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Project title: <i>Seventh Operational Phase of the GEF Small Grants Programme in Kenya</i>	
Country(ies): Kenya	Implementing Partner (GEF Executing Entity): <u>United Nations Office for Project Services UNOPS</u>
Execution Modality: Agency	<i>Implemented</i>
Contributing Outcome (UNDAF/CPD, RPD, GPD):	
Strategic Priority III Outcome 8: By 2022, individuals and communities in Kenya have reduced exposure to risks and are more resilient to disasters and emergencies Strategic Priority III Outcome 1.1. By 2022, productivity in services sectors, agriculture, manufacturing, extractives, blue economy and their value chains increased. Outcome 1. 3. By 2022, people in Kenya benefit from sustainable natural resource management and resilient green economy	
UNDP Social and Environmental Screening Category: Moderate Risk	UNDP Gender Marker: 2
Atlas Award ID: 00134525	Atlas Project/Output ID: 00126092
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LPAC meeting date: August 2021	
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Planned start date: February 1, 2022	Planned end date: January 31, 2026
Expected date of Mid-Term Review: April 30, 2023	Expected date of Terminal evaluation: October 30, 2025
Brief project description:	
Global environmental degradation proceeds unimpeded in the World Heritage Site of the Kenya Lakes System in the Great Rift Valley, the marine ecosystem of Southern Kenya in Kwale County, and the arid rangelands of	

northern Kenya, due to human activity, climate change and land degradation. Weaknesses in organizational capacities of communities and community organizations, which seek to address these challenges, prevent them from collectively taking action to strengthen and maintain resilience of these socio-ecological landscapes. Local resource-dependent rural and coastal poor communities are at the receiving end of the negative and devastating effects of habitat destruction, climate change and biodiversity loss.

To address this challenge, the Seventh Operational Phase of the GEF Small Grants Program in Kenya aims to empower communities and organizations to take collective action through a participatory landscape planning and management approach aimed at enhancing socio-ecological resilience by producing global environmental and local sustainable development benefits. The project will do so by strengthening adaptive management capabilities, increasing technical know-how, developing planning and organizational skills, and strengthening innovation and experimentation capacities to enhance civil society's capacity in building landscape resilience. The project will also invest in strategic projects to build knowledge and capacity and generate synergies among other smaller local actions, with the aim of building long-term ecological social and economic resilience in landscapes. The aim of this project is to promote synergies, coordination and collaboration among local actions and to accrue results and acquire a critical mass of practitioners to achieve landscape-level resilience. The project has a strong commitment to attending the specific needs of vulnerable sub-groups within the communities that often tend to be placed on the margin of social processes - women, youth and indigenous communities - by supporting their productive and sustainable initiatives and enhancing their participation in multi-stakeholder structures.

There are five outcomes foreseen from this initiative:

- Ecosystem services and biodiversity within targeted landscapes and seascapes are enhanced through multi-functional land-use systems.
- The sustainability of production systems in the target landscapes is strengthened through integrated agro-ecological practices.
- Livelihoods of communities in the target landscapes and seascapes are improved by developing eco-friendly, climate-adaptive, small-scale community enterprises with clear market linkages
- Multistakeholder governance platforms strengthened/in place for improved governance of target landscapes and seascapes for effective participatory decision making to enhance socio-ecological landscape resilience
- Knowledge from community level engagement and innovative conservation practices is systematically assessed and shared for replication and upscaling across the landscapes, across the county, and to the global SGP network

FINANCING PLAN	
GEF Trust Fund	USD 2,655,726
UNDP TRAC resources ¹	0 USD
Confirmed cash co-financing to be administered by UNDP	0 USD
(1) Total Budget administered by UNDP	0 USD
CO-FINANCIERS THAT WILL DELIVER PROJECT RESULTS INCLUDED IN THE PROJECT RESULTS FRAMEWORK	
National Steering Committee on behalf of CSOs	USD 1,700,000

County Government of Kwale	USD 300,000
County Government of Samburu	USD 300,000
County Government of Isiolo	USD 300,000
County Government of Baringo	USD 450,000
Base Titanium	USD 50,000
UNDP	USD 500,000
ICCA Global Support Programme	USD 350,000
(2) Total confirmed co-financing	USD 3,950,000
(3) Grand-Total Project Financing (1)+(2)	USD 6,605,726

SIGNATURES:

NOTE:

Signature: print name below	Agreed by Government	Date/Month/Year:
Signature: print name below	Agreed by Implementing Partner	Date/Month/Year:
Signature: print name below	Agreed by UNDP	Date/Month/Year:

Key GEF Project Cycle Milestones:

