



**SGP COUNTRY PROGRAMME STRATEGY FOR OP7
REPUBLIC OF THE MARSHALL ISLANDS**

Table of Content

1. Introduction	
2. Summary Background: Key Results/Achievements	3
3. Country Priorities and Strategic Alignment	4
3.1. Alignment with National Priorities	
3.2. Gaps and Opportunities	
3.3. OP7 Strategic Priorities	
4. OP7 Priority Landscape/Seascapes & Strategic Initiatives	7
4.1. Grantmaking Within the Landscape/Seascapes	
a) Process for Selecting Landscape/Seascapes	
b) Selected Landscapes and Seascapes	
c) Strategic Initiatives in the Landscapes/Seascapes	
4.2. Grantmaking Outside the Landscape/Seascape	9
a) CSO-Government-Private Sector Dialogue Platform	
b) Promoting Social Inclusion	
c) Knowledge Management	
5. Communication Plan	10
6. Resource Mobilization Plan	10
7. Risk Management Plan	11
8. Monitoring and Evaluation Plan	12
9. National Steering Committee Endorsement	20



OP7 Financial Resources - SGP Country Programme (estimated US\$)¹

Total SGP Grants to date since (2013):	USD 1,900,779.00
OP7 GEF Core Funds:	USD \$500,000 (tbc)
OP7 GEF STAR Funds:	USD \$ 400,000.00
Other funds (secured)	USD
Other funds (expected/to be mobilized)	USD

1. BACKGROUND

As a corporate programme of the Global Environment Facility (GEF), the GEF Small Grants Programme (SGP), implemented by United Nations Development Programme (UNDP) aligns its Operational Phase strategies with those of the GEF and co-financing partners, and provides a global portfolio of *innovative, inclusive, and impactful* projects that address global environmental and sustainable development issues.

Action at the local level by civil society and community-based organizations, including women groups, indigenous peoples, youth and persons with disabilities is recognized essentially to form multi-stakeholder alliances to deliver global environmental benefits and contribute to the GEF-7 Programming Directions, UNDP’s Strategic Plan 2018-2021, and national priorities to achieve the UN Sustainable Development Goals and other international commitments.²

Building on its over 26 years of successful operations in total over 133 countries, the 7th Operational Phase of the SGP aims “to promote and support innovative, inclusive and scalable initiatives, and foster multi-stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes.”

2. SUMMARY: Key Results/Accomplishments

Since inception, the RMI SGP has helped fund community projects ranging from climate change awareness, renewable energy promotion, biodiversity conservation, and land degradation. RMI SGP has provided both financial and technical support in amplifying Civil Society voices as caretakers of the environments in addition to improving livelihoods. Projects have incorporated sustainable fisheries, waste management best practices and environmental degradation.

The GEF SGP was launched in 2006 in the Republic of Marshall Islands (RMI) as a sub-regional programme encompassing the Federated States of Micronesia (FSM), the RMI and the Republic of Palau (ROP). The sub-regional programme served as a mechanism for communities to further enhance their capacity

¹ The level of SGP OP7 resources is an estimated total of: (i) the GEF7 core grant allocation (to be reviewed annually by CPMT on the basis of performance, co-financing and strategic partnerships, demonstrated NSC commitment rates, and UNOPS delivery); (ii) approved STAR resources; as well as (iii) other sources of third party cost sharing & co-financing (country, regional and/or global levels). SGP countries with remaining OP6 balances that have not been pipelined will be expected to use these balances in line with the OP7 strategic approach in order to be coherent in terms of SGP programming and results expected.

² The initial SGP OP7 concept was incorporated into the strategic directions for the overall GEF-7 replenishment negotiations in 2017, and subsequently approved by the GEF Council paper “GEF Small Grants Programme: Implementation Arrangements for GEF-7” (GEF/C.54/05.rev) in June 2018.

building to understand inter alia the threats of climate change impacts, the importance of biodiversity conservation, renewable energy promotion and sustainable fisheries. The programme was then transitioned into a stand-alone country programme in 2013.

Following the launch of the RMI GEF SGP standalone programme in 2013, 48 projects have been implemented under OP5 and OP6. In line with SGP strategic direction to “think locally act globally”, OP7 SGP activities in RMI will focus on CPS priorities to help achieve national and regional commitments. These include activities relating to landscape/seascape projects to assist the Marshall Islands meet the commitments under the Micronesia Challenges which aims to effectively conserve 30% of near-shore marine and 20% terrestrial resources across Micronesia by 2020.

Furthermore, by contributing to the effective conservation of the Micronesia region, these activities will help to achieve the national goal for RMI on climate change to build the resilience of the country to combat climate change. Actions needed to reach this policy goal will be supporting the implementation of priorities including scaling up skills to become an educated and self-reliant society, conserving and protecting marine and limited land resources, respecting culture in addition to incorporating culture into sustainable development and environmental strategies.

