



**PROJECT EXECUTIVE SUMMARY**  
**REQUEST FOR Council Work Program Inclusion**  
**UNDER THE GEF Trust Fund**

**GEFSEC PROJECT ID:** 3228  
**IA/ExA PROJECT ID:** 3952  
**COUNTRY:** Global  
**PROJECT TITLE:** 4<sup>th</sup> Operational Phase of the GEF Small Grants Programme  
**GEF IA:** UNDP  
**PROJECT EXECUTING AGENCY:** UNOPS  
**DURATION:** 3 years  
**GEF FOCAL AREA:** Multi-focal Area/Others  
**GEF STRATEGIC OBJECTIVES:** All  
**GEF OPERATIONAL PROGRAM:** All  
**PIPELINE ENTRY DATE:** December 2006  
**EXPECTED STARTING DATE:** July 2007  
**EXPECTED CEO ENDORSEMENT:** July 2007  
**IA/ExA FEE:** USD 4,665,90

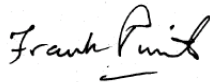
<b>FINANCING PLAN (\$)</b>		
	PPG	Project
<b>GEF Total</b>		123,646,591*
<b>Co-financing</b>	(provide details in Section b: Co-financing)	
Cash		61,409,045
In-kind		85,590,955
<b>Co-financing Total</b>		147,000,000
<b>Total</b>		270,646,591

\* This figure plus the IA fee of USD 4,665,909 totals USD 128,312,500; this includes the USD 110 million core allocation to SGP, together with RAF country contributions for the first half of GEF4. Further funding to be budgeted from individual country RAF contributions is expected in Years 3-4 of GEF4 and shall be presented for approval as additional replenishment of SGP OP4 Yrs 2 and 3.

**CONTRIBUTION TO KEY INDICATORS IDENTIFIED IN THE FOCAL AREA STRATEGIES:** The Small Grants Programme, through hundreds of demand-driven community-based projects implemented by NGOs and CBOs, supports the achievement of GEF Focal Area Strategies and their indicators. Though pre-project quantification is not possible within a demand driven approach, SGP projects will in particular contribute to: (a) strengthening the PA systems of its participating countries in terrestrial as well as marine/freshwater protected areas by catalyzing community-indigenous initiatives that promote the participation and capacity building of local community and indigenous groups in the design, implementation, management and monitoring of efforts to promote biodiversity conservation and sustainable use; mainstreaming biodiversity in production landscapes/seascapes by demonstrating improved livelihoods based on sustainable use and harvest; generation, dissemination and uptake of good practices through increased innovation in project design and implementation; (b) promotion of sustainable mobility through non-motorized transport; electricity production from rural renewable energy installations; support growth of interest in low-GHG emitting electricity generating technologies; piloting and demonstration of operational approaches to community-based adaptation; (c) improving the performance and sustainability of transboundary institutions (e.g. support for community-based projects to complement PEMSEA's national and regional initiatives); support IW programme area-foundational/capacity building through demonstration projects that engage local stakeholders on transboundary concerns; support the adoption of local/national reforms by SIDS through water-related demos; (d) dissemination of information on best practices regarding POPs management; promotion of partnerships in demonstration of innovative technologies and practices in POPs reduction; (e) implementation of NGO-led or community-based SLM initiatives that apply innovative and best practices in demonstration areas; development of innovative knowledge products that will fill identified knowledge gaps in the LD focal area;

implementation of interventions that promote cross focal area synergies and integrated ecosystem approaches to SLM; (f) support to enabling activities and cross-cutting capacity building by strengthening civil society participation.

Approved on behalf of the *UNDP*. This proposal has been prepared in accordance with GEF policies and procedures and meets the standards of the GEF Project Review Criteria for work program inclusion.



Frank Pinto  
IA/ExA Coordinator  
Date: 03/23/07



Delfin Ganapin  
Project Contact Person  
Tel. and email: 212-906-6191  
delfin.ganapin@undp.org

## 1. PROJECT SUMMARY

### a) PROJECT RATIONALE, OBJECTIVES, OUTCOMES/OUTPUTS, AND ACTIVITIES.

The goal of the Fourth Operational Phase is to secure global environmental benefits in the areas of biodiversity conservation, climate change mitigation, protection of international waters, prevention of land degradation, and phasing out of persistent organic pollutants through community-based initiatives and action. The SGP rationale is premised on the conviction that local solutions to global environmental problems exist and have been successfully implemented through community-based initiatives and actions.

- b) During OP4, GEF SGP will secure global environmental benefits and maintain the established networks of GEF SGP Country Programmes and projects, continue to share good practices at the global level, and build capacity at the grassroots level.
- c) Higher level outcomes mentioned in the OP4 strategy, such as influencing policy reform, will be targeted predominantly through the programme's more "mature" countries where the growth of a critical mass of synergistic projects, networks of NGOs, producer organizations and other partners sharing good practice models is in progress.
- d) Global environmental benefits will also be secured from all GEF SGP countries, including in LDCs and SIDS, through the consolidation of a global network of country-based knowledge and practices, and the extension of a constituency of NGOs, CBOs, and CSOs with the capacity and motivation to effectively support GEF priorities. OP4 will oversee the institutionalization of multi-stakeholder NSCs to enhance positive partnerships between civil society and government for sustainability of country-based efforts and policy reform through mainstreaming into long term sustainable development goals.
- e) Global indicators for the demonstration of global benefits will include policy reform, conservation of critical ecosystems, and replication of successful good practice models. Strategic results from GEF SGP-funded Country Programmes and projects will be monitored by progress on country programme sustainability (with a priority on "mature" programmes), resource mobilization, capacity development, knowledge management.
- f) OP4 country programmes strategies will be constructed based on a minimum set of project indicators which appear in the GEF SGP global database, in combination with the global performance indicators in the OP4 strategy. The list of global indicators found in the OP4 strategy will be added to the current list of existing database indicators, in order to make country-level measurement of OP4 results possible. As a result, project-level indicators in the database will aggregate in a meaningful way towards results monitored at the global level.
- g) The enhanced M&E system, including spatial and geographical data, will allow for tracking of both project-level indicators (already in the database and current CPS strategies), as well as the global OP4 outcome indicators, at different levels. Each country programme will be required to aggregate a group of up to five country-level programme outcomes through the database reporting. All OP4 global outcomes and indicators for the different GEF focal areas have been aligned in March 2007 with the current GEF4 strategic priorities.
- h) Please see attached Annex B for detailed descriptions of Objectives/Outcomes, Outputs and Activities.

i) KEY INDICATORS, ASSUMPTIONS, AND RISKS (FROM LOGFRAME)

- All like-minded Megadiverse countries within GEF SGP either adopt or initiate efforts to recognize community protected area governance approaches
- j) Community projects consolidated to influence landscape-level conservation in all “mature” GEF SGP countries
- k) At least 600 projects on sustainable use and market labeling of BD-friendly products provide business models for market-based approaches (mainly in “mature” GEF SGP countries)
- l) Community-based conservation implemented in at least 400 projects for the protection of native crops, medicinal plants, NTFPs, and other biodiversity-based products
- m) At least one region (West Africa) and at least 20 SGP mature countries have models or approaches (or their components) for the promotion of energy efficiency, renewable energy or sustainable transport at the local level mainstreamed into policy, market mechanisms and national development programmes
- n) At least 10 countries using the universal methodology and/or approach developed for implementation of CBA activities representing SIDs, mountain areas, drought and flood prone ecosystems
- o) New countries (over and above the ten initial CBA countries) implementing CBA activities from non-GEF resources
- p) At least three regional networks among NGOs established or strengthened in the East Asian Seas/South China Sea, the Mediterranean Sea, and Nile River.
- q) At least 68 countries undertaking actions to support the implementation of SAPs at the community level, with thematic focus outlined in the following table.
- r) 82 countries having demonstrated and piloted community-based land management models targeting thematic areas outlined in the following table.
- s) SGP knowledge, experiences, and best practices shared with national and global networks, including WISP, GM, UNFF, ICRAF, and CIFOR.
- t) 16 priority SGP countries implementing NIPs at the community level, on waste management (particularly preventing waste burning) and the reduction and control of POPs pesticide, focusing on POPs alternatives addressing health risks caused by POPs (Category I.A countries); selected piloting of prevention of waste burning and POPs pesticide management in countries of category I.B.
- u) By June 2010, all Country Programmes that have benefited from GEF funding for more than 8 years beginning in 2007 have developed strong business models for sustainability
- v) Increased partnership and cofinancing from both traditional and non-traditional sources to meet at least a 1:1 (half cash, half in-kind) cofinancing ratio vis-à-vis total GEF funds provided the programme in GEF 4.
- w) A critical mass of communities, CBOs, and local NGOs, particularly those involved with the poor and vulnerable, capable of managing projects in GEF focal areas and advocating for their continued support and mainstreaming at both national and global levels.
- x) Active and capable network of grassroots constituencies organized in 121 countries working in collaboration with government counterparts in national multi-stakeholder environment and sustainable development bodies.
- y) SGP NC, NSC members, or non-governmental partners are providing constructive, value-added support as active members of RAF and other GEF related bodies in at least 100 countries

- z) Systematic information flow with Convention Secretariats as well as NGO-networks involved in Convention negotiations established and in active operation.
- aa) GEF IAs and EAs, as well as other development donors accessing SGP good practices and knowledge for application by other programmes and projects
- bb) All SGP country programmes have established information exchange links with national policy making bodies involved with GEF priorities
- cc) SGP practice networks formalized and meta-networked with relevant practice networks and knowledge system, particularly with GEF SEC and its IAs and EAs.

Assumptions:

1. Governments and international agencies commit to CBD obligations regarding local and indigenous populations
2. Market differentiation of value-added labels sufficiently “scale-sensitive” to meet the needs of small producers
3. Progress will continue for complimentary initiatives by GEF and other development agencies to removing market barriers and improving energy access policies particularly at the local level.
4. The impact of climate change on the local community and the importance of their participation in adaptation activities are recognized
5. Mainstreaming of SGP into IW regional projects and programs fully supported by IAs and EAs.
6. Community stakeholders’ have the capacity and willingness to implement NIPs. GEF will support transition of Country Programmes, particularly in regard to resource mobilization.
7. Full support in SGP resource mobilization will be provided by the GEF SGP Steering Committee and its individual IA and EA members
8. Government policies allow non-governmental participation in key national policy/ decision-making on environment and development concerns.
9. There are no legal or political impediments to the active participation of SGP NCs, NSCs or non-governmental partners in national GEF related bodies; or at the very least, the government is open to discussions and negotiations on the matter
10. GEF IAs and EAs collaborate actively with GEF SGP on community-level good practice dissemination
11. Interest from partner organizations and practice networks to meta-network knowledge.

## **2. COUNTRY OWNERSHIP**

### **a) COUNTRY ELIGIBILITY**

One hundred and one (101) countries currently participate in SGP. All participant Countries have ratified the CBD and the UNFCCC, and meet the eligibility criteria under paragraph 9 (b) of the GEF Instrument. SGP's current policy only allows use of grants for projects in the land degradation and persistent organic pollutants focal areas if the host country has ratified the respective conventions. The primary eligibility of all applicant countries is assessed against these basic criteria.

### **b) COUNTRY DRIVENNESS**

A country is only allowed entry to SGP upon receipt of a formal application from its GEF Operational Focal Point, manifesting government interest in joining the programme under the programme's implementation modality, particularly the establishment of a National Steering Committee or a National Focal Group (for sub-regional programs) with a non-governmental majority. Appraisal visits determine the country's level of need and readiness for the programme; its track record in the implementation of its environmental commitments; the presence, adequate implementation capacity, and resource mobilization potential of local NGOs and CBOs; and the willingness of government and the UNDP country office to provide support. Start-up visits proactively support the organization of SGP Country Programmes to develop strategies that meet country driven priorities and to organize appropriate institutional arrangements. All countries participating in SGP will update their Country Programme Strategies to ensure maximum coherence and complementarity with the country's RAF-related policies and priorities.

## **3. PROGRAM AND POLICY CONFORMITY**

### **a) FIT TO GEF FOCAL AREA STRATEGIC OBJECTIVES AND OPERATIONAL PROGRAM**

SGP supports projects in all GEF focal areas. While in the past, SGP primarily supported projects in the biodiversity, climate change and international waters focal areas, more recently it has increased support to projects in the land degradation and POPS focal areas. In OP4, SGP Country Programmes will be guided to focus on supporting projects that implement GEF-4 focal area strategic priorities (see "Contribution to Key Indicators Identified in the Focal Area Strategies" above).

SGP's OP4 priority activities are designed to better contribute to GEF's impact orientation. In previous phases, projects were programmed over a wide area to gain knowledge and experience, raise awareness of the GEF and global environmental issues, build capacity at the community level and develop broadbased partnerships. During OP4, SGP will strengthen its efforts at the country level, initiated in OP3, to increasingly support geographic and thematic consolidation. Country Programme Strategies (CPS) will be revised and updated to improve geographic and/or thematic focus for synergy and greater impacts of project portfolios. In OP4, SGP will programme its funds, particularly those contributed from country RAF allocations, in a focused and consolidated manner to meet each country's RAF priorities and objectives.

The experience, knowledge and capacities developed through specific community-level projects over the years will continue to be consolidated through "strategic projects". This will include:

- upscaled efforts to link SGP projects within a country or across countries along mature thematic lines (e.g. networking of community ecotourism projects within a country for

stronger marketing, standards and quality control, and capacity development; organization of organic apiculture projects across countries to improve market access)

- linking or connecting community projects across boundaries for global environmental benefits (e.g. consolidation of SGP projects within a biodiversity corridor, joint efforts between SGP projects along coastal ecosystems that cut across neighboring countries, or projects along migratory flyways)
- consolidation and more effective sharing of lessons learned at regional or global levels (e.g. inventory and documentation of technological innovations from SGP projects worldwide).

Strategic projects also allow SGP to contribute more effectively to focal area initiatives of larger scope such as international waters initiatives and other transboundary efforts. Strategic projects also represent a way of further building the capacity of local NGOs to take on larger responsibilities and participate more constructively in environmental governance processes.

#### b) SUSTAINABILITY (INCLUDING FINANCIAL SUSTAINABILITY)

Over the past 15 years, the GEF has invested substantial financial resources in the development and implementation of the GEF SGP. At country level, this investment has resulted in extensive portfolios of community based projects yielding positive impacts on local livelihoods, the global environment, and the capacities of local organizations to constructively participate in sustainable development activities and policy dialogue. GEF SGP results and impacts have grown over the years in many countries thanks to the installed capacity of the GEF SGP Country Programmes. These Programmes are managed by dedicated National Coordinators with support from many partners. Unique to GEF SGP is the establishment of a voluntary National Steering Committee composed of governmental and non-governmental leaders in the field of environment and sustainable development.

The Country Programmes consist not only of their staff and basic infrastructure, but also the experience embodied therein, as well as the networks, partnerships and knowledge generated and maintained by the Programme and its stakeholders. For lasting global environmental impacts, it is critical that the GEF investment in each participating country not be diluted or lost, but rather maintained over the longer term. In the case of the GEF SGP Country Programmes, this would speak to the need to find a model for each Programme that would rely less on GEF resources while sustaining the Programme's approach and objectives, as well as the effectiveness and efficiency of its multi-stakeholder governance and financial management mechanisms.

The issue of mature Country Programmes and the transition to sustainability beyond GEF financing is a top priority for OP4. This transition - termed "graduation" - presents the Country Programmes with the challenge of identifying and using other, non-GEF sources of funding to assist communities to continue to develop and implement sustainable development initiatives that produce global environmental benefits. The SGP will work with each affected Country Programme to identify and implement an appropriate business model that will ensure a country driven, results-oriented programme of sustainable development at the community level that produces global environmental benefits.

The GEF SGP, in its Fourth Operational Phase will carefully analyze what needs to be done to prepare the affected Country Programmes for sustainability after 2010. At best, these country programmes will still continue to be part of the SGP global family as "associated countries"

despite the absence of GEF funding. The alternative to this would be the loss to the GEF of important community/CBO/NGO constituencies in those countries with the greatest built capacity as well as some of the most important biodiversity and climate change values. GEF SGP will consult with the National Steering Committee and National Coordinator of each Country Programme to assess and commitment to continue to fund small community based projects within a strategically focused Country Programme Strategy; identify potential partners and promising sources of financing; identify, develop, and test appropriate and viable business models for those Country Programmes wishing to continue to pursue country-driven strategic goals through funding of small projects; identify capacity requirements to ensure optimum implementation of the business models; develop and implement training and capacity development programmes for NCs, NSCs, local partners, and others; identify and implement institutionalization measures to ensure legal standing, financial accountability, and political guidance and support.