- Project document signature:** within 25 days of GEF CEO endorsement
- First disbursement date:** within 40 days of GEF CEO endorsement
- Inception workshop date:** within 60 days of GEF CEO endorsement
- Operational closure:** within 3 months of posting of TE to UNDP ERC
- Financial closure:** within 6 months of operational closure

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II. ACRONYMS

ASAL	Arid and semi-arid lands
BMU	Beach Management Units
CBO	Community-based Organization
COMDEKS	Community Development and Knowledge Management for the Satoyama Initiative
CSO	Civil society Organization
CPMT	Central Program Management Team
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GoK	Government of Kenya
IBA	Important Bird Areas
KALRO	Kenya Agricultural and Livestock Research Organisation
KeFS	Kenya Fisheries Services
KFS	Kenya Forest Services
KMFRI	Kenya Marine and Fisheries Research Institute
KMICT	Kenya Marine Information Communication Technology
KEMFSED	Kenya Marine Fisheries and Social Economic Development Project
LAPSSET	Lamu Port-South Sudan-Ethiopia Transport Corridor Project
MSP	Medium Sized Project
MTR	Midterm Review
MENF	Ministry of Environment and Forestry
NEMA	National Environment Management Authority
NGO	Non-governmental Organization
NRT	Northern Rangelands Trust
NSC	National Steering Committee
PIF	Project Identification Form
PIR	GEF Project Implementation Report
POPP	Programme and Operations Policies and Procedures

PPG	Project Preparation Grant
SICA	Samburu-Isiolo Conservation Area
STAP	Scientific Technical Advisory Panel of the GEF
UCP	Upgraded Country Programme
WWF	World Wide Fund for Nature

III. DEVELOPMENT CHALLENGE

2.1 Background

Kenya is endowed with a wealth of biodiversity and natural resources, across an area of 582,646 km² which is vital for people’s livelihoods and food security. Kenya’s biodiversity supports the national economy and provides critical development opportunities for the country and its population of more than 47 million. The country’s growing economy is largely based on natural resource sectors such as agriculture, forestry, fishing, tourism and mining, which cumulatively provide for more than 40% of Kenya’s gross domestic product (GDP).² Kenya’s Vision 2030³ anticipates an annual economic growth of 10% and acknowledges that future growth relies heavily on managing nature-based assets sustainably. Therefore, Kenya’s economy is based on ecosystems and their provision of ‘services’, such as a stable climate, freshwater, soils, beaches and wildlife, among others. Important industries such as tourism, hydropower, fisheries and forestry as well as agricultural exports such as coffee, tea, fruits and cut flowers rely on a healthy natural resource base for their continued operation. The country is also internationally known for its landscapes, seascapes and associated biodiversity.

Kenya’s rich biodiversity is partly attributed to the diversity of landscapes, ecosystems, habitats and the convergence of at least seven bio-geographic units. Kenya is home to five hotspots of globally important biodiversity and 61 important bird areas (IBAs). These unique and biodiversity-rich regions include the Indian Ocean Islands of Lamu and Kisite; the coastal forests of Arabuko-Sokoke, Shimba Hills and the lower Tana River; the Afro-montane forests of Mount Kenya, Aberdare and Mount Elgon; Kakamega’s Guineo-Congolian equatorial forest, and the Northern drylands that form part of the distinct Horn of Africa biodiversity region. These ecosystems collectively contain high levels of species diversity and genetic pool variability, with some species classified as endemic or rare, critically endangered, threatened or vulnerable (NEMA 2009a).

The focus of the proposed project will be in three ecologically-sensitive areas, which were selected based on global environmental, socio-economic and other strategic criteria described below. They are: (i) the Samburu-Isiolo Conservation Areas (SICA) in the rangelands of northern Kenya, (ii) Lake Bogoria ecosystem in the the World Heritage Site of the Kenya Rift Lakes Region and (iii) the seascape of southern coastal Kenya. The Kenya Rift Lakes Region and and the seascape of southern coastal Kenya have both been included as target project sites in SGP-6 with promising results, as noted by thr Mid-Term Review, but with the need to upscale and deepen results, one new site of SICA has been added under SGP-07. This new site as been selected specifically due to the substantially low baseline of interventions on environmental and social development, as well as low socie-economic indicators. Further details on each landscapes are provided in the following sub-section.

²UNEP, 2014. *Green Economy Assessment Report – Kenya*. UNEP, Nairobi.