3. COUNTRY PRIORITIES AND STRATEGIC ALIGNMENT

3.1. Alignment with National Priorities

Table 1. List of relevant conventions and national/regional plans or programmes

Conventions + national planning frameworks	Date of ratification / completion
GEF-7 National Dialogues	November 21, 2019
Convention on Biological Diversity (CBD)	1992
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2000
Nagoya Protocol on Access and Benefit-Sharing (ABS)	1992
UN Framework Convention on Climate Change (UNFCCC)	1992
UNFCCC National Communications (1 st , 2 nd , 3 rd)	1999, 2014
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	1998
UNFCCC National Adaptation Plans of Action (NAPA)	2014
Nationally Determined Contributions (NDCs) for Paris Accord	2015
UN Convention to Combat Desertification (UNCCD)	2003
UNCCD National Action Programmes (NAP)	2004
Stockholm Convention (SC) on Persistent Organic Pollutants (POPs)	2003
SC National Implementation Plan (NIP)	2008
Minamata Convention (MC) on Mercury	2019
UN 2030 Sustainable Development Goals (SDGs)	2015
Voluntary National Reviews (VNRs) for the UN SDGs	2021

3.2. Gaps and Opportunities



Protecting, managing and sustainably using the environment and its goods and services are generally accepted as everyone’s responsibility. This is carried out at the individual and collective levels. This principle recognizes everyone as holding the key responsibility. It also recognizes the relevant roles and influences that all sectors and institutions of the society have in contributing to the protection and management of the RMI environment and its goods and services.

As one of 5 low lying atoll nations in the world, the Marshall Islands key crucial environmental challenge is combating the effects of climate change. OP7 will allow opportunities for RMI SGP to contribute towards achieving the environmental priorities set by the country’s National Strategic Plan. In 2011, the RMI adopted the National Climate Change Policy Framework which provides strategic priorities for scaling up the government’s commitments to address climate change. By promoting a coordinated approach, the policy aims to address climate change issues across relevant sectors and provides an entry point for donors in assistance to reducing RMI’s vulnerabilities. The climate change policy outlines national priority areas for action in addition to five strategic goals to address key vulnerabilities in areas requiring a boost in resilience.

The launch of the Marshall Islands National Climate Change Policy Framework, (NCCPF, 2011) provided opportunities for SGP project implementation to align with national targets to assist efforts in reducing the impact of accelerated coastline erosion due to rising sea level and reduction of community dependency on imported fuel. The NCCPF also highlights the importance of initiatives being community-led as a cross cutting factor that prioritized the need for informed cost-effective resilient development interventions that are gender responsive and inclusive.

3.3. OP7 Strategic Priorities of the SGP Country Programme

Table 2. SGP Country Programme’s alignment with SGP OP7 Strategic Initiatives and Country Priorities/Projects/Programmes

1	2	3
<p>SGP OP7 Strategic Initiatives - Global</p>	<p>SGP Country Programme’s OP7 Priorities (choose priorities among the SGP OP7 Strategic Initiatives on the left column. Some are mandatory and already included.)</p>	<p>SGP Country Programme’s complementarity with GEF, UNDP, and other projects and programmes (identify related projects/programmes for cooperation)</p>
<p><i>Community-based conservation of threatened ecosystems and species</i></p>	<p><i>Improve management effectiveness of protected areas through ICCAs and shared governance with private sector and government.</i></p>	<p>Biodiversity Conservation Projects that include long-term monitoring of all ICCAs, ongoing biodiversity surveys and marine/terrestrial ecosystem research through the Micronesia Challenge (UNDP GEF R2R, National Protected Area Network office)</p>

<p><i>Sustainable agriculture and fisheries, and food security</i></p>	<p><i>Increase diversification and livelihood improvement.</i></p>	<p>Raised farming projects through Canvasback International and MI Organic Farmers Association in addition to aquaculture initiatives through the MI Marine Resources Authority</p>
<p><i>Low-carbon energy access co-benefits</i></p>	<p><i>Promote off-grid energy service needs in rural and urban areas.</i></p>	<p>Marshall Islands Renewable Energy Project (solar energy by the National Energy Office and coconut bio-fuel by Tobolar Productions)</p>
<p><i>Local to global coalitions for chemicals and waste management</i></p>	<p><i>Promote plastics/solid waste management and circular economy</i></p>	<p>Waste Management Projects through government and JICA.</p>
<p><i>Community-based Adaptation</i> (with AusAID or other funding – not eligible with GEF funding)</p>	<p><i>Reduce vulnerability and improve the adaptive capacity of communities</i></p>	<p>SIDS CBA – Ausaid and USAID Climate Ready Project - Micronesia</p>
<p><i>CSO-Government-Private Sector Policy and Planning Dialogue Platforms</i></p>	<p><i>Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues</i></p>	<p>Annual government-CSO dialogue/ Annual government-private sector dialogue</p>
<p><i>Enhancing social inclusion</i></p>	<p><i>Promote targeted initiatives and Mainstream social inclusion in all projects</i></p>	<p>UNICEF/SPC-RRRT/AusAID/UNFPA and UNWOMEN projects</p>
<p><i>Knowledge Management</i></p>	<ol style="list-style-type: none"> 1) <i>Capture knowledge and lessons from projects and activities</i> 2) <i>Improve capacities of CSOs/CBOs</i> 3) <i>Conduct South-South Exchanges to promote technology transfer and replication of good practices</i> 	

