by the GEF SGP. These therefore should not be part of the funding request.
- GEF SGP funds should be spent according to the agreed budget.
- All relevant, financial records should be made available. These may be independently audited, and may become public information.
- The budget line items are general categories intended to assist in thinking through where money will be spent. If a planned expenditure does not appear to fit in any of the

standard line item categories, list the item under other costs, and state what the money is to be used for.

- The figures contained in the Budget Information Sheet should agree with those on the Proposal Cover Sheet and in the text of the proposal.
 - GEF SGP grant requests should ideally be around twenty five United States Dollars 25,000 US\$ but not exceed fifty thousand (US\$50,000) per project

3.2 Project Funding Summary

Funding Source	Funding Plan, [local currency]		Total (local currency)	Total US\$
	Year 1	Year 2		
a. GEF SGP				
b. Community				
c. Proposing Organization				
d. Other co-financiers				
Total Project Cost				

a. Community Contribution

All cost -sharing contributions (cash and in-kind) should be itemized as below. This should include sources and nature of the contribution (e.g. Youth Organization contributing labour, land, cash, etc). Please indicate whether the contribution is already committed or just a projection and ensure you attach letters of confirmation for in-kind and cash co-financing.

Sources of Community Contribution	Type	Committed or Projected?*	Value, in local currency
1.			
2.			
Total			

* Write 'C' for committed and 'P' for projected funds

b. Proposing Organization Contribution

The GEF SGP believes in cost sharing. It is therefore important that proposing organizations make some contribution towards the cost of the project. Contributions can be outlined as follows:

Sources of Contribution	Type	Committed or Projected?*	Value, local currency
1.			
2.			
Total			

* Write 'C' for committed and 'P' for projected funds

c. Other Contributions

Sources of Contribution	Type	Committed or Projected?*	Value, local currency
1.			
2.			
Total			

* Write 'C' for committed and 'P' for projected funds

3.3 Projected Expenditures

Expenditure Category	Year 1, [local currency]	Year 2, [local currency]	Total, [local currency]	US\$	% Total
1. Personnel / Labour					
2. Equipment / Materials					
3. Training / Seminars / Travel Workshops					
4. Contracts					
5. Other costs**					
6. Incidentals					
7. Other support requested ⁵					
7. Contingency (5%)					
Total Project Cost					

**Specify here (category and cost): _____

Exchange Rate ([local currency /US \$): _____

Notes and Remarks:

⁵ Outline other forms of support requested from SGP which is not included in the budget. This support may be for both technical and administrative matters (and not for additional funding). This may cover areas which you need to specify such as: Consultants; Procurement; and Other_(specify

3.4 Bank Details

Provide information on any of the Organization's bank account. Upon being successful, a separate bank account would have to be opened for handling of grant funds - No combining of funds is allowed in the GEF SGP.

Account Name : _____

Title (current, savings, etc): _____

Account Number : _____

Branch/Service Centre: _____

Bank Name & Address: _____

Annex 1: GEF SGP GUIDE TO PROJECT LEVEL INDICATORS

Biodiversity (BD)

- Hectares of indigenous and community conserved areas (ICCAs) influenced
- Hectares of protected areas influenced
- Hectares of significant ecosystems with improved conservation status
- Hectares of production landscapes/seascapes applying sustainable use practices
- Total value of biodiversity products/ecosystem services produced (US dollar equivalent)

Climate Change (CC)

- Tonnes of CO2 avoided by implementing low carbon technologies
 - Renewable energy measures (*please specify*)

Low carbon transport practices (please specify)

- Energy efficiency measures (*please specify*)
- Other (*please specify*)
- Number of community members demonstrating or deploying low-GHG technologies
- Total value of energy, technology and transport services provided (US dollar equivalent)
- Hectares of land under improved land use and climate proofing practices
- Tonnes of CO2 avoided through improved land use and climate proofing practices

Land degradation (LD) & Sustainable Forest Management (SFM)

- Hectares of land applying sustainable forest, agricultural and water management practices
- Hectares of degraded land restored and rehabilitated
- Number of communities demonstrating sustainable land and forest management practices

International Waters (IW)

- Hectares of river/lake basins applying sustainable management practices and contributing to implementation of SAPs
- Hectares of marine/coastal areas or fishing grounds managed sustainably
- Tonnes of land-based pollution avoided

Persistent Organic Pollutants (POPs)

- Tonnes of solid waste prevented from burning by alternative disposal
- Kilograms of obsolete pesticides disposed of appropriately
- Kilograms of harmful chemicals avoided from utilization or release