Key to the sustainability of Country Programmes is the identification and engagement of other non-GEF sources of financing to address sustainable development and global environmental priorities. GEF SGP will work with mature Country Programmes in GEF-4 to identify potential financial resources from a number of sources including fiscal and market mechanisms, foundations, multilateral funds and programmes, and others. GEF SGP will work closely with prospective partners to craft effective cooperation agreements and establish their operational modalities. At the same time, GEF SGP will assess its experience with the execution of small grants components of GEF-financed projects and explore future possibilities in this area with the GEF Implementing and Executing Agencies.

The transition process from GEF-supported Country Programmes to Programmes sustained by other sources of funding will of necessity start with approval of this OP4 proposal and continue on through 2010. Partnerships will be aggressively pursued that permit commitment to Country Programmes of new and additional funding to address sustainable development priorities and which permit reductions in administrative costs of the Country Programmes, such as rent for premises, equipment costs, and salaries of local staff. A fundamental input to this transition will be review and sharing of lessons learned from analyses of Country Programme implementation across the SGP with particular emphasis on the range of mature Country Programmes. Information and knowledge gained during the transition will be made readily available to Country Programmes to help build their planning and management capacities for the post-transition environment. At the same time, transition countries will remain within the GEF SGP family as associates and participate in knowledge capture and dissemination for the benefit of the sustainable development and the global environment.

#### c) REPLICABILITY

Replication of successful SGP projects is critical to maximizing global environmental impacts. The results of SGP's ex-post project studies and multiple portfolio reviews and analyses will be documented and good practices identified and disseminated for use in the design and implementation of other community-based programmes and projects. Thematic workshops will be implemented to consolidate and share SGP lessons learned within and across countries. In OP4, SGP's database and information system will continue to be strengthened as a critical building block for a comprehensive knowledge platform and management system. These will be linked to a targeted communications strategy for more effective sharing with other projects and programmes, within and outside the GEF family.



Partnerships will be pursued with IA/EAs through the GEF SGP Steering Committee to identify opportunities for use of SGP's successful approaches or methodologies in larger projects, as is already being done in the Nile and Niger Basin full-size projects. Such partnership discussions, including those with other potential donors and the private sector, will also look at opportunities for making use of SGP Country Programmes as fast delivery mechanisms for community or microgrant components of larger projects. As part of FSP/MSPs, individual grants could be aimed at generating learning opportunities for scale-up with other sources of financing, either through mainstreaming into local or national government programmes or partnerships with other donors, international NGOs, and the private sector.

d) STAKEHOLDER INVOLVEMENT

SGP is a decentralized and highly participatory programme. Projects are developed by community stakeholders to meet identified local priorities that also produce global environmental benefits. Community driven projects are developed and implemented within an overall capacity building and sustainability strategy. Support systems are in place to reach even the most remote and vulnerable stakeholders such as indigenous communities. At the country level, NGO/CBO/civil society representatives comprise the majority of National Steering Committee members with the remainder consisting of academic experts, government representatives, business leaders and donors. Multistakeholder NSCs thus provide a unique opportunity to foster collaboration across sectors and involvement at both the grassroots (e.g. local community) and higher levels (e.g. Ministry/Cabinet).

e) MONITORING AND EVALUATION

GEF SGP has an enhanced Monitoring and Evaluation (M&E) framework that links the systems and strategies at the project, country programme, and global levels. The OP3 M&E framework leads directly to the knowledge management system, including knowledge products that could lead to global benefits. At the country programme level, M&E includes regular visits by country programme teams to projects, and annual Performance and Results Assessment (PRA) by the CPMT, and regular updates through an on-line and off-line database. M&E also includes financial and management audits, performance appraisals, and a risk management system to assess the readiness of a new country start-up. (A diagram showing the components and linkages of the GEF SGP's M&E system is included in the Annex.)

The programme's M&E framework has been upgraded to give importance to impact assessment and the development of global indicators. In OP4, country programme teams will assess further the projects they have supported and report on impacts. The global database now includes an "outcome/impacts" field and will be utilized to regularly review the portfolio with updates on trends, and progress on targeted impacts. In addition, the results of ex-post studies, started in 2004 will be inputted into a system for tracking the impacts and sustainability of initiated projects. Because of cost-cutting measures in OP4, support from donors for ex-post studies will be solicited. Assessment of GEF SGP impacts will also be facilitated by the identification by GEF SGP Country Programmes of their geographic and/or thematic focus, which will allow better assessments of baselines and consequently better assessments of portfolio and project impacts. The programme's further development of this M&E system will be linked to that of the larger GEF family.

#### 4. FINANCING (for all tables, expand or narrow table lines as necessary)

##### PROJECT COSTS

Project Components/Outcomes	Co-financing (\$ million)	GEF (\$ million)	Total (\$ million)
1. Grants/Projects	147,000,000	86,765,837**	233,765,837
2. Programme mobilization, strategic guidance and M&E		1,214,013	1,214,013
3. Programme management		35,666,741	35,666,741
<b>Total project costs</b>	<b>147,000,000</b>	<b>123,646,591</b>	<b>270,646,591</b>

\* This item is an aggregate cost of project management; breakdown of this aggregate amount should be presented in the table b) below.

\*\* This figure does not include expected RAF contributions for the second half of GEF4 estimated at USD 54 million.

##### b) PROJECT MANAGEMENT BUDGET/COST<sup>1</sup>

Component	Estimated staff weeks	GEF(\$)	Other sources (\$)	Project total (\$)
Locally recruited personnel*	8,510	15,762,500	--	15,762,500
Internationally recruited consultants*	480	315,000	256,000	571,000
Office facilities, equipment, vehicles and communications		3,431,000		3,431,000
Travel		1,891,500	--	1,891,500
Miscellaneous		526,796		526,796
<b>Total</b>		<b>21,926,796</b>	<b>256,000</b>	<b>22,182,796</b>

\* Local and international consultants in this table are those who are hired for functions related to the management of project. For those consultants who are hired to do a special task, they would be referred to as consultants providing technical assistance. For these consultants, please provide details of their services in c) below:

##### c) CONSULTANTS WORKING FOR TECHNICAL ASSISTANCE COMPONENTS:

Component	Estimated staff weeks	GEF (\$)	Other sources (\$)	Project total (\$)
Personnel	368	3,863,646	1,339,200	5,202,846
Local consultants	836	315,250	521,136	836,386
International consultants	105	260,125	256,000	516,125
<b>Total</b>	<b>1,309</b>	<b>4,439,021</b>	<b>2,116,336</b>	<b>6,555,357</b>

##### d) CO-FINANCING SOURCES<sup>2</sup> (expand the table line items as necessary)

#### GLOBAL LEVEL CO-FINANCING SECURED

Global Level Partnership Cofinancing	GEF Donor type	In Cash
NZAid	Bilat. Agency	3,003,701
UNDP South-South Grant Facility	Impl. Agency	1,519,000
Global Mechanism	Multilat. Agency	250,000
NEPAD (UNEP/ Rwanda, Tanzania, Uganda)	Multilat. Agency	150,000
Development Bank of Southern Africa	Multilat. Agency	250,000
<b>Subtotal</b>		<b>5,172,701</b>

<sup>1</sup> For all consultants hired to manage project or provide technical assistance, please attach a description in terms of their staff weeks, roles and functions in the project, and their position titles in the organization, such as project officer, supervisor, assistants or secretaries.

<sup>2</sup> [Refer to the paper on Cofinancing, GEF/C.206/Rev. 1](#)

### Global Level Administrative Cofinancing

<i>Donor</i>	<i>Dononation Descr.</i>		
UNV	15 UNVs Sri Lanka, 30 UNVs	Multilat. Agency	418,500
UNF	Local Consultants	Multilat. Agency	190,000
NZAID	Local Consultants	Bilat. Agency	82,855
NZAID	International Consultants	Bilat. Agency	30,000
UNDP Human Rights	Local Consultants	Multilat. Agency	50,000
UNDP Human Rights	International Consultants	Multilat. Agency	50,000
Subtotal			821,355

### COUNTRY LEVEL CO-FINANCING SECURED

Type	Total
Bilat. Agency	693,184
Foundation	710,000
Local Gov't	700,000
Multilat. Agency	5,226,863
Nat'l Gov't	820,000
NGO	921,756
Private Sector	850,000
Grand Total	\$9,921,803

### PROJECT LEVEL CO-FINANCING

Estimates based on required project level co-financing and ratios of past donor contributions.

Donor Type	GEF Donor type	Cash estimate	Kind estimate
Bilateral Donor	Bilat. Agency	5,263,050	785,614
Foundation	Foundation	589,593	588,092
Grantee	Beneficiaries	6,680,223	25,771,589
International Charitable Organization	Foundation	551,832	1,209,644
International NGO	NGO	3,627,942	1,331,599
Local Government	Local Gov't	2,570,557	5,815,896
Multilateral Organization	Multilat. Agency	9,711,431	18,437,120
National Environmental Fund	Nat'l Gov't	4,275,640	96,680
National Government	Nat'l Gov't	4,356,152	18,797,566
National NGO	NGO	4,059,468	8,167,235
Private Sector	Private Sector	3,752,436	4,545,131
Transnational Corporation	Private Sector	54,861	44,790
Subtotal		45,493,186	85,590,955

# Budget GEF-4 (2007-2010)

## GEF Small Grants Programme

Budget details	OP3/Year 2 Mar'06 - Feb'07	OP4/Year 1 Jul'07 - Jun'08	OP4/Year 2* Jul'08 - Jun'09*	OP4/Year 3* Jul'09 - Jun'10*	OP4* TOTAL*
<b>A. Grants</b>					
GEF Core funds	45,000,000	21,591,100	23,043,922	25,483,089	70,118,110
GEF RAF funds	-	16,647,727	17,646,591	19,411,250	53,705,568
Cash Co-financing	31,000,000	19,119,414	20,345,256	22,447,169	61,911,839
Sub-total:	76,000,000	57,358,241	61,035,769	67,341,508	185,735,517
<b>B. Programme mobilization, strategic guidance and M&amp;E</b>					
Global / Regional Workshop	400,000	0	150,000	0	150,000
Communication / Knowledge Management	200,000	80,000	84,000	88,200	252,200
Lessons Learned/Impact Assessment	300,000	50,000	52,500	55,125	157,625
Travel/M&E	300,000	100,000	105,000	110,250	315,250
Technical Assistance	50,000	50,000	52,500	55,125	157,625
Audits	40,000	0	50,000	52,500	102,500
Country Team Strengthening	50,000	25,000	26,250	27,563	78,813
Evaluation	100,000	0	0	0	-
Sub-total:	1,440,000	305,000	520,250	388,763	1,214,013
<b>C. Programme Management</b>					
<u>Country Level</u>					
Personnel	4,900,000	5,000,000	5,250,000	5,512,500	15,762,500
National Host Institutions (NHI) Progr. Operations	725,000	700,000	710,000	715,000	2,125,000
Premises	450,000	450,000	225,000	135,000	810,000
Equipment, operations and maintenance	1,100,000	800,000	840,000	882,000	2,522,000
Workshops	195,000	195,000	204,750	214,988	614,738
Field Monitoring/Travel	500,000	500,000	525,000	551,250	1,576,250
Technical assistance	135,000	100,000	105,000	110,250	315,250
Outreach	250,000	100,000	105,000	110,250	315,250
Sundry	250,000	125,000	131,250	137,813	394,063
Sub-total	8,505,000	7,970,000	8,096,000	8,369,050	24,435,050
<u>Global programme-level (HQ)</u>					
Global Manager	245,190	245,190	257,450	270,322	772,961
Deputy Global Manager (Programme)	210,150	210,150	220,658	231,690	662,498
Programme Specialist (Climate Change)	180,260	180,260	189,273	198,737	568,270
Programme Specialist (Biodiversity)	151,150	151,150	158,708	166,643	476,500
Programme Specialist (Int'l Waters/LD/POPS)	151,150	151,150	158,708	166,643	476,500
Programme Specialist (M&E)	151,150	0	0	0	0
Programme Specialist (Partnerships/Special Prj)	151,150	0	0	0	0
Knowledge Facilitator	127,135	127,135	133,492	140,166	400,793
Programme Associate	80,275	80,275	84,289	88,503	253,067
Programme Associate	80,275	80,275	84,289	88,503	253,067
Equipment	20,000	20,000	21,000	22,050	63,050
Premises	80,000	80,000	84,000	88,200	252,200
Sundry	30,900	17,333	18,027	18,561	53,921
Sub-total	1,658,785	1,342,918	1,409,891	1,480,018	4,232,827
<b>Total A+B+C</b>	<b>87,603,785</b>	<b>66,976,159</b>	<b>71,061,910</b>	<b>77,579,339</b>	<b>215,617,407</b>
<b>D. Administrative costs</b>					
UNOPS Support (6%)	3,396,215	2,871,405	3,042,999	3,307,930	9,222,334
<b>E. Total in Cash</b>	<b>87,603,785</b>	<b>66,976,159</b>	<b>71,061,910</b>	<b>77,579,339</b>	<b>215,617,407</b>
<b>F. In-Kind Resources</b>	<b>30,000,000</b>	<b>26,276,650</b>	<b>27,961,380</b>	<b>30,850,131</b>	<b>85,088,161</b>
<b>G. Grand Total (In cash and in kind):</b>	<b>117,603,785</b>	<b>93,252,809</b>	<b>99,023,289</b>	<b>108,429,470</b>	<b>300,705,568</b>
<b>H. Total GEF Financing</b>					
GEF SGP Core funds	60,000,000	33,081,559	35,054,266	37,864,175	106,000,000
GEF RAF Funds	0	17,646,591	18,705,386	20,575,925	56,927,902
<b>TOTAL</b>	<b>60,000,000</b>	<b>50,728,150</b>	<b>53,759,653</b>	<b>58,440,100</b>	<b>162,927,902</b>
<b>Non-Grant Proportion of GEF Funds</b>	<b>25.00%</b>	<b>24.62%</b>	<b>24.31%</b>	<b>23.18%</b>	<b>24.00%</b>
<b>Financing Plan for this Submission</b>					
SGP Core		106,000,000			
RAF		17,646,591			
IA Fee		4,665,909			
<b>Total Financing</b>		<b>128,312,500</b>			

## **5. INSTITUTIONAL COORDINATION AND SUPPORT**

### **a) CORE COMMITMENTS AND LINKAGES**

SGP projects focus on GEF focal areas while also supporting sustainable livelihoods and local empowerment. As such, the programme is supportive of the broader concerns of the United Nations Millennium Development Goals.

As a GEF corporate programme, SGP supports the mandate of UN reform for strengthened partnership between UNDP and UNEP on sustainable development matters. SGP is the GEF modality most linked to provisions of Agenda 21, as well as the WSSD, that emphasize civil society participation and support for marginalized and vulnerable groups. The programme is also linked to the governance capacity building element of RAF policy.

### **b) CONSULTATION, COORDINATION AND COLLABORATION BETWEEN IAS, AND IAS AND ExAs, IF APPROPRIATE.**

SGP is a GEF corporate programme - as such, a major goal of OP4 phase is a fuller realization of the potential of the programme. Past “Operational Consultations” were held on an annual or biannual basis, bringing SGP together with the GEF Secretariat and the IAs to discuss issues and themes of common interest and explore opportunities for SGP mainstreaming into larger projects. This practice will be further strengthened through the new GEF SGP Steering Committee. As well, SGP has initiated organization of a network of “supporters of SGP” within the GEF family and will formalize this network in OP4. Several partnerships have been implemented and are planned with the GEF NGO Network. Specific partnerships with UNEP, such as in its NEPAD poverty and environment programme have been started and will be continued. Other similar partnerships are under development and others will be pursued with GEF IAs and EAs. Partnerships already initiated with the World Bank - such as with its small grants program as well as with the Development Marketplace at country levels - will be expanded. SGP will continue to collaborate with UNDP in developing country level coordination aimed at maximizing synergies as well as global relationships for optimum impacts.