Results Management, Monitoring & Evaluation	<i>Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms</i>	
--	---	--

4. OP7 PRIORITY LANDSCAPES/SEASCAPES & STRATEGIC INITIATIVES

4.1 Grantmaking Within the Priority Landscape/Seascapes³

a) Process for selecting priority landscapes and seascapes

Following the success of OP6 CPS method in selection of priority sites, RMI SGP NC with endorsement from the National Steering Committee, replicated the previous process.

NSC discussions, public consultations and community discussions with relevant stakeholders as well as research and review of national documents are part of the process. Nevertheless, the RMI is a SIDS and considers the entire nation as a proposed selected site to meet landscape/seascape considerations.

The general approach for execution of the strategy development process was based on the information available and collection of the, lesson learned and best-practices exercises, active involvement of the civil society and policy makers through participatory focuses groups approach, direct meetings and interviews with the relevant stakeholders.

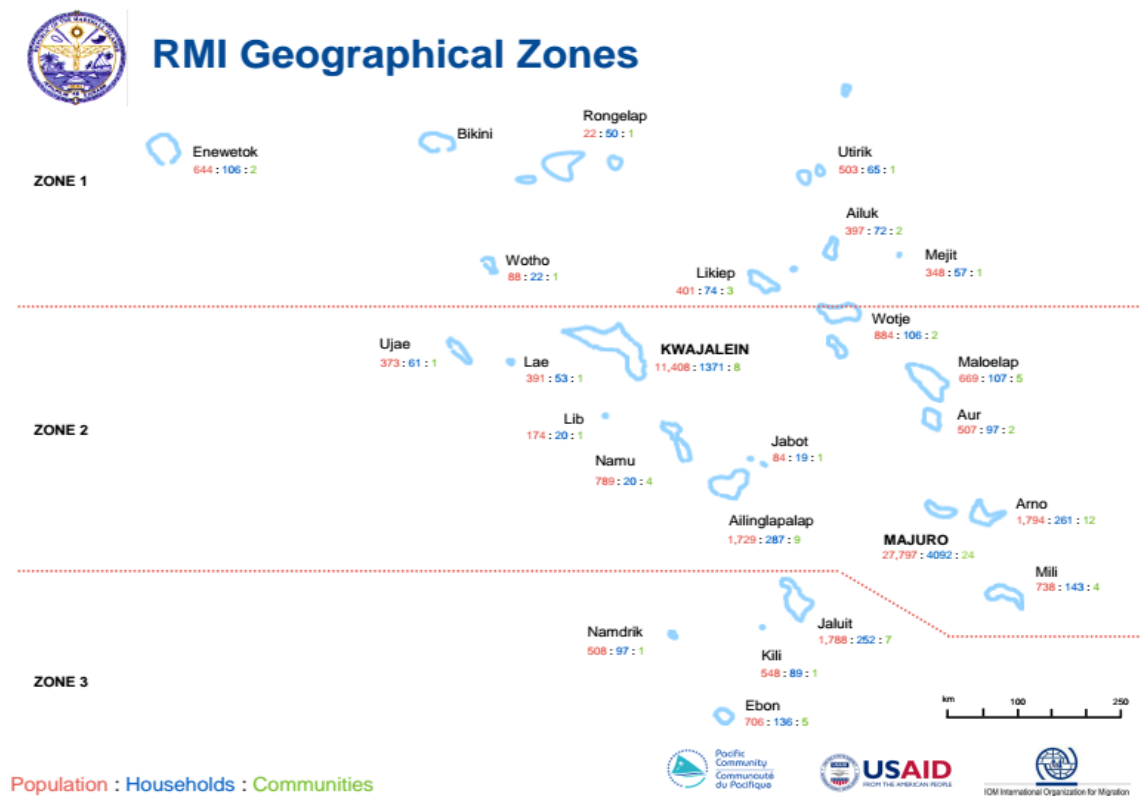
Consultations and scoping exercise stakeholders (Ministries, academia, NSC, donors and other) was performed in order to identify potential landscapes. The conclusion was that Marshall Islands had declared a state of national emergency twice within the last 4 years as northern atolls suffer from prolonged drought. Through a national scoping, the northern atolls were identified as vulnerable zones. The consultations concluded that the northern atolls along with Majuro and Kwajalein be kept as targeted landscape for grant-making projects.