(<http://www.unep.org/greeneconomy/portals/88/documents/KenyaGEassessment.pdf>)

³ See http://www.vision2030.go.ke/cms/vds/VISION_2030_Sessional_Paper_final_09_11_12.pdf

2.1.1 Selected Landscapes

(1) The Samburu-Isiolo (SICA) Conservation Areas in the arid rangelands of Northern Kenya

The arid counties of Northern Kenya cover 70% of the country, are home to 38% of the population and host 70% of the national livestock herd, but have the lowest development indicators and the highest incidence of poverty in the country. Eighteen of the 20 poorest constituencies in Kenya, where 74% - 97% of people live below the poverty line, are in Northern Kenya. Isolation, insecurity, weak economic integration, limited political leverage, climate change impacts and a challenging natural environment combine to foster high levels of risk and vulnerability.

Public policy choices taken in Kenya's past, have contributed to poor socioeconomic outcomes in the arid rangelands of Northern Kenya. These choices favoured investment of resources in areas of the country that have abundant natural resources, good land and rainfall, transport and power facilities, and people receptive to, and active in, development. Pastoralism, the main livelihood of the SICA region was perceived as environmentally destructive, with little or no contribution to the national economy. As a result of the skewed investment, the development levels in northern Kenya are considerably lower than in other parts of the country: the transport network is thin, disjointed, and in places non-existent. An area covering nearly 400,000 km² of land has less than 2,000 km of tarmac, much of which is in disrepair. Access to the national grid is concentrated in very few areas and the water infrastructure is largely undeveloped. Insecurity is high due to ethnic conflict and livestock theft. The area is also rife with degradation and erosion, which have contributed to the complexity of the challenges in the region, particularly with regard to food security and access to water. In addition, the region is considered highly vulnerable to climate change impacts and has experienced devastating droughts and flash floods over the past years, leading to losses of human and animal lives, displacement, destruction of livelihoods, and food insecurity.

The prevailing production systems in SICA include pastoralism, agro-pastoralism, irrigated agriculture and increasingly, wildlife conservation. Despite the significant potential contribution of drylands to the country's formal and informal economies, national awareness about them remains very low. As a result, the wealth of drylands biodiversity and indigenous knowledge is not well documented, and has received little support and advocacy in conservation arenas, media and other national forums.

Because drylands are not sufficiently addressed in environmental research, it is difficult to provide a definitive picture of their biodiversity status and trends. The absence of comprehensive and regular inventorying of biodiversity resources has led to a lack of information in this area. There is thus a need to address potential and actual biodiversity loss through documentation, advocacy, capacity building and improvement of the operating environment; as well as highlighting and scaling up the success stories.

In the lower edges of the northern rangelands, in the counties of Samburu and Isiolo, three contiguous national reserves form one ecologically connected ecosystem of 525 km² rich in flora and fauna biodiversity, known as Samburu-Isiolo Conservation Area (SICA) which will be the focus of SGP-07.

The Samburu National Reserve, managed by the county government of Samburu, covers a total of 165 km² and is separated in the south from the Buffalo Springs National Reserve by the Ewaso Nyiro river. To the Northeast of Buffalo Springs lies the Shaba National Reserve, both of which are administered by the Isiolo county government. This functional ecosystem includes three reserves as well as the neighbouring community lands which form critical wildlife dispersal areas. Four organised community wildlife conservancies are adjacent to the reserves; these are West Gate and Kalama Community Wildlife

Conservancies in Samburu and Nasuulu and Nakuprat Gotu community conservancies in Isiolo. With so much open protected land available, wildlife traverses safely between the reserves and the community wildlife conservancies including rare northern species of reticulated giraffes, vulturine guineafowls and Grevy's zebras, all of which are unique to the region. These animals are joined by other rare species, including Somali ostriches, beisa oryx and gerenuks. Also available is wildlife that is present in many of Kenya's other protected areas: foragers and grazers include elephants, hippos, olive baboons, buffalos, Grant's gazelles, to name a few. And large predators, such as the lion, leopard and cheetah also make their home in the reserves.

Birdlife is abundant with over 450 species recorded. Birds of the arid northern bush country are augmented by a number of riverine forest species. Lesser Kestrel and the Taita Falcon are species of global conservation concern and they both utilize the reserves. Five species categorized as vulnerable have been recorded in the reserves. These are African Darter, Great Egret, White-headed Vulture, Martial Eagle and the Yellow-billed Ox-pecker. The Pancake tortoise— a critically endangered species under CITES —is found in the reserve.