### **c) PROJECT IMPLEMENTATION ARRANGEMENT**

In each participating country, SGP will continue to operate in a highly decentralized and country-driven manner through a National Coordinator and a National Steering Committee (NSC), with support from the UNDP Country Office and in some countries from an NGO or university National Host Institution (NHI). For specific SIDS where the Country Programme is small and administrative costs are likely to consume a large portion of national allocated funds, SGP has pioneered a sub-regional implementation approach whereby several islands join together under the leadership of a single national host institution and one coordinator for the sub-region, thereby increasing the likelihood that that SGP remains within its 25% non-grant cost ceiling. National Focal Groups (NFGs), which serves in lieu of NSCs in such SGP sub-regional programmes, have been organized for a number of SIDS in the Caribbean and the Pacific.

The SGP Central Programme Management Team (CPMT) will provide global guidance, coordination, support, and supervision. The UN Office of Project Services (UNOPS) is responsible for providing programme execution support services. The UNDP GEF Executive Coordinator is accountable, both to UNDP and to the GEF Secretariat and Council, for SGP oversight.

The GEF SGP Steering Committee is fully operational. This is essentially the same committee that serves the National Dialogue Initiative, so back-to-back meetings will be promoted whenever appropriate to improve efficiency and save on time and costs. The committee will provide the SGP with needed strategic guidance that complements its decentralized and country-driven operations. It would also provide critical support for SGP resource mobilization and for its mainstreaming, scaling up and replication with IAs as well as with other GEF programs.

**ANNEX A: INCREMENTAL COST ANALYSIS**

1) N/A

**ANNEX B: PROJECT LOGICAL FRAMEWORK**  
**THE GEF SMALL GRANTS PROGRAMME PLANNING MATRIX FOR GEF-4**

<b>GOAL</b>					
<b>Global environmental benefits secured through community-based initiatives and actions</b>					
Project Strategy	OBJECTIVELY VERIFIABLE INDICATORS			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<b>Goal</b> Global environmental benefits secured in the GEF focal areas through community-based initiatives and actions.	Demonstration of global benefits (e.g. policy reform, conservation of critical ecosystems) and strategic programme results (sustainability, resource mobilization, capacity development, knowledge management,) resulting from GEF/SGP-funded Country Programmes and projects.	Global environmental benefits are secured and maintained through networks of SGP Country Programmes and projects, sharing of good practices, capacity development and policy reform, though predominantly from the programme's more mature countries. The growth of a critical mass of synergistic projects affecting critical ecosystems at landscape levels is in progress.	Global environmental benefits secured from all SGP countries including in LDCs and SIDS:  A global network of country-based knowledge and practices, in collaboration with IAs/EAs and other practitioners  NGOs, CBOs, CSOs increasingly form a constituency with the capacity and motivation to support GEF priorities effectively.  Institutionalization of multi-stakeholder NSC to enhance positive partnerships between civil society and government for sustainability of country-based efforts and policy reform through mainstreaming into long term development goals.	Consolidated reports on strategic results and global benefits from GEF/SGP projects.  Independent evaluation by the GEF Evaluation Office and other external evaluations of SGP benefits and contributions involving IAs and EAs, as appropriate	Continued commitment of SGP recipient country stakeholders and the GEF Council and donors, with guidance from the GEF SGP Steering Committee



## OBJECTIVE 1

**Consolidate community-based interventions through focused GEF SGP country programme portfolios in alignment with GEF IV focal area strategic priorities**

### BIODIVERSITY

Project Strategy	OBJECTIVELY VERIFIABLE INDICATORS			Sources of Verification	Assumptions
	Indicator	Baseline	Target		
<p><b>Outcome 1:</b></p> <p>Sustainable community protected area governance approaches recognized, strengthened and adopted by national partners, protected area systems, and multilateral processes</p>	<p>Number of protected areas (PAs) strengthened by engaging local and indigenous communities</p> <p>Number of Community Conserved Areas (CCAs) and indigenous areas recognized and strengthened</p> <p>Number of Local Consultative Bodies (LCBs) set up in protected areas</p> <p>Number of countries that incorporate CCA governance in legislation and policy, as appropriate</p> <p>Number of GEF SGP projects consolidated in critical landscapes such as World Heritage sites, Biosphere Reserves, biological corridors, hotspots, important bird areas and flyways</p>	<p>Over 800 GEF SGP projects funded in PA landscapes and buffer zones, including UNF ‘COMPACT’ partnership for 8 WH sites</p> <p>Over 200 projects funded in CCAs and indigenous areas</p> <p>Cost-effective LCBs in place in 6 natural World Heritage sites</p> <p>CCAs currently unrecognized in most GEF SGP countries</p> <p>Existing complementation between GEF SGP and Meso-American Biological Corridor</p>	<p>All like-minded Megadiverse countries within GEF SGP either adopt or initiate efforts to recognize community protected area governance approaches</p> <p>Community projects consolidated to influence landscape-level conservation in all “mature” GEF SGP countries</p> <p>At least 50 PAs influenced, especially in “mature” countries</p> <p>At least 100 CCAs and indigenous areas influenced in all GEF SGP countries</p> <p>Community involvement in the conservation of at least 150 species of endangered flora and fauna</p>	<p>GEF SGP database, project reports and monitoring visits</p> <p>COMPACT planning framework for GEF SGP grant-making at landscape level</p> <p>GEF Tracking Tools for certain aspects of formal PA governance with multiple stakeholders</p> <p>IUCN and WH Committee State of Conservation reports on WH sites</p> <p>Partnership on bird monitoring indicators with RSPB/Birdlife International</p>	<p>Governments and international agencies commit to CBD obligations regarding local and indigenous populations</p>

Outputs	Activities				
<p>1.1 Community protected area governance approaches integrated and implemented within GEF SGP country programme strategies, as appropriate *</p>	<ol style="list-style-type: none"> <li>1 Assess lessons from COMPACT and mature countries in OP3 for improvement of Country Programme Strategy focus on national system of protected areas, transboundary protected areas, corridors and community conserved areas (CCAs) (*priority for “mature” SGP countries)</li> <li>2 Work with IUCN and other partners in connection with global and national policy revision of protected area systems to recognize CCAs (and indigenous territories in particular) as legitimate governance types, and to incorporate them in legislation and policy, as appropriate to each context</li> <li>3 Collaborate with UNEP WCMC on inclusion of CCAs and indigenous areas in the World Database on Protected Areas (WDPA)</li> <li>4 Develop, implement and promote new methodologies for geographic and thematic “clustering” of projects for individual protected areas, corridors and CCAs</li> <li>5 Incorporate adaptive management techniques in at least 25 countries for landscape level conceptual models, site strategies and multi-stakeholder forums to bring together donors, PA managers/authorities, academia, and private sector active at the respective sites</li> <li>6 Work with Conservation Measures Partnership (CMP) and IUCN to improve glossary of terms and threats-based analysis for protected areas within GEF SGP project database</li> <li>7 Influence the mainstream legal and management practice for UNESCO World Heritage Sites and national protected areas through the institutional replication of Local Consultative Bodies</li> <li>8 Engage in follow-up to the policy findings of the sub-global assessments on indigenous peoples perceptions of “ecosystems” produced by the Millennium Ecosystem Assessment</li> </ol> <p>* Priority will be placed on individual BD RAF allocation countries and Megadiverse countries (RAF and non-RAF)  * Group allocation, LDCs and SIDs countries will be expected to incorporate lessons from mature countries by the end of GEF 4</p>				
<p><b>Outcome 2:</b> Sustainable use of biodiversity established in production landscapes/seascapes, (including agriculture, forests, fisheries and tourism) through community-based conservation, innovative approaches, and market mechanisms</p>	<p>Number of GEF SGP projects contributing to the conservation of native crops, medicinal plants, NTFPs, and other biodiversity-based products</p> <p>Number of GEF SGP projects contributing to the conservation of fisheries</p> <p>Number of GEF SGP projects contributing to the promotion of biodiversity through ecotourism</p> <p>Number of GEF SGP projects contributing to sustainable use of</p>	<p>Over 1,500 projects in the production sectors of agriculture, forests, fisheries and tourism</p> <p>“Mature” country portfolios in place for particular supply chains (i.e. honey, agrobiodiversity products, ecotourism, NTFPs)</p> <p>Analysis of needs of GEF SGP marketing projects completed in 2005</p> <p>Thematic workshop on</p>	<p>At least 600 projects on sustainable use and market labeling of BD-friendly products provide business models for market-based approaches (mainly in “mature” GEF SGP countries)</p> <p>Community-based conservation implemented in at least 400 projects for the protection of native crops, medicinal plants, NTFPs, and other biodiversity-based products</p>	<p>GEF SGP database, project reports and monitoring visits</p> <p>Focused case studies on the development of business models, including reference to income indicators in GEF SGP database</p>	<p>Market differentiation of value-added labels sufficiently “scale-sensitive” to meet the needs of small producers</p>

	biodiversity-based products through market value- added labels (FSC, organic, fair trade, etc.)	'Product Development, Marketing and Certification' held in 2006	GEF priority areas: 'Important agrobiodiversity hotspots of West Asia, South Asia, South-East Asia, and Arab States'; as well as 'Central and South American semi-wild and domesticated production landscapes'		
<b>Outputs</b>	<b>Activities</b>				
1.2 Sustainable use and innovative approaches, including market mechanisms, reflected in all projects approved in the biodiversity focal area*	<ol style="list-style-type: none"> <li>1 Prepare guidelines and toolkits for sustainable use, innovative approaches and market mechanisms at the global and country levels, preferably in local languages (*priority for “mature” SGP countries to share with new programmes).</li> <li>2 Conduct thematic workshops on specific sustainable use and marketing clusters; training in certification and labeling standards; consumer education; and other country-level activities to be determined as appropriate at national and regional levels.</li> <li>3 Review NSC composition, or NSC “sub-committees”, to ensure participation by marketing, business and sustainability experts in particular for biodiversity and climate change focal areas.</li> <li>4 Participate in international meetings (CBD COP, IUCN Congress) related to cutting edge programmes and thematic areas (i.e. COMPACT, revolving loans, blended grant/loan sustainability model).</li> <li>5 Develop the strategic projects pipeline of GEF SGP projects up to US\$150,000 with a particular focus on the consolidation of supply chains and influencing local, national and regional markets.</li> <li>6 Engage in policy fora including fair trade fairs, organic BioFach and other market-related meetings</li> <li>7 Develop partnerships with other private sector UN partners including UNCTAD BioTrade group, IFC, ISEAL, UNDP Growing Sustainable Business and others</li> <li>8 Mainstream GEF SGP in at least 3 market-related MSP and FSP projects (i.e. CAMBIO project working with regional development bank in Central America)</li> </ol> <p>*Priority will be placed on individual RAF and countries expected to “graduate” from dependence on GEF resources by the end of GEF 4 to implement measures linked to sustainability and market mechanisms</p>				

*Geographic and Thematic Focus for GEF SGP Biodiversity portfolio for GEF-4*

<b>Geographic areas</b>	<b>Regional Mechanisms</b>	<b>Focused Thematic Areas</b>	<b>Participating Countries of SGP</b>
<i>Natural World Heritage “COMPACT” demonstration sites (global)</i>	Global strategic partnership with UNESCO World Heritage Centre, CBD Secretariat, and other global partners.	Landscape-level conservation efforts through community-based management of protected areas conservation (COMPACT) Blended grant-loan development around natural World Heritage sites.	Argentina, Belize, Cambodia, Dominica, Ethiopia, Fiji, Honduras, Jordan, Kenya, Mali, Mauritania, Madagascar, Mexico, Mongolia, Philippines, Senegal, South Africa, Sri Lanka, St Lucia, Tanzania, Yemen, Zimbabwe
<i>Threatened habitats and important bird areas of Eastern Europe and CIS, West and Sub-saharan Africa</i>	Strategic Partnership with RSPB/Birdlife International affiliate NGOs, and other partners.	Threatened habitats in dryland and mountain ecosystems Mangroves, wetlands, habitats and threatened sites important for conservation of migratory bird flyway networks	Albania, Belarus, Bulgaria, Kazakhstan, Kirghizstan, Lithuania, Macedonia, Romania, Turkey, Benin, Botswana, Burkina Faso, Cameroon, Chad, Cote d'Ivoire, Ethiopia, Guinea, Kenya, Lesotho, Mali, Morocco, Mozambique, Namibia, Niger, Senegal, Zambia
<i>Globally Important Coral Reefs (global)</i>	Strategic Partnership with International Coral Reef Action Network (ICRAN) for 50% of countries with coral reefs.	Coastal area management and biodiversity; marine protected areas; land-based sources of pollution; nutrients; habitats; fisheries; turtles.	Barbados and OECS, Belize, Comoros, Cuba, Dominica, Dominican Republic, Egypt, Guatemala, Haiti, Honduras, Indonesia, Iran, Jamaica, Jordan, Pacific SIDS, Madagascar, Malaysia, Mauritius, Mozambique, Mexico, Panama, Sri Lanka, Trinidad and Tobago, Vietnam
<i>Important agrobiodiversity hotspots of West Asia, South Asia, South-East Asia, and Arab States</i>	Biodiversity International (ex-IPGRI) support to Asian network of traditional knowledge protection.	Indigenous knowledge protection; landraces; vavilov centers; customary law; natural sacred sites; medicinal and aromatic plants.	Bhutan, Cambodia, Egypt, India, Jordan, Lebanon, Malaysia, Morocco, Nepal, Philippines, Pakistan, Sri Lanka, Syria, Thailand, Tunisia, Vietnam, Yemen
<i>Pacific SIDS threatened terrestrial and marine habitats</i>	Strategic Partnership with NZAID and other regional donors for strengthening traditional and customary management of natural resources.	Coastal area and integrated watershed management; climate change adaptation; invasive species; sustainable use of natural resources.	Cook Islands, Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
<i>Community-conserved areas of the world (global)</i>	Strategic Partnership with IUCN Theme on Indigenous, Local Peoples and Equity and Protected Areas (TILCEPA).	Inventorying, gazettelement, formalization and recognition of traditional knowledge and community-conserved areas (CCAs) as appropriate	Bolivia, Brazil, Chad, Chile, El Salvador, India, Indonesia, Iran, Fiji, Ghana, Kenya, Madagascar, Mali, Mozambique, Namibia, Papua New Guinea, Rwanda, South Africa, Samoa, Uganda, Tanzania, Vanuatu
<i>Central and South American semi-wild and domesticated production landscapes</i>	Strategic partnership with regional development banks, biodiversity investment schemes and other SME partners.	Enterprise development services, blended grant-loans, revolving loans, consolidation of supply chains for target biodiversity-based products.	Argentina, Brazil, Bolivia, Chile, Costa Rica, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru, Uruguay

## CLIMATE CHANGE MITIGATION

Strategy	Objectively Verifiable Indicators			Means of Verification	Assumption
	Indicator	Baseline	Target		
<b>Outcome 3:</b> Intensify the replication, up scaling or mainstreaming of climate change mitigation barrier removal models that have been successfully tested and practically applied at the local level, in national development priorities and plans	Number of countries incorporating components of innovative models/approaches at local levels, for promotion of energy efficiency, renewable energy or sustainable transport in national development	Existing models/approaches have been tested successfully by some SGP Country Programmes.	At least one region (West Africa) and at least 20 SGP mature countries have models or approaches <sup>3</sup> (or their components) for the promotion of energy efficiency, renewable energy or sustainable transport at the local level mainstreamed into policy, market mechanisms and national development programmes	Project reports, thematic portfolio review, country progress reviews reports	Progress will continue for complimentary initiatives by GEF and other development agencies to removing market barriers and improving energy access policies particularly at the local level.
Outputs	Activities				
3.1 Sustainable frameworks in place for implementing local climate change activities that are linked to market mechanisms, policy interventions or national development priorities	<ol style="list-style-type: none"> <li>1 Strengthen and initiate partnerships with governments, IAs/EAs and other development partners for scaling up, replicating or mainstreaming RE, EE and sustainable transport activities in specific regions or countries.</li> <li>2 Promote and support projects that are implemented in partnerships or linked to commercial/market mechanisms, policy interventions or larger national initiatives</li> <li>3 Document share widely illustrative case studies for the promotion of replication, up-scaling or mainstreaming by development partners, Governments and the private sector.</li> <li>4 Support a portfolio of projects with innovative approaches for replication, up-scaling or mainstreaming.</li> <li>5 support capacity building projects/activities that are linked to processes for replication, mainstreaming, or up-scaling.</li> <li>6 In mature SGP country programmes, assess and document the socio-economic and development costs and benefits, to illustrate the incremental reduction of costs and expansion of benefits from initial pilots to replicated, up-scaled or mainstreamed models or approaches.</li> </ol>				

<sup>3</sup> The five models/ approaches relate to barrier removal activities for energy efficiency, renewable energy and environmentally sustainable transport on livelihoods and development themes such as: energy access through renewable energy, efficient or environmentally sustainable transport practices or use of renewable energy in housing and micro enterprise sector, energy efficiency in brick making, cooking and lighting, biofuel, solar drying and sustainable transport.