In addition, a comprehensive process of assessment of the current national situation was performed in order to identify the results and achievements of the SGP country programmer so far and identify what are priorities in OP7 informed by the OP6 activities. This is aligned with the ongoing UNDP GEF Ridge to Reef (R2R) project as well as the national stakeholders meeting linking SDGs to National Strategic Plan. The Country programme strategy development and finalization were done through regular communication and closely working together of GEF SGP team and NSC.

Based on the relevant conventions, national plans/programmes and multi-stakeholder consultations, has led to strategically prioritize main thematic focuses, which will be the framework guiding the grant-making in OP7, projects design and locally based activities to be implemented.

³ Refer to the various guidance documents on landscape/seascape selection and assessments.

b) Selected Landscapes/Seascapes for OP7



Zone 1 and Zone 2 are susceptible to prolonged dry seasons leading into severe droughts. Continuous droughts place the islands’ biodiversity in jeopardy in addition to increasing level of vulnerability within communities. Since 2016, SGP RMI has secured 70% of funds to selected sites in Zone 1 and 2. Given the ongoing new trends in climate, RMI is bracing to expect the changes as the “new normal.” This key evidence has strengthened the stakeholders’ decisions in continuation of investing in innovative solutions for Zones 1 and 2.

c) OP7 Strategic Initiatives in the landscapes/seascapes

- Strategic Initiative 1: Community-based conservation of threatened ecosystems and species
- SGP RMI will promote conservation and sustainable use of threatened ecosystems and species across the designated atolls/sites by integrating relevant partners for technical assistance as well as private sector and NGOs where possible, to assist the capacity of civil society and adopt a holistic approach to community based landscape and seascape conservation;
- Strategic Initiative 2: Sustainable agriculture and fisheries, and food security
- SGP RMI will support innovative community-based climate resilient agriculture and aquaculture. Encouraging community-led food production through environmentally friendly practices and approaches. The programme aims to continue building on efforts and networks from previous operational phases specific to Initiative 2.
- Strategic Initiative 3: Low-carbon energy access co-benefits

- RMI was the first nation globally to submit a second Nationally Determined Contributions through the Paris Agreement, committing to carbon emission reduction of 32% by 2025. SGP RMI will continue to support cost-effective and energy efficient practices through community-led solutions.

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

- RMI was amongst the first Island countries to ban the use of imported single used plastics. While the country continues its efforts in this strategic initiative, SGP RMI will support innovative and affordable solutions with community led initiatives while encouraging strong coordinated partnerships at every level.

Strategic Initiative 5: Community based adaptation:

- SGP RMI will continue to practice community led initiatives aiming to reduce community vulnerability from the effects of climate change. In addition, the programme will encourage ground-level climate change adaptation experience through integrating relevant local and national stakeholders using the lessons and practices from the AusAid CBA in the past operational phase.

4.2 Grantmaking Outside the Priority Landscapes/Seascapes

Up to 30% of resources will be allocated for projects in Zone 3 (outside of the selected priority Zones). This will be done through innovative, inclusive and impactful community led initiatives through the GrantMaker Plus initiatives listed below or through direct project level integration in a strategic and supportive manner whilst supporting the projects in Zone 1 and 2.

a) CSO-Government-Private Sector Dialogue Platform

It is envisioned that the process for CSO-government dialogue platforms will be through collaborative national consultations, key thematic meetings, public engagements and hearings, presentations and exchanges both customarily and officially; these will be carried out through invitations and press release, key individual and community consultations vis-à-vis relationship building. Throughout OP7, an annual government-CSO dialogue will be implemented as previously practiced in OP6.

In addition, NSC members would take the opportunities they have as key partners to inform policy making dialogues at the national and regional levels in terms of experiences and lessons learnt such as public policy forums, updates of key reports. SGP RMI will work with national forums/platforms (MIMA, WUTMI Conference) to ensure that the program can influence policy. This will be presented through demonstration of project achievements and results; incorporating improvements to health, environmental management, poverty reduction and empowering stories from communities.

b) Promoting Social Inclusion, including gender equality and women's empowerment

Promoting women's empowerment to become community conservation champions is key for OP7 success stories. SGP RMI will link up with existing forums and consultations including the up-and-coming discussions at the national and local levels on improving livelihoods with women. Solid and inclusive partnerships and spaces to foster women and marginalized groups engagement will be made accessible in order to encourage dialogue with relevant stakeholders. The National Steering Committee will continue to have a gender equality focal point who will review all incoming documents with the review checklist for



gender considerations. The remaining area to commit would be to promote inclusion of women led initiatives and ensure that 50% or more of SGP commitments are towards women led projects.