Policy Influence, Capacity Development & Innovations (all focal areas)

- Number of community-based environmental monitoring systems demonstrated

please specify (1 example per entry)

- Number of consultative mechanisms established for Rio convention frameworks

please specify (1 example per entry)

- Number of innovations or new technologies developed/applied

please specify (1 example per entry)

- Number of local or regional policies influenced (*level of influence 0 – 1 – 2 – 3 – 4*)

please specify (1 example per entry)

- Number of national policies influenced (*level of influence 0 – 1 – 2 – 3 – 4*)

please specify (1 example per entry)

Livelihoods & Sustainable Development (all projects)

- Number of participating community members (gender disaggregated) * *mandatory for all projects*
- Number of days of food shortage period reduced
- Number of increased student days participating in schools
- Number of households who get access to clean drinking water
- Increase in purchasing power by reduced spending, increased income, and/or other means (US dollar equivalent)

Empowerment (all projects)

- Number of NGOs/CBOs formed or registered
- Number of indigenous peoples directly supported
- Number of women-led projects directly supported
- Number of quality standards/labels achieved or innovative financial mechanisms put in place

Annex 2: Project Proposal Review Sheet

The following issues represent major points of inquiry for the National Steering Committee (NSC) in considering each project proposal (provided as a guide to the talking points for the discussion, NSC may include other points not presented here).

Evaluation Area	Score: <i>3=Highly, 2=Moderately, 1=Partially and 0=Not At All</i>	General Remarks
a. Applicant (.....Points)		
1. Does the organization meet the basic eligibility requirement for GEF SGP OP5 support?		
2. Has the organization demonstrated adequate capacity and experience to successfully implement the project?		
b. Project Objectives (.....Points)		
3. Does the proposed project meet the basic eligibility criteria as set forth in the GEF SGP OP 5 Country Programme Strategy (CPS)?		
4. Does the proposed project address one of the priority concerns identified in either the GEF SGP Global Strategy or the CPS?		
5. Does the proposed project have a particular focus on the empowerment of women, Indigenous peoples and or vulnerable grass-roots communities?		
6. Are the objectives of the project clear and compelling? Do they represent a well-conceived integration of GEF-related environmental protection and sustainable livelihoods strategies?		
7. Are the project's expected results appropriate and relevant to the stated objectives? If accomplished, do they represent a substantial beneficial impact in addressing environmental and sustainable livelihood challenges? (Are they sufficiently ambitious but doable? Are they unrealistically ambitious?)		
c. Project Plan and Approach (.....Points)		
8. Does the project presents a sound strategy or approach to achieving the stated objectives and expected results? Are proposed activities properly sequenced?		
9. Does the project plan incorporate realistic approaches and activities which will ensure the sustainability of the project's impacts, activities, or both?		

10. Are the time estimates for project implementation sound and realistic?		
11. Are the assumptions underlying the project's design accurate and complete? Have all substantial risk factors, based on internal and external conditions, been taken into account?		
d. Participation (.....Points)		
12. Has the organization involved and consulted all appropriate stakeholders, including particular members of affected communities, in the design and development of the project?		
13. Have representative groupings in stakeholder communities endorsed or expressed support for the project?		
14. Does the project design incorporate effective and appropriate means of assuring the participation and support of community members and other stakeholders throughout the period of project implementation?		
15. Has the organization made appropriate plans to include affected communities in the monitoring, assessment, and evaluation of the project, both during and after implementation?		
e. Other Considerations (.....Points)		
16. Would the proposed project complement, reinforce, or balance other projects in the GEF SGP portfolio?		
17. Is the geographic location of the proposed strategy supportive of the overall GEF SGP Country Strategy, either by concentrating inputs for maximum impact and synergy, or by providing GEF SGP outreach to new or under- represented areas?		
18. Would the proposed project generate constructive linkages with larger GEF projects in the country or region?		
19. Would the proposed project generate new and innovative models which could be replicated locally, nationally or internationally?		
20. Would the proposed project help develop the capacity of communities and organizations (including the proposer) to address environmental and sustainable livelihood concerns in an effective and integrated manner? And how will this capacity developed be retained?		
21. Are there exceptional circumstances which" would make it important to fund this project in spite of other contrary reasons?		

22. Does the project bring significant co-financing from other partners? What is the ratio of GEF support to co-financing?		
23. Does the project demonstrate strategic partnerships?		
Total points Scored		