**Geographic and Thematic Focus of CC Mitigation Portfolio for GEF-4**

<b>Geographic areas</b>	<b>Implementation mechanisms</b>	<b>Thematic Area focus</b>	<b>Participating Countries of SGP</b>
<i>Asia, Africa, Europe, Latin America</i>	Partnerships with governments, local authorities, the private sector and development partners	Environmentally sustainable transport as it relates to bicycle pathways, pedestrian walkways, bus- rapid transport, electric three wheelers, biofuel as it relates to transport policy	Nepal, Lithuania, Sri Lanka, Pakistan, Egypt, India, Chile, Kyrgyzstan, Cambodia, Egypt, India, Jordan, , Pakistan, Sri Lanka, Iran, Thailand, Tunisia, Mozambique, Barbados, Papua New Guinea, Mali, Tanzania, Kenya, Ghana. All other SGP Country Programmes with interest in sustainable transport thematic area.
<i>West African LDC countries and SGP country programmes with group allocation of climate change RAF resources</i>	Partnership with GEF Implementing & Executing agencies and other development partners	Promoting the mainstreaming, up scaling and replication of renewable energy, energy efficiency approaches and models for expanding energy access	Senegal, Mali, Burkina Faso, Benin, Chad, Mauritania, Cote d'Ivoire, Gambia and SGP country programmes with group allocation of climate change RAF resources
<i>All mature SGP Country Programmes and SGP country programmes with individual allocation of climate change RAF resources</i>	Partnerships with the private sector, local authorities, Governments and development partners	Promoting of mainstreaming, up scaling, or replication of models/ approaches for expanding access to renewable energy, energy efficiency and environmentally sustainable transport.	SGP mature countries that includes:- Bolivia, Chile, India, Indonesia, Iran, , Ghana, Kenya, Mali, Papua New Guinea, Uganda, Tanzania, Costa Rica, Dominican Republic , Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Peru, Sri Lanka, Pakistan, Egypt, Vietnam, Jordan, Lithuania, Indonesia, Philippines, Malaysia, India, Bhutan, Nepal, Thailand, Mauritius, Zimbabwe, Botswana, Tunisia, Morocco, Guatemala, Palestinian Authority, Trinidad and Tobago and all SGP Country Programmes with Individual allocation of climate change RAF resources.

## CLIMATE CHANGE ADAPTATION

Strategy	Indicator	Baseline	Target	Means of verification	Assumption
<b>Outcome 4:</b> Community-Based Adaptation (CBA) practices promoted and incorporated in national development priorities	Number of countries implementing Community Based Adaptation projects  Number of countries incorporating CBA activities using different financial resources	No tested community based adaptation methodology/approach at the GEF level	At least 10 countries using the universal methodology and/or approach developed for implementation of CBA activities representing SIDS, mountain areas, drought and flood prone ecosystems  New countries (over and above the ten initial CBA countries) implementing CBA activities from non-GEF resources	End of project report	The impact of climate change on the local community and the importance of their participation in adaptation activities is recognized
<b>Outputs</b>	<b>Activities</b>				
4.1 Strengthened involvement of local communities in national adaptation interventions.	<ol style="list-style-type: none"> <li>1 Launch the CBA global programme in partnership with UNDP GEF.</li> <li>2 Initiate activities in at least 10 countries (initially in Bangladesh, Vietnam, Kazakhstan, Samoa, Niger, Morocco, Namibia, Jamaica, Guatemala, Bolivia)</li> <li>3 Engage Governments to incorporate CBA activities in National Adaptation Plans</li> <li>4 Work with IAs/EAs and other development partners to incorporate community based approach in full-scale and medium sized adaptation projects and also in non-GEF projects.</li> <li>5 Support a portfolio of more than 80 CBA projects in at least ten countries</li> <li>6 Monitor and document focused lessons in ten countries</li> <li>7 Participate in capacity building activities, information exchange and sharing in at least one international CBA network</li> <li>8 Document and share lessons internationally</li> </ol>				
<i>Geographic and Thematic Focus of CC Mitigation Portfolio for GEF-4</i>					
<b>Geographic areas</b>	<b>Implementation mechanisms</b>		<b>Thematic Area focus</b>	<b>Participating Countries of SGP</b>	
Representation of mountain ecosystems, dry and flood prone areas and SIDS	Partnership between UNDP GEF & SGP Community based adaptation Project (CBA)		Adaptation under the Strategic Priority on Adaptation of GEF	Kazakhstan, Vietnam, Samoa, Bangladesh, Niger, Morocco, Namibia, Jamaica, Bolivia, Guatemala	
All other ecosystems including the above	Partnership with Implementing and Executing Agencies to implement components of LDCF supported projects or SCCF projects (MSPs & FSPs)		Community based adaptation interventions	LDC countries, Pacific SIDS, Barbados and OECS, Belize, Comoros Cuba, Dominica, Dominican Republic, Mauritius	

## INTERNATIONAL WATERS

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<b>Outcome 5:</b>  Demonstration of community-based approaches for the implementation of SAPs, and models replicated, upscaled and mainstreamed	<p>Number of NGOs and communities involved in SAP implementation, its governance structure and process</p> <p>Number of SGP country programs supporting the implementation of SAP priorities at the community level.</p>	<p>Partnerships initiated with PEMSEA, Mediterranean Sea Action Plan, and framework partnership with UNEP in possible collaboration with regional seas projects</p> <p>SGP assisting the implementation of Nile Basin Project, and Niger River project</p>	<p>At least three regional networks among NGOs established or strengthened in the East Asian Seas/South China Sea, the Mediterranean Sea, and Nile River.</p> <p>At least 68 countries undertaking actions to support the implementation of SAPs at the community level, with thematic focus outlined in the following table.</p>	<p>Project proposals developed</p> <p>Project progress reports</p> <p>Peer reviews by regional IW projects and programs</p> <p>IW Program Study</p>	<p>Mainstreaming of SGP into IW regional projects and programs fully supported by IAs and EAs.</p>
<b>Outputs</b>	<b>Activities</b>				
5.1 SGP IW community-based projects are fully integrated into global IW activities	<ol style="list-style-type: none"> <li>1 Establish and strengthen partnerships with identified regional and global initiatives and networks;</li> <li>2 Foster regional networks among NGOs with a shared interest in a transboundary waterbody, particularly in East Asian Seas/South China Sea, the Mediterranean Sea, the Wider Caribbean, and Nile River;</li> <li>3 Develop guidelines to undertake community-based actions to support the implementation of SAPs, including M&amp;E indicators;</li> <li>4 Promote community-based activities on fishery management, coastal habitat management, land-based pollution control, and water resource uses, in alignment with regional SAP priorities and GEF IV priorities ;</li> <li>5 In collaboration with UNDP Water Governance Team, conduct a study on the small grants components of GEF IW FSPs/MSPs, in comparison with SGP;</li> <li>6 Consolidate experiences and lessons learnt, and facilitate learning and exchanges on community-based IW projects, through global and regional networks, including the GEF IW: LEARN network, regional mechanisms/networks, and UNDP Waterwiki network.</li> </ol>				



*Geographic and Thematic Focus of SGP IW Portfolio during GEF-4*

<b>Geographic Areas</b>	<b>Regional Mechanisms</b>	<b>Focused Thematic Areas</b>	<b>Participating Countries of SGP<sup>4</sup></b>
<b>First Priority Groups</b>			
<i>Land-based pollution hotspots, critical habitats, and fishery spawning grounds in the East Asian Seas/South China Sea large marine ecosystem (LME)</i>	PEMSEA and UNEP-GEF South China Sea	Land-based pollution, coastal habitats (mangroves, coral reef, seagrass, and wetlands), and fisheries	Cambodia, Indonesia, Malaysia, Philippines, Thailand, Vietnam
<i>Biodiversity spots, degraded land areas, and water sources/use areas in the Nile River Basin</i>	World-Bank GEF Nile Basin Project	Conflicts on the uses of water resource, integrated watershed management and biodiversity	<i>Burundi, Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Rwanda, Sudan, Tanzania, Uganda</i>
<i>Sources of nutrients, coastal habitats and fishing grounds in the Mediterranean Sea LME</i>	UNEP Regional Seas Programme/UNEP-GEF SAP projects	Nutrients, habitats, fisheries	<i>Algeria, Albania, Egypt, Lebanon, Morocco, Tunisia, Turkey</i>
<b>Second Priority Groups</b>			
<i>Critical wetlands, areas of unsustainable use of water, degraded land areas, water sources in Mekong River Basin</i>	Mekong River Commission and UNDP Transboundary Community Dialogue	Water uses, wetland biodiversity, fisheries, land degradation, integrated watershed management	Cambodia, Thailand, and Viet Nam
<i>Land and water degradation areas and biodiversity spots in the Niger River Basin</i>	World Bank-GEF Niger River Project	Land and water degradation and protection of globally important biodiversity	Benin, Guinea, Mali, Nigeria, Burkina Faso, Cameroon, Chad, Cote d'Ivoire, Niger
<i>Critical habitats, biodiversity spots, sources of chemicals, pesticides and toxic substances, areas of intensive uses of water in Lake Victoria Basin</i>	UNDP SAP Implementation Project in Lake Victoria	Fisheries, water uses, biodiversity, phosphorus, toxic substances, persistent chemicals, pesticide residues, blue-green algae, nitrogen, and land use	<i>Burundi, Kenya, Rwanda, Tanzania, and Uganda</i>
<i>Degraded coastal areas, sources of land-based pollution, and marine biodiversity areas in the Caribbean LME</i>	UNEP Wider Caribbean Regional Seas Programme and GEF projects in the region	Coastal area management and biodiversity; land based sources of pollution; climate change adaptation	Barbados, Belize, Costa Rica, Cuba, Dominica, Dominican Republic, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Suriname, Trinidad and Tobago, <i>Venezuela</i>
<i>Sources of land-based pollution, fishery grounds and critical habitats in the Agulhas Somali Current LME</i>	Nairobi Convention/UNEP-GEF Wio-Lab Project and UNDP-GEF Agulhas and Somali Current Project	Land-based pollution, fisheries and habitats	Comoros, Kenya, Madagascar, Mauritius, Mozambique, <i>Seychelles</i> , South Africa, Tanzania
<i>Habitats, fishing grounds and sources of land-based pollution in the Pacific</i>	South Pacific Applied Geoscience Commission (SOPAC), SPREP, and SIDS IWCAM project.	Habitats, fisheries, and land-based pollution	Cook Islands, Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu

<sup>4</sup> Countries in italics are those to be included in SGP during GEF IV.

## LAND DEGRADATION

Project Strategy	Objectively Verifiable Indicators			Sources of Verification	Assumptions
	Indicator	Baseline	Target		
<b>Outcome 6:</b> Innovative and adaptive community-based approaches demonstrated, piloted, and integrated into global efforts to address unsustainable agricultural practices, rangeland and forestry management, while promoting local livelihoods	Number of countries generating models and good practices for sustainable agricultural practices, rangeland and forestry management  Number of national and global networks which knowledge and practices of SGP are transferred to.	Initial demonstrations since 2004 in sustainable agriculture, rangeland and forestry management  Partnership established with GM, and initial collaboration with GEF WISP.	82 countries having demonstrated and piloted community-based land management models targeting thematic areas outlined in the following table.  SGP knowledge, experiences, and best practices shared with national and global networks, including WISP, GM, UNFF, ICRAF, and CIFOR.	Project documents  Thematic reviews  Portfolio reviews	Partnerships at the global and local levels secured
Output	Activities				
<b>Output 6.1</b> Experiences and models on community-based land management are consolidated and shared among global networks	1 2 3 4 5	Develop guidelines for community-based sustainable agriculture, rangeland, and forestry, including M&E indicators; Establish partnerships with national and global networks to spread out SGP models and experiences; Conduct portfolio reviews to provide inputs for the updating of the guidelines on community-based sustainable agriculture, rangeland and forestry management; Conduct thematic studies and identify good cases on community-based sustainable agricultural practices, rangeland management and forestry management; Support projects with collaboration and partnerships with governments, private sectors, and other stakeholders for replication, upscaling and mainstreaming of community-based land management experiences.			

*Geographic and Thematic Focus of SGP LD Portfolio during GEF-4*

<b>Geographic areas</b>	<b>Focused Thematic Areas</b>	<b>Participating Countries of SGP<sup>5</sup></b>
<i>Sub Saharan States</i>	Sustainable agriculture with special focus on sustainable use of rainwater, groundwater recharge and strategic use of groundwater resources; Sustainable rangeland management; Sustainable forest and woodland management; Climate change adaptation.	Benin, Botswana, Burkina Faso, <i>Burundi</i> , Cameroon, <i>Cape Verde</i> , <i>Central African Republic</i> , Chad, Comoros, Cote d'Ivoire, <i>Eritrea</i> , Ethiopia, Ghana, Guinea, <i>Guinea-Bissau</i> , Kenya, Lesotho, <i>Liberia</i> , Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, <i>Nigeria</i> , Rwanda, Senegal, <i>Seychelles</i> , South Africa, Tanzania, <i>Togo</i> , Uganda, Zambia, Zimbabwe
<i>South Asia, Southeast Asia/ Greater Mekong</i>	Sustainable tropical forest and woodland management, including agro-forestry, particularly on deforestation and forest degradation.	Bhutan, Cambodia, India, Indonesia, Iran, Malaysia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam
<i>Latin America and the Caribbean</i>	Sustainable tropical forest and woodland management; Sustainable agriculture, with a focus on practices to improve soil fertility management as alternatives to shifting agriculture, and methods that have minimal impacts on soil structure and that improve soil and water conservation.	Argentina, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Peru, Suriname, Trinidad and Tobago, and Uruguay
<i>Central Asia and Arab States</i>	Sustainable grazing in temperate zones; Sustainable dryland management.	Mongolia, Kazakhstan, Kyrgyzstan, Egypt, Jordan, Lebanon, Morocco, Syria, Tunisia, and Yemen

<sup>5</sup> Countries in italics are those to be included in SGP during GEF IV.