All projects will demonstrate appropriate models of engaging youth and persons with disability. To ensure inclusivity in reviewing process, RMI SGP will designate a focal person for PWD and focal person for youth respectively on the National Steering Committee.

c) Knowledge Management

As part of capturing information on projects' implementation process, each project is required to provide reports through which they will have the means to capture and share progress of their projects and best practices. Moreover, documenting of good practices and sharing of lessons learned from SGP projects is and will continue to be done through established networks such as the Micronesians in Island Conservation, the RMI Protected Area Network and other such national and regional peer-to-peer learning initiatives. Other information can be disseminated through various outreach from the program office, such as brochures, flyers, annual reports, press releases, and so forth.

Finally, where feasible, the provision of digital and video cameras, and other such means to grantees will be conducted to enable them to document progress, best practices and lessons learned and share them. Leveraged financial resources will be sought to achieve this aim.

5. COMMUNICATION PLAN

Engaging and communicating with the community stakeholders and partners are important in achieving the objectives of the SGP. A communications strategy has been developed within the NSC, entailing key partners, target groups and some costs. Formal and informal consultations at the national and local levels, small group meetings with women and clubs, youth functions, church opportunities, school demonstration activities and partnerships with principles, on-going local partnerships, ensure SGP strategically supports existing and on-going priorities such as poverty reduction, energy efficient future, climate proofing infrastructure activities, linkages and collaborate on work regarding fish poisoning. Communications through innovative activities and ideas, particularly dealing with improving livelihoods and education for kids and women, will also be prioritized.

6. RESOURCE MOBILIZATION AND PARTNERSHIP PLAN

During OP7, SGP will actively pursue closer coordination and synergy with relevant partners such as focal government agencies, with a focus on building durable relationships with the private sector and local governments to effectively and efficiently support the delivery of community-level interventions. The partnerships would increase the sustainability of the SGP grant making and grantmakers+ roles and will likely generate cost-savings to the GEF while mobilizing financial and capacity building resources. This is fundamental to allow for scaling up of successful and sustainable local enterprises through GEF and non-GEF resources.

6.1. Secured and planned cash and in-kind co-financing

A key criterion set forth for proposal submissions from local level requires the in-kind and/or in-cash co-financing from the proponents themselves and/or wider community and partners. OP7 grantees will be expected to continue providing in-kind co-financing to enhance project implementing capacities and increase project sustainability. For OP7, the co-financing requirement is 1:1, for every dollar approved, the applicant should be able to raise an additional dollar through either cash or in-kind.

6.2. Financing Opportunities

Throughout OP7, SGP will continue to support the delivery of cash and in-kind co-financing from the many multilateral, bilateral and private sector stakeholders. SGP will continue to seek support from national and regional initiatives led by other donor partners. SGP will also aim to build partnerships with both public and private stakeholders to include both co-financing opportunities and technical/expert support. A model: Through partnership with USAID Climate Ready Micronesia, SGP was able to hire a local consultant to assist grantees in upscaling projects and submitting proposals to grant agencies. The consultant works with SGP grantees and is paid by USAID Climate Ready.

7. Grant maker Plus & Partnership Opportunities

To ensure community led initiatives are realized by other stakeholders, SGP will continue to support communities in accessing other multilateral, bilateral donors and local funders. SGP will continue to promote the possibility of successful initiatives to be replicated and upscaled. In addition, NSC will leverage other resources and support to assist communities in developing proposals to access these additional resources.

8. RISK MANAGEMENT PLAN

8.1 Key risks that are anticipated in the implementation of the CPS during OP7, are clustered in the following aspects: (i) social and environmental risks (as reflected in UNDP’s Social and Environmental Safeguards); (ii) climate risks; (iii) other possible risks. Risks and possible mitigation are provided in Table 5 below.

Table 5. Description of risks identified in OP7

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
Environmental			
Extreme weather events such as typhoons, high waves, droughts, fires	HIGH	HIGH	Ensuring that project timeline does not interfere with foreseen seasonal events. Appointment of NSC focal point from the National Disaster Management Office.
Social			

Misuses of funds and lack of financial reporting	MEDIUM	MEDIUM	Transparency in initial stages of project design. Community involvement throughout all phases of project.
Political/Traditional Leadership interference	MEDIUM	MEDIUM	Annual Dialogues and updates to relevant stakeholders
Project Sustainability	LOW	MEDIUM	Ensuring an “exit strategy” is incorporated into project proposals. Screening from designated NSC focal points for different focal areas.
Other			
Postponement in usage of funds due to delay of project design/submissions from communities due to limited project designers	MEDIUM	MEDIUM	NSC to open opportunities for under used talented local project designers and collaborate more with existing project and grant-writers
Delays in implementation of project activities due to delays in receipt of funds	MEDIUM	MEDIUM	SGP Office to work closely with counterparts dealing with funds to ensure funding delays are reduced.
Confusion and negative view of SGP due to delays in receipt of funds	LOW	LOW	Consistent face to face meetings or telephone updates to grantee partners to ensure transparency.

8.2 In order to improve on the short-comings arising out of risks outlined in Table 5 above, a simple tracking system will be implemented by the SGP NC to help track projects and targets. Risks can be identified as well from this process and mitigation measures will be auctioned in a more coordinated manner.

9. MONITORING AND EVALUATION PLAN

9.1. Monitoring Approaches at Project and Country Levels

The M&E Plan at the country programme level is based on the indicators and targets set in Table 3 of the CPS. An M&E Plan will be guided by a matrix based on table 3 and approved by the NSC; progress should indicate project funding level of use, categories or focal areas, meeting of objectives, challenges and achievement of targets.

Monitoring and evaluation is an essential component of the RMI SGP. In order to both maintain effective oversight and build capacity, conventional and participatory approaches will be applied at all levels of various projects. This framework will provide the basis for the assessment of impacts and constraints of the GEF-SGP projects on a regular basis. It will address the changes the programme has brought at the level of programme activities (community level) and impact at the national level.

The systematic identification of effects of the intervention on the environment and community members involved in the project is very important. This by and large is necessary in order to clarify whether the costs for the project are justified, estimate the achievement of key outputs and expected results of the program, enable the project leaders at different levels to draw lessons for improving the design, as well as be a key element for any replication and/or sharing of results. Emphasis will continue to be given to participation of all relevant stakeholders including government staff members as an integral aspect of monitoring and evaluation.

The programme implementation should be properly monitored at all levels by taking the following important points into account:

- Establishment of baseline data at project level (as relevant);
- Detailed project level M&E plan with simplified activity indicators;
- Physical and financial performance of projects against their set targets;
- Reasons for outstanding success or failure in performance;
- Problems encountered, their sources, actions taken and recommendations on future actions to be taken;
- Level and type of community participation;
- Lessons learnt/identification of promising or viable approaches to environmental issues that can be scaled up or replicated;
- Allocating resources for M&E activities at the project level during the project design phase.

The general components of monitoring for the project implementation include:

- Field visits by NC/NSC (relevant focal areas): Each project will ideally be visited and monitored two to four times during the project period depending on logistical challenges. An initial visit will be made before and during project start-up. The second visit will be made following the reporting on the first tranche transfer, and the remaining third and final visits will also follow in the same manner.
- Activity reports by project grantee partners;
- Evaluation of work by project grantee partners, NC and NSC members and/other partners;
- Project mid-term, annual and biannual reviews.



All concerned government and relevant stakeholders should collaborate in monitoring and evaluating project performance and provide feedback to the programme office. SGP RMI will be accountable for following up on the different reports expected from project grantee partners. To facilitate this, the following reports are expected from grantee NGOs and CBOs:

PROJECT LEVEL REPORTING

- Progress and financial reports as per agreed timelines, reflecting work accomplished, challenges faced, results achieved, short and long-term benefits in the preceding quarter and outline of the plan for the next quarter
- Final project report

PROGRAMME / COUNTRY- LEVEL REPORTING

- Progress report at the country level; the NSC, NC and other relevant stakeholders would assess the SGPs progress and impact;
- Annual report, assessment of the country programme performance;
- In all periodic project progress reports the following points shall be given due focus:
 - Project results and achievements;
 - Amount of funds disbursed to grantees;
 - Identification of viable new approaches;
 - Linkages established with partners at different levels;
 - Co-financing availed, etc.

On completion of each operational phase, an assessment on the overall projects' implementation/performance will be carried out with the objective of finding "good practices and innovations", draw lessons and provide options for future environment-related development interventions at the national and regional levels, identifying areas where improvement may be necessary to enhance impact.

9.2 Participation of local stakeholders, community members and indigenous peoples' in setting project objectives and outputs will be important; local stakeholders can participate in monitoring can discuss methods and periodicity; and how progress will be documented and reported.

Local stakeholders including local government are part and parcel of the project planned through their full support and involvement. This will be done through the provision of technical assistance, co-financing (in-cash/and/or in-kind), community meetings and workshops, and the like.

Involvement of the local stakeholders will be from planning phase through implementation phase, through a multi-stakeholder process, progress will be documented in each agreed timeline of the projects through monitoring reports by the local stakeholders. Results of the SGP individual projects will be aggregated at the country programme portfolio level. The following table provides the key country programme level M&E tools and templates.