## PERSISTENT ORGANIC POLLUTANTS

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p><b>Outcome 7:</b></p> <p>Community-based approaches demonstrated on waste management to prevent open burning and POPs pesticide management related to health issues, with good experiences disseminated to support the implementation of National Implementation Plans (NIPs)</p>	<p>Number of SGP countries undertaking community-based activities to support the implementation of NIPs in regard to POPs pesticide and waste burning.</p>	<p>37 SGP country programs have implemented over 100 POPs projects focusing on awareness raising and capacity building activities, but lessons learned still to be systematically integrated in implementation of NIPs.</p>	<p>16 priority SGP countries implementing NIPs at the community level, on waste management (particularly preventing waste burning) and the reduction and control of POPs pesticide, focusing on POPs alternatives addressing health risks caused by POPs (Category I.A countries); selected piloting of prevention of waste burning and POPs pesticide management in countries of category I.B. (See the following table).</p>	<p>Project documents</p> <p>Thematic reviews</p> <p>Portfolio reviews</p>	<p>Community stakeholders' capacity and willingness to implement NIPs.</p> <p>NIPs are open for updates and improvements.</p>
Outputs	Activities				
<p>7.1 Enhanced capacity at the community level to implement the Stockholm Convention, with knowledge/good practices shared with global networks and non-party states/authorities of the Convention</p>	<p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p> <p>6</p>	<p>Develop an online training module to strengthen the capacity of SGP network and its stakeholders in addressing POPs;</p> <p>Develop a guidelines on community waste management and POPs reduction, including M&amp;E indicators;</p> <p>Strengthen collaboration with IPEN and other POPs networks to reach out to NGOs and exchange information and knowledge;</p> <p>Facilitate the transfer of knowledge and experiences in implementing the Stockholm Convention through SGP network, from party states/authorities (Category I) to non-party states/authorities (Category II and III) through IPEN and other NGOs networks;</p> <p>Test and promote models to control malaria without the use of DDT; and alternatives to the use of the POPs pesticides – e.g. chlordane, mirex, dieldrin – for controlling termites and ants, in collaboration with GEF IAs and EAs;</p> <p>Test and promote models on community-based waste management, particularly to prevent waste burning.</p>			

*The Status of the Ratification and Implementation of the Stockholm Convention by Participating Countries of SGP<sup>6</sup>*

Party States/Authorities (Category I)		Non-Party Signatory States/Authorities (Category II)	Non-Signatory Non-Party States/Authorities (Category III)
NIP Submitted (Category I.A)	NIP in Preparation (Category I.B)		
Bolivia, Bulgaria, Chad, Côte d'Ivoire, Egypt, Fiji, Lebanon, Mali, Mauritius, Morocco, Nicaragua, Niue, Romania, The Former Yugoslav Republic of Macedonia, Uruguay, and Viet Nam	Albania, Argentina, Barbados, Belarus, Benin, Botswana, Burkina Faso, Cambodia, Cook Islands, Dominica, Ethiopia, Ghana, Honduras, Jordan, Kenya, Kiribati, Kyrgyzstan, Lesotho, Lithuania, Marshall Islands, Mauritania, Micronesia, Mongolia, Mozambique, Namibia, Nauru, Niger, Panama, Papua New Guinea, Rwanda, Samoa, Senegal, Solomon Islands, Sri Lanka, Syria, Thailand, Trinidad and Tobago, Tunisia, Tuvalu, Uganda, Vanuatu, Yemen, Zambia	Belize, Cameroon, Colombia, Costa Rica, Cuba, El Salvador, Guatemala, Guinea, Haiti, Indonesia, Jamaica, Kazakhstan, Malawi, Malaysia, Nepal, Pakistan, Palau, Poland, Suriname, Tonga, Turkey, Zimbabwe	Bhutan, Dominican Republic, Tanzania

<sup>6</sup> RAF countries will not allocate funding for POPs focal area unless there is a strong demand at the country level for interventions addressing POPs. In this case, a country RAF strategy to use funding for POPs should be developed to establish a link with biodiversity focal area. Three RAF SGP countries belong to Category I.A: Chile, Ecuador, Philippines; and seven RAF SGP countries in Category I.B: Brazil, India, Iran, Madagascar, Mexico, Peru, and South Africa.

## OBJECTIVE 2

**Sustainability: Ensure that the benefits of the long term investment of the GEF are sustained**

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p><b>Outcome 8:</b> GEF SGP Country Programmes that have benefited from the GEF SGP for more than 8 years beginning in 2007 are able to sustain their activities beyond GEF-4</p>	<p>Number of eligible SGP Country Programmes with feasible business models by June 2010.</p>	<p>Country Programmes are in initial stages of preparation of their programme sustainability plans</p>	<p>By June 2010, <b>all Country Programmes</b> that have benefited from GEF funding for more than 8 years beginning in 2007 have developed strong business models for sustainability</p>	<p>Assessment of business models by CPMT and country stakeholders.</p>	<p>GEF will support transition of Country Programmes, particularly in regard to resource mobilization.</p>
Outputs	Activities				
<p>8.1 An appropriate business model for each mature Country Programme</p>	<ol style="list-style-type: none"> <li>1. Consultations with NSCs and NCs regarding transition to post GEF SGP status.</li> <li>2. Consultations with IAs/EAs and other development partners re feasibility/desirability of and demand for services of Country Programme post GEF-4.</li> <li>3. SWOT analysis of each Country Programme</li> <li>4. Case study by the GEF Evaluation Office on the impact on the SGP of GEF funding phase out for mature country programmes.</li> <li>5. Identification and consolidation of non-GEF sources of funding (see activities below)</li> <li>6. Development of individual country business models using non-GEF financing</li> <li>7. Pilot projects to test business models</li> <li>8. Monitoring and evaluation of business model performance</li> </ol>				
<p>8.2. NC/NSC capacities developed to plan and manage Country Programmes for sustainability.</p>	<ol style="list-style-type: none"> <li>1. Capacity needs assessment for NSCs/NCs: planning, management, business development</li> <li>2. Training of Country Programme teams in planning, management, business development</li> <li>3. Technical assistance, as needed</li> </ol>				
<p>8.3 Financial resources available for programming and operations of each Country Programme post</p>	<ol style="list-style-type: none"> <li>1. Global and country level consultations with donors (bilaterals; multilaterals) and analysis of potential integration into UNDAF process</li> <li>2. Consultations with private sector to identify social responsibility opportunities, opportunities for payment of ecosystem services, long term thematic partnerships, etc.</li> <li>3. Consultations with foundations to identify collaborative arrangements</li> </ol>				

GEF-4	<ol style="list-style-type: none"> <li>4. Consultations with NGOs and other organizations at local and global levels to identify collaborative relationships</li> <li>5. Negotiations and agreements with donors, private sector, NGOs, foundations and/or others</li> </ol>
8.4 Institutional partnerships and mechanisms in place to support mature Country Programmes post GEF-4	<ol style="list-style-type: none"> <li>1. Analysis of potential institutional viability of transitioned Country Programmes</li> <li>2. Identification of institutionalization requirements – legal, financial, due diligence, governance, communications, etc.</li> <li>3. Institutionalization of Country Programmes – formal, legal establishment as independent entities or components of other institutions and organizations</li> <li>4. Identification of institutional partners: government, NGO, private sector, foundations</li> <li>5. Negotiations and agreements with institutional partners.</li> </ol>

### OBJECTIVE 3

#### Resource Mobilization: Enhance the catalytic role of GEF through strengthened partnerships and resource mobilization

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p><b>Outcome 9:</b></p> <p>Strengthened partnerships with bilateral and multilateral donors, government development programs as well as non-traditional funders such as the business and financial sectors at national and global levels.</p>	<p>Number of MOUs and other forms of agreements signed with various partners.</p> <p>Amount of cash and in-kind resources raised</p>	<p>26 major partnerships at global levels; hundreds at national level and thousands at local levels</p> <p>SGP has always met its 1:1 cash and in-kind cofinancing targets mainly from bilateral and multilateral donors and grantee partners. Non-traditional partners such as the business and finance sectors have not yet been fully tapped. National government cofinancing also needs to be strengthened.</p>	<p>Increased partnership and cofinancing from both traditional and non-traditional sources to meet at least a 1:1 (half cash, half in-kind) cofinancing ratio vis-à-vis total GEF funds provided the programme in GEF 4.</p>	<p>CPMT compilation of agreements with major global, national and local partners.</p> <p>Annual reporting of cash and in-kind cofinancing from SGP country programmes through SGP database and Performance and Results Assessment.</p>	<p>Full support in SGP resource mobilization to be provided by the GEF SGP Steering Committee and its individual IA and EA members</p>



Outputs	Activities
9.1 At least \$77 million cash and \$77 million in-kind contributions raised	<ol style="list-style-type: none"> <li>1. Assessment of existing and potential partnerships with donors, government and the private sector implemented at country and global levels.</li> <li>2. Strengthening of NSCs/NFGs with additional members (e.g. private sector, representative of Ministries of Finance/Economic Development) and the organization of resource mobilization units in such NSCs/NFGs.</li> <li>3. Preparatory activities for new partnerships: development of tailor made portfolios, conduct of due diligence reviews and preparation of appropriate communication materials</li> <li>4. Conduct donor fora in all country programmes and at the global level with guidance from GEF SGP Steering Committee and support from IAs/EAs</li> <li>5. Training for and preparation of project portfolios designed to generate additional resources (e.g. savings-led financing, microfinance, blended loans, carbon finance, etc.)</li> <li>6. Intensified partnership activities focused on the business and finance sector.</li> <li>7. Participation in or organization of like-minded small grants networks as well as donor networks working on similar themes</li> <li>8. Intensification of resource mobilization efforts particularly in country programmes moving out of dependence on GEF grant funds with focused support from SGP CPMT and GEF SGP Steering Committee to be provided.</li> <li>9. Mainstreaming of SGP grant making with MDG and poverty reduction programs of LDCs/SIDS for expanded co-financing.</li> </ol>

## OBJECTIVE 4

### Capacity Building: Strengthen community and civil society constituencies for GEF priorities

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p><b>Outcome 10:</b></p> <p>Strengthened capacity for implementing concrete actions and for networking on GEF priorities by communities, NGOs, CBOs and other civil society groups.</p>	<p>Number of additional communities, CBOs, and NGOs with successful SGP projects</p> <p>Number and size of NGO networks formed on GEF concerns at national and global levels.</p> <p>Number of CBOs, NGOs, and civil society groups actively participating in environment and sustainable development discourse, planning and policy-making at local, national and global levels.</p>	<p>Mature SGP country programmes have existing grantee networks. These networks need to be more active in sustainable development planning and policy-making in their countries. Direct links to discussions and negotiations in COPs and meetings of GEF-related conventions still weak.</p>	<p>A critical mass of communities, CBOs, and local NGOs, particularly those involved with the poor and vulnerable, capable of managing projects in GEF focal areas and advocating for their continued support and mainstreaming at both national and global levels.</p> <p>Active and capable network of grassroots constituencies organized in 121 countries working in collaboration with government counterparts in national multi-stakeholder environment and sustainable development bodies.</p>	<p>Annual reports of SGP country programmes.</p> <p>Identification of SGP networks involved in the preparation for and in discussions during GEF-related COPs and meetings.</p> <p>Identification of SGP networks or network members serving as members in national multi-stakeholder body involved with GEF and sustainable development matters.</p>	<p>Government policies allow non-governmental participation in key national policy/ decision-making on environment and development concerns.</p>
<b>Outputs</b>	<b>Activities</b>				
<p>10.1 More than 6,000 CBOs, NGOs, and civil society groups made aware of GEF concerns, with concrete on-ground action and networked for active participation in</p>	<ol style="list-style-type: none"> <li>1 Align country programme capacity building objectives to NCSAs with focus on SGP's niche in capacity building of communities, CBOs, NGOs and other civil society groups.</li> <li>2 Develop guidance and support for Country Programmes for alignment of Country Programme Strategies with RAF country priorities</li> <li>3 Develop focused guidance and capacity-building activities related to mainstreaming, scaling-up and replication</li> <li>4 Identify and support projects that could serve as "learning laboratories" or "centers of excellence" to support training and site visits</li> </ol>				

national and global environmental governance.	5	Set up a mentoring system for new country programmes
	6	Strengthen existing grantee networks and organize new ones.
	7	Establish linkages of SGP grantee networks to: (a) local and national bodies involved in sustainable development planning and policy-making (b) the GEF NGO Network, and; (c) to NGOs involved in active discussions and negotiations on the Conventions for which GEF is a financial mechanism
	8	Conduct focused training programs on project sustainability particularly as related to business planning and marketing as well as working with the business and finance sectors.
	9	Recruitment, selection and training of capable NGOs that could adopt SGP as a programme or continue its approach particularly in SGP country programmes that would move out of dependence on GEF funds.
	10	Consolidate lessons learned in projects and in country programme operations from LDCs and SIDS for sharing and training purposes.

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p><b>Outcome 11:</b></p> <p>Enhanced country institutional capacity by strengthening positive government and civil society partnership in SGP National Steering Committees and through SGP participation in country RAF planning and coordination bodies as well as other bodies concerned with environment and sustainable development matters.</p>	<p>Membership of SGP NC/NFP, NSC/NFG or non-governmental partners in RAF planning or coordination bodies</p> <p>Membership of SGP NC/NFP, NSC/NFG or non-governmental partners in other key national environment and sustainable development bodies</p> <p>Number of other multi-stakeholder bodies on environment and sustainable development with SGP participation.</p>	<p>The SGP NC/NSC have been invited to participate in RAF planning consultations in majority of SGP countries but not as a formal member of the bodies involved. This is the same with other environment and sustainable development bodies at national level.</p> <p>While there may already be bodies where government and non-government sectors meet on environment and sustainable development concerns, these need strengthening. In many countries, they still have to be organized.</p>	<p>SGP NC, NSC members, or non-governmental partners are providing constructive, value-added support as active members of RAF and other GEF related bodies in at least 100 countries</p>	<p>Membership roster and minutes of meetings of GEF related bodies.</p> <p>Testimonials from GEF Operational and Political Focal Points</p>	<p>There are no legal or political impediments to the active participation of SGP NCs, NSCs or non-governmental partners in national GEF related bodies; or at the very least, the government is open to discussions and negotiations on the matter</p>

--	--	--	--	--	--

Outputs	Activities
<p>At least one hundred countries have strong multi-stakeholder mechanisms for coordinating community-based efforts on GEF focal areas as well as in planning and policy-making in sustainable development.</p>	<ol style="list-style-type: none"> <li>1 Review and enhance NSC/NFG structure in consonance with SGP OP4 strategic priorities and also taking note of the need to align SGP activities to the country's RAF business plan and sustainable development strategies and priorities.</li> <li>2 Participation of the SGP country programme in the development and implementation of the country's RAF strategies and priorities as well as those related to sustainable development matters.</li> <li>3 Strengthen institutional links of SGP country programmes as well as select SGP CBOs/NGOs or networks to the country and global development aid community through the IA and EA members of the GEF SGP Steering Committee</li> <li>4 Enhance participation of government NSC members in SGP stakeholders' workshops, in site M&amp;E and visits, and other NGO activities supported by SGP.</li> <li>5 Support through the NSC, joint preparations between government and non-government sectors the country's preparation and participation in COPs of GEF-related conventions.</li> <li>6 Include GEF Focal Points and other key government officials in the Knowledge Management Platform of the programme.</li> </ol>

## OBJECTIVE 5

### Knowledge Management: Codification and exchange of good practice from SGP activities to inform and influence wider sustainable development policy and practice

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
<p><b>Outcome 12:</b> Enhanced enabling environment for community involvement in addressing GEF priorities in both policy and practice.</p>	<p>Agreements for information exchange with Convention Secretariats, GEF IAs and EAs and relevant NGOs.</p>	<p>SGP informing GEF reports to Conventions and participating in side events to CoPs.</p>	<p>Systematic information flow with Convention Secretariats as well as NGO-networks involved in Convention negotiations established and in active operation.</p>	<p>Convention documents, agreements, Performance and Results Assessments from country programmes and references to SGP approaches in outcome and policy documents.</p>	<p>GEF IAs and EAs collaborate actively with GEF SGP on community-level good practice dissemination</p>
	<p>No. of projects and programmes using SGP knowledge for design and implementation.</p>	<p>SGP small grants approached utilized by programmes, i.e. the World Bank (NBI) UNF (COMPACT), UNDP (CWI).</p>	<p>GEF IAs and EAs, as well as other development donors accessing SGP good practices and knowledge for application by other programmes and projects</p>		
	<p>No. local and national policies informed.</p>	<p>SGP National Steering Committees have taken role to link SGP to national policy development</p>	<p>All SGP country programmes have established information exchange links with national policy making bodies involved with GEF priorities</p>		

Outputs	Activities
<p>12.1 Good practice from SGP projects codified and disseminated to policy makers and practitioners at global, national and local levels.</p>	<ol style="list-style-type: none"> <li>1 Portfolio reviews and sub-portfolio studies with good practice case examples undertaken for all focal areas.</li> <li>2 Dissemination of studies and key findings to relevant practitioners and policy makers (GEF IAs and EAs, GEF-NGO network, Conventions and their secretariats and other partners)</li> <li>3 Articles, statements, fact sheets, videos and films emphasizing successful community based approaches produced and disseminated in conjunction with relevant events, conferences and initiatives at both country and global levels.</li> <li>4 Provide information about SGP activities and findings to convention secretariats (through GEF) and demonstrate SGP's contribution to and coherence with convention targets.</li> <li>5 Support and encourage participation of SGP NSC members, grantees and staff in national and regional policy dialogues and debates</li> </ol>

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline	Target		
Outcome 13: Global Knowledge Platform for exchange, codification and dissemination of community knowledge established.	No. of established practice networks and network members linked to relevant GEF thematic development practice knowledge systems.	Some grantee networks at national levels, and regional and global level networks for SGP staff.	SGP practice networks formalized and meta-networked with relevant practice networks and knowledge system, particularly with GEF SEC and its IAs and EAs.	Network overviews, membership statistics, user profiles.	Interest from partner organizations and practice networks to meta-network knowledge. Willingness from SGP network members to contribute knowledge to other networks.
	No. of individuals and organizations accessing SGP knowledge products and networks.	SGP website and project database has 1880 visits per month, 8810 page views per month.	3000 visits per month, 15000 page views. At least 500 registered users on SGP knowledge platform.	User and download statistics from SGP website and knowledge platform. Surveys.	
	No. of contributions from SGP to research, publications conferences, workshops and knowledge fairs.	SGP contributing to knowledge fairs at both global and local level, UNDP practice networks, and publications.	SGP to contribute to relevant knowledge bases and fora for environment and community based development	Reports to conferences, websites of practice networks, Performance and Results Assessment, citations in publications.	
13.1 Expanded access to SGP knowledge networks and codified best practice.	<ol style="list-style-type: none"> <li>1. Establish systems for facilitation and codification SGP practitioners' knowledge exchange according to thematic and geographic topics, as part of the Global Knowledge Platform.</li> <li>2. Link Global Knowledge Platform with other relevant thematic and geographic knowledge networks of GEFSEC, GEF IAs and EAs, GEF knowledge projects, and the wider development community and GEF-NGO network.</li> <li>3. Make SGP project information and data, in particular impact indicators system, available to partner organizations and research bodies.</li> <li>4. Disseminate project data to relevant partner knowledge databases at national and global levels.</li> <li>5. Pilot global virtual knowledge fairs: Virtual exchange and codification of experiences and good practice on defined topic for a limited time period, which then is synthesized and fed to policy and practice forums.</li> <li>6. Organize knowledge fairs with grantees in each SGP country, with participation of interested GEF IAs and EAs, members of GEF-NGO network, as well as other development partners as to share the experience from SGP's community work.</li> <li>7. Encourage and support participation of SGP grantees in external relevant knowledge forums.</li> </ol>				

## ANNEX C: RESPONSE TO PROJECT REVIEWS

- a) Convention Secretariat comments and IA/ExA response
- b) STAP expert review and IA/ExA response
- c) GEF Secretariat and other Agencies' comments and IA/ExA response

<b>GEF Secretariat Project Review 4-30-07 GEF Small Grants Programme</b>	
<b>Clarifications on the Project Review sheet</b>	
<i>As written in the PRS</i>	<i>Should read</i>
<i>Project Title: Small Grants Programme 4<sup>th</sup> Operational Phase, 4<sup>th</sup> Installment</i>	The <i>Project title</i> has been revised for clarity: <b>GEF Small Grants Programme 4<sup>th</sup> Operational Phase.</b>
<i>Operational Programmes: listed as 1-9 in PRS</i>	<i>Operational Programmes</i> covered by SGP are: 1-6 and 8-15
<i>Total Project Cost: USD 292.30</i>	<i>Total Project Cost: USD 291.39 million</i>
<i>Expected Outputs:</i>	<i>Expected Outputs:</i> The outputs listed in the GEFSec Project Review do not correspond to the outputs of the OP4 proposal but rather to the outputs of the OP3 replenishment proposal of 2006. Please see the OP4 Project Executive Summary or ProDoc for a full list of expected outputs.
<i>Country Eligibility: PRS states that 105 countries currently participate</i>	<i>Country Eligibility:</i> only <b>101</b> countries currently participate now given the revision to the status of Palestine Authority, Tokelau, British Virgin Islands, Montserrat and Poland.
<b>GEFSec comment</b>	<b>SGP Response</b>
<b><u>COUNTRY OWNERSHIP</u></b>	
<i>Expected at Work Program inclusion:</i>  Country drivenness -- A written request from the GEF National Focal Point is	This is standard procedure for SGP.



<p>a necessary first step to introduce SGP in a country.</p>	
<p><i>Expected at Work Program inclusion:</i></p> <p>GEF focal points propose the RAF allocation to the SGP.</p>	<p>This is correct.</p>
<p><i>Expected at CEO endorsement:</i></p> <p>Include all letters of requests from GEF focal points as well as proposed RAF allocation, where applicable.</p>	<p>Rather than include copies of letters and other information that already exists in different databases, SGP proposes that a table be used to indicate the above information. Please see table attached to ProDoc as Annex 6. See also para 72 of the ProDoc for reference.</p>
<p><b><u>PROGRAM AND POLICY CONFORMITY</u></b></p>	
<p><i>Expected at CEO endorsement:</i></p> <p>Countries using RAF contributions need to provide SGP strategy/plan for CEO endorsement.</p>	<p>This is generally coherent with the December Steering Committee meeting decisions; however, this is best interpreted as CEO endorsement of <b>individual</b> RAF Strategy within the Country Programme Strategy release of grant allocation. This would be for the full grant allocation for a country program totally dependent on RAF and for part of the grant allocation coming from RAF for a country partly dependent on RAF contributions. It would be extremely problematic if the CEO has to endorse <b>all</b> Country RAF Strategies as a package <b>before</b> CEO endorsement of the Project Document and its budget and for release of grant allocations. While all country programmes have had discussions with their GEF Focal Points or RAF related country committees on the priorities for the use of RAF funds, they have to undergo a process of writing up their specific RAF Strategy. Details on how this RAF Strategy should be written will still come out from the upcoming GEF SGP Steering Committee this June 2007. There would expectedly be screening of first drafts by SGP CPMT before reading and endorsement by the CEO. All these processes could take time, particularly if all the RAF Strategies have to be submitted first, as faster countries would then have to wait for the slowest ones.</p>

<p><i>Expected at CEO endorsement:</i></p> <p>In regions, such as Pacific SIDS where GEF is discussing a programmatic approach, the project document needs to highlight the process for integrating its activities within the overall program.</p>	<p>SGP currently has a strong focus on Pacific SIDS and has mobilized significant non-GEF resources to work in the area. As discussions progress in the GEFSec in regard to the proposed Pacific SIDS programme, SGP would be delighted to participate.</p>
<p><i>Expected at CEO endorsement:</i></p> <p>Provide criteria and process for competitive selection and renewing agreements with SGP national host institutions.</p>	<p>Please see Annex 1 of this Response to GEFSec Review, attached: <b>Criteria and process of competitive selection and renewal of SGP National Host Institution arrangements</b></p>
<p><i>Expected at CEO endorsement:</i></p> <p>Please provide status of previously funded “strategic projects” and planned allocation in GEF4.</p>	<p>A report will be provided at CEO endorsement detailing the status of all Strategic Projects to date. There is no planned allocation for the Strategic Projects window for GEF4, given budget constraints.</p>
<p><i>Expected at CEO endorsement:</i></p> <p>An overall strategy to ensure sustainability of the SGP needs to be provided, which includes a graduation policy as well as defining the use of national and other resources in SGP.</p>	<p>Please see Objective 2 of the OP4 Project Document, paras 106-111, starting on page 29.</p>
<p><i>Expected at CEO endorsement:</i></p> <p>Please include the reports from the portfolio review and ex-post studies and</p>	<p>A list of reports and publications from the portfolio review for biodiversity and climate change thematic areas are located in the “publications” section of the GEF SGP website at <a href="http://www.gef-sgp.org">www.gef-sgp.org</a></p>

<p>provide a list of planned studies.</p>	<p>and under the specific GEF thematic areas. Please also see planning matrix, activities under Objective 5, knowledge management, for planned studies.</p>
<p><i>Expected at CEO endorsement:</i></p> <p>Detailed monitoring and evaluation plan for the SGP to be provided.</p> <p>Please clarify who has access to the SGP database.</p>	<p>Monitoring of the SGP takes place at various levels and involves a variety of actors. Projects are monitored systematically by the National Coordinator and National Steering Committee to ensure fulfillment of project activities and progress towards projected impacts. Monitoring reports will increasingly be archived on the SGP intranet. The timing and periodicity of project monitoring is defined in negotiation between NCs and grantees. Projects are evaluated after they end by the NC or NSC directly or through a commissioned consultant. A sample of ex-post studies have been carried out three years after project termination to determine sustainability and strength of impacts.</p> <p>Country Programmes are monitored by UNOPS-CPMT Regional Teams. A series of Key Results Areas (KRAs) are identified and defined in detail in a Performance and Results Assessment (PRA), with corresponding indicators of success. These KRAs include a comprehensive assortment of elements critical to the overall success of a Country Programme in the areas of programming, operations, partnerships, etc. While the PRA is a formal annual assessment, KRAs are monitored on a fairly continuous basis through constant interactions with Country Programme teams. At the same time, informal assessments are often made of specific issues at different times throughout the year on a variety of topics e.g. upscaling experience, completion of knowledge management frameworks, etc. Country Programme impact studies will be carried out on a selective basis, time and resources permitting. Ten countries are audited every year as part of SGP's standard practice. SGP Country Programmes are also monitored by the Country Offices of UNDP, who has formal management responsibility for SGP as GEF IA.</p> <p>At the global level, SGP will be monitored by the new SGP Steering Committee. CPMT will report to the SGP Steering Committee on a variety of strategic, programming and operational issues, as requested.</p> <p>Please see Annex 3 of the ProDoc for a comprehensive systems diagram of the SGP M&amp;E system.</p> <p>-----</p> <p>The GEF SGP project database is maintained by the country teams (National Coordinators and Programme Assistants), who input data as projects are approved and update the information on a regular basis until project completion. CPMT monitors project portfolios based on this data.</p>

	<p>The project database is closely integrated with the GEF SGP website at <a href="http://www.gef-sgp.org">http://www.gef-sgp.org</a>, and most data about the individual projects as well as basic "live" portfolio summaries can be viewed on the website. There are also several ways to browse and search in the portfolio.</p> <p>Custom reporting features, full project downloads and advance query tools are available through the SGP Intranet. SGP country teams have access to these features to monitor their respective project portfolios, while CPMT has access to monitor global, country, regional and thematic portfolios. Access to the intranet can be granted to other users such as researchers, and partners doing portfolio reviews. For example, the GEF Evaluation Office was provided access to prepare for the 4th Independent Evaluation of the SGP earlier this year.</p> <p>The SGP project database has during the past year undergone a series of new upgrades and improvements, including the new impact assessment system which enables targeted and quantitative monitoring of project impacts. Integration of a GPS coordinates on satellite imagery as well as synchronization with UNOPS financial system has also been added.</p>
--	---

**FINANCING**

<p><i>Expected at Work Program inclusion:</i></p> <p>A revised financing plan to be provided with detailed justification of the administrative costs and front-loading the project.</p>	<p>The comment is the same as in the review sheet for the replenishment proposal for Year 3 of OP3, hence it is unclear whether the comment is still relevant.</p> <p>The OP4 financing guidelines have been set by the GEF SGP Steering Committee at its December 11 meeting. These guidelines are in Annex 3 of the ProDoc. Subsequent meetings with GEF SEC further detailed the financing plan and provided assurance that enough funds from SGP core funds and from RAF contributions are available to finance both the administrative/operational budgets and the grant allocations for all SGP country programmes for the whole of GEF 4.</p> <p>The OP4 budget is not front loading any resources, either core or RAF. In fact, resources are being ‘back loaded’:</p> <p>2007/2008: 32.2 % of core, 30.9% of RAF  2008/2009: 33.1 % of core, 32.8% of RAF  2009/2010: 34.7 % of core, 35.3% of RAF</p> <p>Details on what the administrative and operational expenses are laid out in SGP’s response on the breakdown of various administrative costs. These administrative costs are already significantly lower than</p>
---	---

	<p>previous years' budgets, despite a significant increase in number of countries:</p> <ul style="list-style-type: none"> <li>• For programme mobilization, strategic guidance and M&amp;E only \$1.2 million is budgeted for 07/08, down from \$1.9 million in 06/07.</li> <li>• For 07/08, it has been budgeted \$8.6 million for country level programme management, a reduction of 200 K from 06/07 despite increased number of countries participating in the programme.</li> <li>• For global programme management, \$1.13 million has been budgeted for 07/08, down from \$1.7 million for 06/07.</li> </ul> <p>SGP cannot see any other way to reduce operational costs at present without jeopardizing very important programme activities related to communications/knowledge management, lessons learned/impact assessment, technical assistance, audits, strengthening of country teams, evaluation and for field monitoring and outreach at country levels.</p> <p>Also, see response to comment on non-grant component below.</p>
<p><i>Expected at Work Program inclusion:</i></p> <p>The non-grant component of the project is \$50 million. This is 32% of GEF contribution (core and RAF) and therefore exceeds the previously set limit of 25%.</p>	<p>SGP has been informed that the policy now is that there is a fixed standard IA/EA fee for GEF projects of 10%. Given this, if we take out the 6% UNOPS execution fee which now becomes part of the fixed IA/EA fee, the non-grant component of the project, as budgeted, is \$35.1 million, which is <b>24%</b> of the \$145.69 million requested in GEF financing for the project.</p> <p>The previously set limit of 25% for SGP, approved by the GEF Council in previous budget requests, followed a formula where the admin costs are set not only against the GEF funding available but also on the cash cofinancing required to be raised. The rationale is that while most of the cash cofinancing raised by SGP are from very small "donors" (e.g. grantees or local NGOs), the funds raised reduce the admin cost of the local projects if not that for the whole country and global programme which have fixed costs. Support to grantees in linking with potential cofinancing partners, however, require additional effort which adds to administrative costs. It should also be noted that as SGP is a community-based programme that requires also supporting the communities' livelihood and other development needs to be effective, cofinancing is needed to help support certain non-GEFable project components. In a sense the additional effort and administrative cost expended to access such cofinancing is paid back in terms of greater relevance and effectiveness of the resultant grantmaking. If this previously set practice is used, then SGP non-grant costs comprise only about 19%</p>

	<p>of the total funds to be utilized.</p> <p>It should also be pointed out here that SGP’s non-grant costs include items related to communication/knowledge management, lessons learning, outreach and capacity building – which are considered not as administrative costs in many other projects. Given that SGP has been tasked to contribute to global environmental benefits through sharing of knowledge (a key objective and outcome of SGP OP4) and expanding impacts through mainstreaming, scaling up and replication, then these budget items are actually key activities and outcomes of the programme itself. SGP is not just about grantmaking but also about capacity building and institution building. Thus, certain non-grant costs should not be strictly defined as administrative costs.</p>
<p><i>Expected at Work Program inclusion:</i></p> <p>Co-financing is not charged for project management costs. Excluding the 10% IA fees the project management costs are 23% of GEF funds (Core and RAF) and charged as follows: Core budget charged at 41%, RAF support charged at 10%, Co-financing charged at 0%.</p>	<p>The CEO has accepted that 10% be charged on RAF and the remainder on SGP core funds. She has also agreed that small cofinanciers not be charged for admin costs.</p> <p>SGP does, however, negotiate with major donors to cover admin costs for the resulting expanded work of the partnership. For example, NZAID in the Pacific (\$1,501,851 for 2007 with similar budgets expected for 2008 and 2009) pays for half the honoraria for National Focal Persons helping manage the SGP in 9 small island states, they pay half the cost of major meetings, some of the travel costs, and for needed technical advisers. We estimate that the admin cost paid by NZAID is 19% of the total co-financing - however since NZAID is also covering capacity building activities, their actual admin cost as per the definition used in SGP is closer to 33%. Without this cofinancing partnership, the administrative costs of SGP in the Pacific Region, vis-à-vis the impact to be achieved, would have been higher.</p> <p>As in the case above, cofinancing allows SGP to expand its work and impact and the major donor partner is charged for the admin cost of that expanded work. SGP country programmes, however, have basic and fixed admin costs which have to be paid for with or without the cofinancing partnership. There have been cases, however, such as in the former LIFE and AFRICA 2000 programs of UNDP when the cofinancing partnership required 50% of SGP staff time on a long term basis. In such a case, the salary and other operational expenses of the SGP team have been correspondingly shared by the partner program.</p>
<p><i>Expected at Work Program</i></p>	