Table 3. M&E Plan at the Country Programme Level

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
Country Programme Strategy elaboration	Framework for action including identification of community projects.	NC, NSC, country stakeholders, grantees	A SGP planning grant to engage consultants may be used to update OP7 CPS.	At start of OP7
As part of NSC meetings, ongoing review of project results and analysis. This includes an Annual CPS Review.	Assess effectiveness of projects, country portfolio; learning; adaptive management.	NC, NSC, UNDP Country Office. Final deliberations shared/ analyzed with CPMT colleagues.	Staff time, Country Operating Budget	At least annual review ⁴ to ensure OP7 CPS is on track to achieve its results and make timely and evidence-based modifications to CPS as may be needed ⁵ .
Annual Monitoring Report Survey ⁶	Enable efficient reporting to CPMT and GEF. It serves as the primary tools to record and analytically present results to donors.	NC/PA in close collaboration with NSC. CPMT provides technical guidance support and receives final country submission for further action.	Staff time	Once per year in June- July
Country Portfolio Review	Methodological results capture of the portfolio at a given point to note impact level change as well as broader adoption. The goal is to support reporting to stakeholders, learning, and support to strategic development/	NC, NSC	SGP planning grant to engage consultants may be used to undertake previous operational cycles impact review and utilize lessons for both OP7 CPS development and its implementation. Global technical M&E support can be expected.	Once per operational phase

⁴ It is recommended that the Annual CPS review is done close to AMR submissions for both processes to benefit from each other (suggested timeframe is May- July).

⁵ Please note OP7 CPS will be regarded as a dynamic document and can be updated by the SGP country team and NSC on a periodic basis to reflect any necessary adjustments to ensure maximum impact. This CPS update process should be part of the Annual CPS Review.

⁶ Timely and quality country level submissions to *Annual Monitoring Process* are mandatory. As a Global Programme, it enables aggregated reporting by CPMT to GEF, UNDP and other stakeholders.

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
	implementation of CPS.			
SGP Database	Ensure recording of all Project and Country Programme inputs in SGP database.	NCs, PAs,	Staff time	Throughout the operational phase. Ensure quality assurance and completion of data prior to annual monitoring cycle (May- June of every year).
Audit	Ensure compliance with project implementation/ management standards and norms.	UNOPS / External Contractor. NC/ PA to provide requisite support.	Global Operating Budget	Annually for selected countries on risk-assessment basis

9.2. CPS Results Framework

Table 4: Results Framework of SGP OP7 Country Programme Strategy

Alignment with SDGs					
<p>Synergy with UNDP Country Programme Document (CPD):</p> <p>Outcome 1: Climate change, disaster resilience and environmental protection Output 1.1 – scaled up action on CC adaptation and mitigation across sectors which is funded and implemented. Output 1.3 – solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem service and waste.</p> <p>Outcome 3: Sustainable and inclusive economic development Output 3.2 – Green/blue economic policies in place to support private sector initiatives that create sustainable and environmentally friendly jobs and entrepreneurial opportunities for women and youth.</p> <p>Outcome 5: Effective governance for service delivery Output 5.1 – increased voice and more inclusive participation by women, youth and marginalized groups in national and subnational decision-making bodies that are more representative.</p>					
<p>OP7 SGP Programme Goal: <i>Promote and support innovative, inclusive and impactful initiatives, and foster multi-stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes.</i></p>					





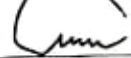

<p style="text-align: center;">1</p> <p>OP7 SGP CPS Strategic Initiatives (Copy text of column 2 of Table 2. Include title of the strategic initiative and relevant focus/objectives)</p>	<p style="text-align: center;">2</p> <p>OP7 CPS Indicators and Targets (Identify relevant targets for the</p>	<p style="text-align: center;">3</p> <p>Means of verification</p>
<p><u>Strategic Initiative 1:</u></p> <p><i>Community-based conservation of threatened ecosystems and species</i></p> <ul style="list-style-type: none"> - <i>Improve management effectiveness of protected areas through ICCAs and shared governance with private sector and government</i> 	<p><i>5 hectares of landscapes under improved management to benefit biodiversity (GEF core indicator 4.1)</i></p> <p><i>5 hectares of Marine protected areas under improved management effectiveness (GEF core indicator 2.2)</i></p> <p><i>5 hectares of marine habitat under improved practices to benefit biodiversity; excluding protected areas (GEF core indicator 5)</i></p> <p><i>3 number of community-based protected area/ conserved area designations and/or networks strengthened</i></p>	<p><i>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</i></p> <p><i>Baseline assessment comparison variables (use of conceptual models and partner data as appropriate)</i></p> <p><i>Annual Monitoring Report (AMR), SGP global database</i></p> <p><i>Country Programme Review</i></p>
<p><u>Strategic Initiative 2:</u></p> <p><i>Sustainable agriculture and fisheries, and food security</i></p> <ul style="list-style-type: none"> - <i>Increase diversification and livelihood improvement</i> 	<p><i>5 hectares of landscapes under sustainable land management in production systems (GEF core indicator 4.3)</i></p> <p><i>5 hectares of degraded agricultural lands restored (hectares) (GEF core indicator 3.1)</i></p> <p><i>2 number of linkages and partnerships for sustainable food production practices (such as diversification and sustainable intensification) and supply chain management (esp. SMEs)</i></p> <p><i>1 number of small-holder farmers supported towards the achievement of national Land Degradation Neutrality (LDN) targets</i></p>	<p><i>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</i></p> <p><i>Annual Monitoring Report (AMR), SGP global database</i></p> <p><i>Country Programme Review</i></p> <p><i>Socio-ecological resilience indicators for production landscapes (SEPLs)</i></p>
<p><u>Strategic Initiative 3:</u></p> <p><i>Low-carbon energy access co-benefits</i></p> <ul style="list-style-type: none"> - <i>Promote off-grid energy service needs in rural and urban areas</i> 	<p><i>1 number of typologies of community-oriented, locally adapted energy access solutions with successful demonstrations or scaling up and replication.</i></p>	<p><i>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</i></p>