<p><i>inclusion:</i></p> <p>The project management costs are fixed while the RAF contributions are only partially committed. In the absence of RAF contributions being committed in future, there is a risk of significantly increasing the burden of management costs falling on the core budget.</p>	<p>Under the present arrangement where certain SGP country programmes are totally dependent on RAF funds, the risk of increasing the burden of management costs are low given that these country programmes simply close without such RAF contributions. The risks entail costs for proper closure of the country programme and active projects. For those partially dependent on RAF funds, loss of the RAF contributions will force a drastic decrease in grantmaking and other activities which would then have to be dealt with by either keeping only a National Coordinator or a Programme Assistant or putting adjacent country programmes under a subregional or regional modality that saves on administrative costs.</p> <p>The programme will adjust administratively to the level of RAF contributions it would get. The trend, however, is less on a decrease on the RAF contributions already committed but rather to an increase given that several countries have committed for the whole GEF 4 while others who have not yet given contributions and are not factored in the present budget have signalled that they intend to eventually contribute.</p>
<p><i>Expected at Work Program inclusion:</i></p> <p>\$4 million is being allocated to premises and organizational support for SGP national host institutions, which is UNDP in majority of cases. This is in addition to \$3.5 million for equipment, operations and maintenance costs. Moreover, UNDP is also charging GEF \$252,200 for renting its premises in New York. This is one cost (\$7.5 million) that UNDP as SGP Implementing Agency for past 14 years need to consider graduating and include as IA in-kind support to the</p>	<p>There are currently two institutional options for hosting the GEF SGP in-country: 1) with UNDP, the GEF Implementing Agency responsible for managing the Programme (either at the UNDP office or off-site), or 2) with a National Host Institution (NHI - either a NGO or academic institution). During the mission to a country to assess conditions for establishing a SGP Country Programme, all options are explored in regard to where the office can most cheaply and effectively be located. While the cost of office rent is an important consideration, other aspects taken into account in deciding where to locate the SGP office include: other types of support from the institution, including use of equipment and vehicles; synergies with ongoing programmes; cofinancing; easy access to the office by community based organizations; security issues; and in-country advantages or disadvantages of association with a particular institution in the country's specific circumstances. Given the range of country contexts in which SGP operates, there is no single institutional arrangement or justification that suits all. Office arrangements are evaluated yearly as part of the annual review of Country Operating Budget requests.</p> <p>Budget line for premises either refers to the rental of office space outside of UNDP or within UNDP. UNDP does not own the buildings it operates in and must operate on a cost-recovery basis. Average costs per Country Programme (non-NHI-based) is approximately USD 12,000 per annum.</p>

	<p>Rental of NHI premises and equipment are covered under the NHI contract.</p> <p>Equipment costs of USD 3.5 million translates roughly to USD 1.15 million per year. The amount for equipment goes to the SGP country programme and not to UNDP and similarly for operations. Maintenance budget funds go to UNDP only if the country programme rents equipment and office from the UNDP Country Office. But again, SGP country programmes rent equipment and office from the UNDP Country Offices only if this is the most cost-effective option.</p> <p>As part of the strategy to assist mature Country Programmes to make the transition to independence from GEF financing by 2010, partnerships and other sources of financing will be identified over the next three years that will permit reductions in the cost of administrative support from GEF during the same period. This will include provision of UNDP support for equipment, operations and maintenance especially where UNDP country offices plan to utilize the SGP country programme and its built delivery mechanism for their other projects and programmes.</p>
<p><i>Expected at Work Program inclusion:</i></p> <p>The revised project document requests a 10% IA fees. The past practice was to limit it to 4% only. Justification needs to be provided for more than doubling of the IA fees in addition to 23% project management costs.</p>	<p>The UNDP fee remains at the discounted 4%. The difference in this budget is that the IA/ExA fee (10%) now includes the discounted executing fee of UNOPS of 6% which previously was budgeted separately.</p>
<p><i>Expected at CEO endorsement:</i></p> <p>Please provide break-down of the following budget items:</p> <p>Workshops \$1.8 million  Communication \$0.5 million  TA \$0.5 million  Travel \$2 million  CT's \$0.15 million</p>	<p>The explanation of what the specific budget items include, best as laid out in the ProDoc's budget section, are presented below:</p> <p><u>Global Level programme mobilization, strategic guidance and M&amp;E:</u></p>



Lessons learnt \$0.6 million  
Total \$5.5 million

*Global/Regional Workshops* are key for the sharing of knowledge, experience and lessons learned across the more than 100 countries of the SGP and for developing a consensual knowledge base for the country programmes regarding GEF policies and SGP's approaches, with a view to formulating a global vision among locally focused country programmes. For the replenishment period of 2007-2008, the budget of \$390,000 is actually not enough to hold a workshop with the participation of coordinators from all countries in SGP. This budget is just enough for a critical workshop for the more than 40 countries that would "graduate" from SGP to be properly oriented on how to prepare for such "graduation" and to share plans to create programme sustainability in as short as 3 years time. This global workshop and succeeding regional workshops are also very important as orientation venues for new coordinators, for consolidating country strategies to complement with regional and global strategies, provide for face-to-face meetings with the global team (which only occurs through these workshops), and to check on progress on deliverables for the year and for the operational phase. In the past, Programme Assistants and representative from National Steering Committees attended these workshops. To cut on costs, the plan for the coming years will limit participation to just the National and Subregional Coordinators and only for a selective set of countries.

*Communication and knowledge management* refer to the multi-media products such as publications, video, and film (in at least 3 languages – English, Spanish and French) that SGP produces. This also includes the maintenance of an SGP global database and website. Note that for SGP OP4, a major outcome is the development of a Global Knowledge Management Platform. By consolidating the programme's "lessons learned" and successful approaches and technologies into knowledge products that will be utilized and appreciated globally, the programme contributes to global benefits though its projects are very local. Continuing work of SGP on these have led to greater awareness of GEF and its focal area concerns at the country as well as global levels and with its civil society stakeholders as well as with government and donor agencies.

The *lessons learned/impact assessment* budget item provides the materials for communications and knowledge management. This includes the portfolio reviews of SGP's projects in all focal areas, thematic case studies, as well as ex-post studies of projects that had ended its GEF funding more than 3 years past in as many as could be selected from 60 mature countries past to assess impacts and sustainability. Again, the capacity of SGP as a global programme to support the creation of global benefits depends on the consolidation and dissemination of knowledge products globally.

Travel and M&E at the global level refers to mission from the SGP Central Programme Management Team (CPMT). These missions include the start-up of at least 5 new countries in 2007 and 2008 and then 11 in 2009. These also include monitoring the progress in the more difficult and problematic country programmes especially upon request of the stakeholders in these countries. In SGP OP4 it is expected that CPMT staff will need to travel to certain countries and regions to support efforts at “graduation” of certain countries, to establish partnership with donors as well as to meet commitments for joint steering committee meetings with donor partners. In certain exemplary cases, SGP CPMT representation may be necessary for major events needed to be organized by SGP in Conference of the Parties where GEF is the financing mechanism. This attendance to international meetings is also critical for SGP in terms of networking with potential cofinanciers and for contributing to global benefits through active inputting into global governance discussions. This budget item also includes travels to meet with major global cofinanciers to assess progress and continuation of partnerships (at least once per year with NZAID in the Pacific and similarly with UNF) as well as to start up new cofinancing partnerships (targeting the European Commission, the European regional governments, development agencies particularly those of Switzerland, the Netherlands, United Kingdom, Germany, Norway and Japan. A major partnership with UNV to provide volunteer support to SGP country programmes globally particularly in LDCs and SIDS is also under development and will require travel to its headquarters in Bonn. The budget required for these items are higher than as requested. Thus, the plan is to make travels back-to-back as much as possible such as attendance to key international meetings riding on missions to start up new countries.

The technical assistance budget item is for recruiting international experts to support critical SGP efforts. In SGP OP4, while the CPMT will take most of the expert work needed, there would be need for support as far as the programme’s new shift to increased partnership with the private business sector and for exploring linkages between community projects with microfinance, marketing and entrepreneurship. There is also expected need for expert support to augment limited CPMT staff time in the development of proposals for cofinancing with major donors.

The audit budget item is linked to SGP’s risk assessment system. These audits are both financial and management audits to be performed by accredited audit firms. The programme had the practice of selecting at least 10 country programmes to be audited every year with an average cost of \$10,000 per country programme. As such, majority of SGP country programmes are audited at least

once every operational phase.

*CTs strengthening* refers to building the capacity of National Coordinators, Programme Assistants, and members of the National Steering Committees to properly start-up and to manage an effective SGP country programme. Every new National Coordinator visits a mature SGP country programme and is mentored by the National Coordinator of that country as well as observes first hand meetings of the National Steering Committee and the implementation of projects. Members of National Steering Committees can also make arrangements to visit and learn from a more mature country programme. Specific training programmes are organized for the country teams particularly for work that is new to SGP. For SGP OP4, greater focus on landscape and programmatic approaches for greater impact, strengthened partnership with the private sector, and use of non-traditional funding sources such as microfinance and entrepreneurship will need special training activities for SGP country teams. It is projected that many of the more than 40 “graduating” country programmes would need support under this item to help them prepare better for sustaining their SGP programmes when support from GEF funds end.

Evaluation of SGP country programmes outside of SGP

Independent Evaluations has always been part of SGP’s monitoring and evaluation system. To provide for objectivity, such evaluations are best done by independent experts or institutions. In the past this was done by all countries every two years and is called the Biannual Programme Review (BPR). The original plan was to get all operational SGP country programmes to have an end-of-OP3 review and evaluation by December 2007. But the immediate shift to an SGP OP4 to align the programme to GEF 4, the reduction of the admin budget, and the more than 100 countries in SGP forces a selective approach. The present budget allows only a select number of countries (about 30 or so with about \$3000 average costs), to have such a comprehensive programme review every year with the aim of all having had such a review at the end of SGP OP4.

Country level Programme Management:

The estimates for the budget items under this category are based on what are referred in the programme as Country Operating Budgets (COBs). Over the years, UNOPS have compiled the COBs for every country programme and the budget requested for SGP OP4 estimates what items under these COBs would be given expansion of country programme portfolio over time, new tasks and deliverables, inflation and requirements of new country programmes. The amounts requested under each of the budget item is the total for 101 SGP country programmes plus the 21 new ones

that will be started up on a phased approach with the SGP OP4 period. The totals under each of the budget items will always have to be divided by more than 100 countries to have an appreciation of how small and reduced each item is for each country programme.

The *personnel* budget at the country level are for salaries of the National Coordinators (NCs) and Subregional Coordinators (SRCs) and their Programme Assistants (PAs). In a few countries, with large portfolios, wide geographic coverage or in particularly dangerous situations (i.e. in countries affected by civil war) there are driver/clerks which by necessity were recruited and added to the country SGP team. The salary rates are for local staff and are computed according to the guidelines of the UNDP Country Office for the corresponding post level and TOR of the NCs/SRCs and PAs in the country.

The *National Host Institution (NHI)* budget item is for the contract with NGOs selected to host SGP country programmes whenever SGP appraisal or start up missions find that it is more advantageous for the programme to be hosted outside the UNDP Country Office. In such cases, UNOPS negotiates with the selected NHI to support the management of the programme and the contract includes: (1) country programme administration (salaries of Programme Assistants and in two cases of the National Coordinator, travel within the country, purchase/rent of office equipment and furniture, communication and audio equipment, IT equipment, purchase of supplies, rental and maintenance of premises, miscellaneous expenses such as insurance and bank charges); (2) capacity building workshops, and; (3) knowledge management and communication. The budget item under NHI therefore is almost the Country Operating Budgets for all country programmes hosted by NHIs.

The budget item of “*premises*” refer to the office rent, payment for water and electricity, for custodial and security services, cleaning and payment for use of common areas and services for SGP Country Programmes that either rent office space in UNDP Country Offices or other offices outside of any agency. The policy of the programme is to rent outside of the UNDP country offices if security considerations allow it and if the programme can have significant savings by doing so. UNOPS requires at least three costing proposals for premises and negotiates with the lowest offer.

“*Equipment, operations and maintenance*” also refer to expenses for SGP Country Programmes that are not hosted by NHIs. Equipment are mostly computers and softwares, printers, fax machines, copiers, audio-visual and IT equipment, land and mobile phones while operations and maintenance are for stationary and other office supplies, vehicle rent or fuel, phone charges, postage and courier

services, e-mail charges, insurance, and bank charges. Operations budget also support the holding of regular meetings of technical committees for screening project proposals and for the National Steering Committees for final review and approvals.

“*Workshops*” are mostly capacity building workshops. It should be noted that SGP supports the most vulnerable and poorest communities and it is critical that support be provided in the development of proposals as well as sharing of lessons learned between those with successful projects and those still putting their projects together. The budget for workshops would support the travel of participants and country SGP team, payment for the most cost effective venue as well as board and lodging and materials for the activity.

“*FM/travel*” refers to “field monitoring” and travel associated with it. Site visits are made as much as possible as part of project proposal reviews to check that communities indeed were part of proposal development and need support as proposed. Projects that are in implementation are also regularly visited by the National/Subregional Coordinators and selectively by members of National Steering Committees to identify issues and difficulties before they become insurmountable problems. End-of-project review visits are also made as part of SGP M&E.

Local “*technical assistance*” is resorted to when certain issues or problems are not within the expertise of the National/Subregional Coordinators or members of the National Steering Committees. Such assistance can be utilized in helping certain communities and their local CBOs/NGOs develop proposals or to try out new methodologies such as video proposals and documentation for indigenous peoples or the certification/marketing of sustainable products.

“*Outreach*” is related to SGP efforts at creating impacts larger than its small and local projects. As such each Country Programme must share its lessons learned to as wide as audience that could be reached, to include not just civil society groups but also decision and policy-makers in government and donors. As a result, SGP is the GEF programme where GEF related information materials are available in as many languages and appropriate media as there are countries in the programme. In SGP OP4 this outreach will have to expand some more as each country programme will be tasked to reach out to the private sector and bring them in as partners and cofinanciers. Costs will be incurred for publications and audio-visual productions as well as for translations and distribution. There are and will be other media related expenses such as for radio and television features. For the new country programmes, brochures and

	<p>other information materials are necessary for nationwide dissemination.</p> <p>“<i>Sundry</i>” items are incurred for meetings of the National Steering Committees such as for reimbursements for travel to meetings and refreshments during meetings as well as for printing and photocopying of documents requested by participants during workshops and meetings.</p>
--	---

**INSTITUTIONAL COORDINATION AND SUPPORT**

<p><i>Expected at CEO endorsement:</i></p> <p>Provide further information where available on collaboration with IAs and EAs.</p>	<p>Details of direct collaborative partnerships are already provided in the Project Document as <u>Annex 3</u>.</p> <p>As a GEF corporate programme, SGP has collaborated with GEF Implementing and Executing agencies in a wide range of relevant activities. A part from collaboration in partnerships, staff of UNDP, UNEP and the World Bank are members of National Steering Committees (NSC) in specific SGP country programmes. Some selected examples include:</p> <ul style="list-style-type: none"> <li>• <b>UNDP</b> Energy and Environment Group and Columbia University collaborated with GEF SGP to produce knowledge management products based on the assessment of the contribution of community energy activities to MDGs with the aim of identifying models or approaches for mainstreaming, up scaling or replicating globally. Replication, scaling up and mainstreaming is an important aspect in SGP as a tool for achieving global environmental benefits. SGP has collaborated with UNDP to document and publish climate change case studies based on the SGP portfolio review.</li> <li>• <b>UNDP</b> GEF jointly with SGP collaboratively developed the US\$ 5,000,000 full size project for the implementation of the community based adaptation programme under the GEF Strategic Priority on Adaptation (SPA)</li> <li>• <b>UNEP</b> Mediterranean Action Plan Strategic Partnership on Mediterranean Large Marine ecosystems is working with GEF SGP to conserve the Mediterranean large marine ecosystems. This strategic partnership lays the foundation for SGP countries bordering the Mediterranean Sea to link up with a larger international waters initiative, and provides the institutional and technical supporting for the GEF.</li> <li>• Nile Transboundary Environmental Action Programme – Micro Grant</li> </ul>
--	---