	<p><i>1 number of community-oriented, locally adapted energy access solutions with successful demonstrations for scaling up and replication</i></p> <p><i>10 number of households achieving energy access, with co-benefits estimated and valued</i></p>	<p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Strategy Review (NSC inputs)</p>
<p><u>Strategic Initiative 4:</u></p> <p><i>Local to global coalitions for chemicals and waste management</i></p> <ul style="list-style-type: none"> - <i>Promote plastics/solid waste management and circular economy</i> 	<p><i>3 tons of Solid and liquid Persistent Organic Pollutants (POPs), POPs and mercury containing materials and products removed or disposed (GEF core indicator 9.6)</i></p> <p><i>4 number of communities working on increasing awareness and outreach for sound chemicals, waste and mercury management.</i></p>	<p>Individual project reporting by SGP country teams (<i>as part of midterm and final Progress reports</i>)</p> <p>Strategic partnership with IPEN and Mercury GOLD country partners</p> <p>Annual Monitoring Report (AMR), global database</p> <p>Country Programme Review</p>
<p><u>Strategic Initiative 6:</u></p> <p><i>CSO-Government-Private Sector Policy and Planning Dialogue Platforms –</i></p> <ul style="list-style-type: none"> - <i>Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues.</i> 	<p><i>1 annual meeting of CSO-government-private sector dialogues convened to support community voice and representation in national/ sub-national policy development.</i></p> <p><i>50% or more of representatives from social inclusion group (indigenous people, women, youth, persons with disability, farmers, other marginalized groups) supported with meaningful participation in dialogue platforms.</i></p> <p><i>1 number of Public-Private Partnership on key global environmental issues promoted</i></p>	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR), global database</p> <p>Country Programme Review</p>
<p><u>Strategic Initiative 7:</u></p> <p><i>Enhancing social inclusion</i></p> <ul style="list-style-type: none"> - <i>Promote targeted initiatives and mainstream</i> 	<p><i>50% of direct beneficiaries disaggregated by gender as co-benefit of GEF investment (GEF core indicator 11)</i></p> <p><i>5 number of SGP projects led by women and/or mainstream concrete mechanisms for increased participation of women.</i></p>	<p>Individual project reporting by SGP country teams</p>

<p><i>social inclusion in all projects</i></p>	<p><i>100% of SGP projects that demonstrate appropriate models of engaging youth</i></p> <p><i>100% of SGP projects that demonstrate models of engaging persons with disability.</i></p>	<p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p> <p>NSC focal point for gender, youth and persons with disabilities</p>
<p>Strategic Initiative 8:</p> <p>Monitoring and Evaluation and Knowledge Management-</p> <ul style="list-style-type: none"> - <i>Capture knowledge and lessons from projects and activities</i> - <i>Improve capacities of CSO/CBOs</i> - <i>Conduct south-south exchanges to promote technology transfer and replication of good practices</i> 	<p><i>2 number of projects administering results management modalities in programme design, implementation and overall decision making using participatory mechanisms.</i></p> <p><i>Frequency of updating SGP database for effective data collection, management and analysis supporting gains in programme performance and learning. (monthly)</i></p> <p><i>1 number of south- south exchanges at global and regional levels to transfer knowledge, replicate technology, tools and approaches on global environmental issues.</i></p>	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>

10. National Steering Committee Endorsement

Note: The signature of NSC members are required as endorsement of the complete final CPS duly reviewed and agreed at the National Steering Committee meeting.

NSC members involved in OP7 CPS development, review and endorsement	Signatures
Marie Maddison (Chair)	
Clarence Samuel	
Kathryn Relang	
Benson Langidrik	
Alson Kelen	
Angela Saunders	
Jennifer Debrum	
Melba White	