	<p>Programme (NTEAP-MGP) of the <b>World Bank</b>-GEF Nile River Project. This cooperation arrangement enhance the efficiency and cost-effectiveness of the GEF system, providing a model for other FSPs/MSPs to follow to save the administrative cost in implementing small sized community-based action by using existing SGP mechanisms as the delivery mechanism.</p> <ul style="list-style-type: none"> <li>• <b>UNEP</b> Micro grant Programme Regional project covering Uganda, Tanzania, Rwanda and Mozambique. SGP manage, implement and monitor the Micro-Grants Programme (MGP), component of UNEP project “Capacity Building to Alleviate Poverty through Synergetic Implementation of Rio Multilateral environmental Agreements (MEAs)” within the framework of the New Partnership for Africa’s Development (NEPAD).</li> <li>• <b>World Bank and UNDP</b> Reversing Land and Water Degradation Trends in the Niger River Basin (RLWD). SGP facilitate the implementation of the small grants component of the RLWD project. Partnership developed in March 2006 to provide opportunity for civil society stakeholders to engage in an exchange of lessons learned from the transfer of knowledge at the grass-roots level.</li> <li>• <b>UNEP</b> Global project with International Alliance of Indigenous and Tribal Peoples. A UNEP MSP approved to support international indigenous networks. GEF SGP will complement this project by being a member of its coordinating board and providing appropriate support at the country level through its country programmes.</li> <li>• <b>FAO</b> Globally Ingenious Agricultural Heritage Systems. SGP participated in project development discussions as part of the GIAHS Steering Committee and has established a partnership with FAO in regard to project implementation at the local level.</li> </ul> <p>See paragraph 19. The SGP Operational Group was upgraded to a Programme Steering Committee, which includes memberships from GEFSec, IAs and EAs, with the GEF CEO serving as the Chairperson, following the Fourth GEF Assembly. First meeting held in December 2006. Analysis made on how many full-sized projects with IAs and EAs have or could have GEF SGP components or use GEF SGP approaches and strategies.</p> <p>See Paragraphs 38-43. SGP has established strong collaboration and linkages with GEF FSPs and MSPs, in collaboration with GEF IAs.</p> <p>Detailed activities to involve IAs/EAs in GEF-4 can be found: para. 74; para. 79; para. 83; para. 86; para. 122; para. 87; para. 88; para. 90; para. 91; para. 92; para. 93.; para. 95; para. 114; para. 118; para. 121, para. 122; para. 142; para. 146.</p>
<p><i>Expected at Work Program inclusion:</i></p>	

<p>Terms of Reference for the SGP Steering Committee to be provided.</p>	<p>Now included as Annex 6 to the ProDoc. See paragraph 154 for reference.</p>
<p><i>Expected at Work Program inclusion:</i></p> <p>There is scarce documentary evidence on the global environmental benefits derived from the 7,300 small grants though it is clear that slightly more than half the projects are related to biodiversity focal area. This imbalance will need to be corrected.</p>	<p>This comment refers to the OP3 Year 3 proposal of December 2006. Below is the original response to that comment.</p> <p>It is unclear from this comment if SGP is expected to incorporate evidence of global impacts from projects over the past 14 years into this specific annual replenishment proposal for Yr 3 of the SGP OP3. Evidence regarding project impacts has been accumulating over the years in multiple studies, evaluations and other publications. While there is currently no agreement among SGP parties – GEFSec, CPMT, GEF Evaluation Office - on the definition of global impacts in the SGP context, the database has been strengthened to record global impacts more precisely. Further clarification regarding global impacts is welcomed – increasing documentation of global impacts will be provided during Yr3 of OP3 in the database, the 4<sup>th</sup> Independent Evaluation, and other studies and reviews.</p> <p>As to the balance of SGP grant portfolios vis-à-vis focal areas, this will now be influenced by the full dependence or partial dependence of country programmes to RAF contributions from either the biodiversity or climate change focal areas. SGP is also a demand-driven programme and the types of projects to be funded depend to a large degree on the needs of its community/CBO/NGO partners. The SGP OP4 ProDoc, however, provides enough guidance to at least encourage country programmes to create balanced project portfolios linked to GEF 4 priorities.</p>
<p><i>Expected at Work Program inclusion:</i></p> <p>The target of including 10 new countries each year into SGP (Outcome 1) as well as maintaining existing country programs (Outcome 3) will depend upon the graduation policy and utilization of other</p>	<p>This appears to be a comment directed at the OP3 Year 3 replenishment proposal. The 11 December Steering Committee meeting targets a total of 21 countries on the waiting list for entry into SGP during GEF4. The current projection is that five countries will enter in Year 2 of GEF4, five in Year 3 and 11 in Year 4.</p>



<p>resources which is not explained in the project document.</p>	
<p><i>Expected at Work Program inclusion:</i></p> <p>Target of Outcome 3 indicates an increase of administrative budget due to increase in number of country teams.</p>	<p>This comment refers to the OP3, Year 3 proposal of December 2006.</p>
<p><i>Expected at Work Program inclusion:</i></p> <p>The list of countries provided in the project document do not match the situation on the ground. Some countries listed under 2006 date of entry in the Annex I list reported no small grants program in April 2007.</p>	<p>All the countries in Annex 1 of the ProDoc are already participants to the SGP. They are either already disbursing grants or are in the process of setting up the institutional arrangements, such as recruitment of National Coordinator, formations of NSC, creation of Country Programme Strategy, etc. The following countries are in process of recruiting their National Coordinator:</p> <p>Cape Verde Gambia Guinea Lesotho Malawi Zambia</p> <p>The situation in SGP is that countries who have had a start-up mission are already considered participating countries of the programme. However, no grantmaking can proceed unless 3 requirements are achieved: (1) National/Subregional Coordinator selected and trained; (2) National Steering Committee/National Focal Group (NSC/NFG) organized, and; (3) Country Programme Strategy developed consultatively and approved by the NSC/NFG and the CPMT. Different countries achieve these requirements at varying speeds. Thus, country programmes that are slow end up with grantmaking only in the next year particularly when their start-up is also late in the year.</p> <p>In previous years, grant funds allocated to countries that will not be utilized are distributed to other country programmes, with priority to those that had less or where there would be cofinancing partnerships. There will have to be an adjustment to this practice for countries where specific RAF contributions have been committed by their governments for utilization of their country programmes.</p>

<p><i>Expected at CEO endorsement:</i></p> <p>Please provide separate lists of countries where SGP is ongoing from the new countries with expected date of entry.</p>	<p>Expected entry to be discussed with GEF Sec and Steering Committee. SGP is ongoing, or in the process of starting operations (see comment above) in all countries listed in Annex 1 of the ProDoc. The list of countries to be admitted to SGP can be found in the letter from the GEF CEO in Annex 2 of the ProDoc – expected date of entry of these countries will be discussed and agreed by the GEF SGP Steering Committee.</p>
<p><b><i>Summary recommendations</i></b></p>	
<p><b>Expected at Work Program inclusion</b></p>	
<p>The approval for frontloading the SGP in the first year requires further explanation and detailed information on graduation strategy.</p>	<p>No frontloading is being done. This comment appears to pertain to the OP3 Year 3 replenishment proposal. Please see above for further discussion of this point.</p> <p>Information on graduation can be found in the GEF SGP Steering Committee minutes and the Project Document under Objective 2, Sustainability.</p>
<p>Please include detailed terms of reference for the steering committee that will provide oversight in SGP's management as applicable to GEF Corporate Programs.</p>	<p>Now included as Annex 6 to Project Document. These TOR were approved by the GEF SGP Steering Committee in December 2006.</p>
<p>The table on administrative costs does not include the administrative costs of the grantees. Both these costs need to be included in this table to give a more realistic figure on administrative costs.</p>	<p>There is a significant, qualitative difference between costs associated with programme management (administrative costs) and management costs associated with project implementation. Programme management at the global level is aimed at ensuring effective performance and operations of the SGP as a whole by direct provision of support materials, inputs and services to Country Programmes, as well as through activities aimed at ensuring adequate support to the global programme through partnerships, resource mobilization, communications, and other things.</p> <p>Country Programme management costs are related to ensuring the effective performance and operations of the SGP at the country level by direct provision of support to grantees, as well as through activities aimed at ensuring the stability and sustainability of the Country Programme through partnerships, resource mobilization, communications, and other elements.</p> <p>Costs of projects are associated with ensuring project impact and</p>

	<p>sustainability through effective implementation of project activities. Effective implementation requires management of the organization and provision of project inputs in the form of expertise, materials, equipment, and other elements whose synergistic impact is greater than just the sum of the individual inputs. As such, in the SGP, project management costs differ qualitatively from programme management costs and are absolutely essential in achieving project impact and sustainability. Another essential feature of SGP projects is that through implementation by their proponents, they can be considered part and parcel of broader capacity development through learning-by-doing. Since SGP project implementation is managed by proponents, costs associated with project management are also related to capacity building of the proponent CBO or NGO.</p> <p>As is logical to expect with over 8,200 projects in close to 100 countries, costs associated with project management vary considerably (from 0 – 25%, depending). On the one hand, for the current replenishment proposal, it is impossible to indicate a specific percentage or dollar figure to be integrated into the administrative costs table. On the other, given the qualitative difference between global and country level programme management costs and project management costs, integration of the latter into this administrative costs table obscures these differences and leads to erroneous conclusions about the relationship between management costs and grant allocations.</p> <p>It should also be noted that in the World Bank-implemented Critical Ecosystems Partnership Fund (CEPF), a GEF FSP with a similar grantmaking modality as SGP, the sub-grantees are allowed 13% for non-grant costs. How much more therefore in SGP where the sub-grantees are the most vulnerable and poorest communities in the countries involved.</p>
<p>Further details are needed to justify the specific components of the administrative costs, specifically the travel costs, consultants and miscellaneous.</p>	<p>See the detailed explanation above of what each of the administrative budget items includes.</p>
<p>Please respond to all the queries listed in the Financing Section above.</p>	<p>See above for responses to queries.</p>
<p>Please ensure that only GEF eligible countries are included in the</p>	<p>Only <b>101</b> countries currently participate in SGP given the revision to the status of Palestinian Authority, Tokelau, British Virgin Islands, Montserrat and Poland.</p>

<p>SGP for GEF4. Countries that are not going to be eligible in GEF4 need to be excluded from the SGP following the GEF policy.</p>	
<p><b>Expected at CEO endorsement:</b></p>	
<p>Include commitment letters from co-financiers.</p>	<p>Please see overview of co-financing in the Project Executive Summary. SGP has more than 6,000 cofinanciers. The vast majority of co-financing is raised by local project proposals and known only when such proposals are put forward. Furthermore, cofinancing is also raised as part of the implementation of these projects; therefore it is impossible to obtain letters ex ante. Larger donors' MOUs are available and are available at <a href="http://docs.gef-sgp.org/partnerships">http://docs.gef-sgp.org/partnerships</a>. The actual file containing these documents is greater than 35 Mb in size.</p>
<p>Provide a complete list of ongoing and new countries, their eligibility status, including endorsement letters from the GEF Focal points and proposed allocation from RAF, where applicable.</p>	<p>List of countries participating in OP4 available in Annex 1 of Project Document. All countries participating are eligible for GEF funding.</p> <p>New countries to enter during OP4 are available in Annex 2: Letter from CEO on participation of 21 New Countries</p> <p>An endorsement letter from the GEF Focal Point for participation in SGP is a formal requirement for start-up in the programme. RAF contributions could also become a formal requirement if the GEF SGP Steering Committee so decides. These could be presented and discussed at the planned GEF SGP Steering Committee meeting this coming June 2007.</p>
<p>Provide completion status of all small grants funded by SGP in the past, including expected time for completion. Indicate number of grants expected to be provided in GEF4.</p>	<p>Data is available in the SGP database. The information can be consolidated and provided at the GEF SGP Steering Committee meeting this coming June 2007.</p> <p>As to the number of grants expected to be provided in GEF 4, only estimates can be made. As a demand-driven grant modality, proposals will come from communities and their CBO/NGO partners and could be anywhere from \$2,000 for planning grants, and from \$10,000 - \$50,000, with a global average of \$25,000 for the full small grants projects. As such, approximately 5,500 projects may be funded over the three years of OP4.</p>
<p>Include list of countries that will graduate from SGP based on the agreed criteria and attach the</p>	<p>To be submitted and presented in the upcoming GEF SGP Steering Committee meeting this June 2007.</p>

<p>format for countries to submit graduation plans on completion of the GEF-4 cycle.</p>	
<p>Submit detailed monitoring and evaluation plan for the SGP.</p>	<p>Monitoring of the SGP takes place at various levels and involves a variety of actors. Projects are monitored systematically by the National Coordinator and National Steering Committee to ensure fulfillment of project activities and progress towards projected impacts. Monitoring reports will increasingly be archived on the SGP intranet. The timing and periodicity of project monitoring is defined in negotiation between NCs and grantees. Projects are evaluated after they end by the NC or NSC directly or through a commissioned consultant. Ex-post studies are carried out three years after project termination to determine sustainability and strength of impacts.</p> <p>Country Programmes are monitored by UNOPS-CPMT Regional Teams. A series of Key Results Areas (KRAs) are identified and defined in detail in a Performance and Results Assessment (PRA), with corresponding indicators of success. These KRAs include a comprehensive assortment of elements critical to the overall success of a Country Programme in the areas of programming, operations, partnerships, etc. While the PRA is a formal annual assessment, KRAs are monitored on a fairly continuous basis through constant interactions with Country Programme teams. At the same time, informal assessments are often made of specific issues at different times throughout the year on a variety of topics e.g. upscaling experience, completion of knowledge management frameworks, etc. Country Programme impact studies will be carried out on a selective basis, time and resources permitting. Ten countries are audited every year as part of SGP's standard practice. SGP Country Programmes are also monitored by the Country Offices of UNDP, who has formal management responsibility for SGP as GEF IA.</p> <p>At the global level, SGP will be monitored by the new SGP Steering Committee. CPMT will report to the SGP Steering Committee on a variety of strategic, programming and operational issues, as requested.</p> <p>A systems diagram of the SGP M&amp;E system is in Annex ____.</p>
<p>Include a work plan and provide a schedule of introducing new countries within GEF4.</p>	<p>Work plan is available in Annex 3 of the Project Document.</p> <p>Schedule for entry of new countries to be discussed at the GEF SGP Steering Committee this coming June 2007.</p>

## Annex 1

### **Criteria and process of competitive selection and renewal of SGP National Host Institution arrangements**

*(Excerpts adapted from the GEF SGP Operational Guidelines)*

#### The process

- It is based on a full consultative process and analysis of key factors (outlined below), and must be approved by the SGP Global Manager in consultation with the UNDP Resident Representative.
- The relationship with an NHI range from purely locational, with the NC and NSC carrying full responsibility for programme management, through one in which the NHI is responsible for providing specifically agreed services, such as technical advice and support, to one where the NHI carries full responsibility for managing the SGP programme. The extent of responsibility is clearly identified in the contract for services signed by UNOPS and the NHI and may evolve over time.
- The identification of a pool of suitable national host institutions is done through a process of competitive bidding. The national host institution may be a national umbrella NGO, environmental fund, or foundation but an independent academic/scientific institution could also be appropriate. Local representation of international NGOs would not normally be eligible. The legitimacy and neutrality of potential NHIs within the national NGO community are essential qualifications to carry out SGP grant-making activities.

#### Criteria of selection

Once a pool of organizations has been established, the following factors are considered in order to select the best candidate.

- National stature and credibility.
- Demonstrated compatibility with the procedures, objectives, and grant-making functions of the SGP, GEF, and UNDP.
- Significant experience in community-based, participatory environment and development.
- Substantial involvement and technical expertise in environmental issues related to the GEF focal areas.
- Proven programme management and administrative capacity with systems in place.
- Good working relationships with other NGOs and CBOs, including participation in environment/development networks, and credibility as an unbiased grant administrator.
- Good relationships with UNDP and the GEF.
- Experience with small grants administration.

#### Flexibility

- It is not a one-way process. In some cases, when the national host institution modality has not been effective, the SGP has been transferred to the UNDP CO (e.g. Guatemala) or to another NHI (e.g. India).
- When the SGP country programme is housed outside of UNDP in a host institution — normally a national NGO — operational funding is provided through a contract for services between UNOPS and the host institution. The terms of the contract are negotiated with the host institution by UNOPS through the UNDP Country Office, and in consultation with the SGP Global Manager. The TORs of the contract for services normally define the relationship and responsibilities between the parties, and set forth the operating modalities. Typically, the contract for services consists of a contract letter covering such items as the specific responsibilities of the Contractor and the budget and terms and schedule of payment. The duration of the contract is variable. The service contract is signed by UNOPS and the director of the host institution. UNOPS supervises contract compliance and ensures that the host institution submits timely and adequately documented administrative and financial reports.
- The National Coordinator is normally an employee of UNOPS under a service contract which is managed by the UNDP CO. In some cases, the NC position is covered under the terms of the contract with the host institution or the responsibilities normally covered by a NC may be fully absorbed by the NGO. For substantive programmatic purposes, the NC reports to the SGP Global Manager and the UNOPS Portfolio Manager, but is also accountable to the UNDP Resident Representative.