Most protected areas such as game reserves and national parks are found in the arid and semi-arid lands (ASALs). This gives the region a comparative advantage in tourism, an industry that is usually Kenya's highest foreign exchange earner and contributes approximately 12% to Kenya's GDP. Pastoralism, conservation and biodiversity are intimately linked. More than 70% of Kenya's wildlife is found outside protected areas on land occupied by pastoralists. With the right incentives in place, research shows that wildlife numbers and diversity can be higher in areas adjacent to national parks than within the parks themselves.⁴

While wildlife is the bedrock of the tourism industry, the numbers are declining and will be significantly impacted by the COVID-19 pandemic, whose effects on tourism may be long-lasting. Financially, the most apparent value of Kenya's wildlife and wildlands stems from wildlife-base tourism—the near collapse of tourism in Kenya due to travel restrictions, has left parks, reserves, and wildlife conservancies stripped off the vital funding needed to manage land, and reward communities and private landowners for the opportunity cost of coexisting with wildlife. Unlike parks and reserves that receive some, often inadequate, funding from national and county coffers (and these are bound to be decreased further as funds are diverted to tackle Covid-19 threats and impacts), conservancies rely entirely on tourism and grants from conservation partners and charities. Tourism income contributes between 80-90% of conservation management costs in conservancies. Core conservancy management cost include staff, mainly, community rangers salaries, equipment and supplies needed to ensure the watchful eyes of the rangers is active to prevent threats to communities and wildlife.

Even despite the threats posed by COVID-19, research by the Kenya Wildlife Service shows that wildlife populations inside Kenya's national parks are declining at a similar rate to those outside the parks. Between 1989 and 2003 six species declined markedly in the Maasai Mara National Reserve: by 95% for giraffe, 80% for warthogs and 76% for hartebeest. The losses, which are similar in other protected areas are linked to pressures from the growing local populations surrounding the reserve, and their consequent adoption of less environmentally sustainable livelihoods; including overgrazing, hunting and firewood collection. Specifically, ecological integrity at the Samburu, Isiolo Conservation Area (SICA) faces many threats, the most significant being the sustained flow of the Ewaso Nyiro River (ENR) that has in the last few years been drying up as a result of upstream abstraction and increasingly unpredictable rains due to climate change. Other threats in this ecosystem include human wildlife conflict, invasive species,

⁴ Vision 2030 Development Strategy for Northern Kenya and other Arid Land

unsustainable tourism over sustainable development, uncontrolled grazing, forest degradation, poor range land management practices, bushfires and human encroachment. Additionally, with the Lamu Port-South Sudan-Ethiopia (LAPSSET) Corridor Program, Eastern Africa's largest and most ambitious infrastructure project bringing together Kenya, Ethiopia and South Sudan with new international Airport and proposed resort city at Isiolo, there will be increased pressure on the ecosystems in the future.

2) Lake Bogoria Ecosystem in the World Heritage Site of the Kenya Lake System in the Great Rift Valley (Kenya Rift Lakes Region)

The Kenya Lake System is composed of three alkaline lakes and their surrounding territories: Lake Bogoria, 10,700 ha; Lake Nakuru, 18,800 ha; and Lake Elementaita, 2,534 ha. These lakes are found on the floor of the Great Rift Valley where major tectonic and volcanic events have shaped a distinctive landscape. Some of the world's greatest diversity and concentrations of bird species are recorded within these relatively small lake systems. The World Heritage Site is home to 13 globally threatened bird species and some of the highest bird diversity in the world. It is the single most important foraging site for the Lesser Flamingo, and a major nesting and breeding ground for Great White Pelicans. Furthermore the three sites are Important Bird Areas (IBAs) and are also Ramsar sites constituting wetlands of international importance. The lakes have a combined hectareage of 32,034 hectares, including the area covered by the water bodies of the three lakes, together with the riparian area of Lake Elementaita, the area covered by Lake Nakuru National Park, and the area covered by Lake Bogoria National Reserve. Surrounding these areas, and in between the lakes are settlements of local people, many of whom eke out a living from farming, charcoal production, and small-scale mining.

The Kenya Lake System was listed on the World Heritage Sites list in 2011 as per the following criteria:

- Criterion (vii): The Kenya Lake System presents an exceptional range of geological and biological processes of exceptional natural beauty, including falls, geysers, hot springs, open waters and marshes, forests and open grasslands concentrated in a relatively small area and set among the landscape backdrop of the Great Rift Valley. The natural setting of all three lakes surrounded by the steep escarpment of the Rift Valley and associated volcanic features provides an exceptional experience of nature.
- Criterion (ix): The Kenya Lake System illustrates ongoing ecological and biological processes which provide valuable insights into the evolution and the development of soda lake ecosystems and the related communities of plants and animals.
- Criterion (x): The Kenya Lake System is the single most important foraging site in the world for the Lesser Flamingo with about 1.5 million flamingos moving from one lake to the other and provides the main nesting and breeding grounds for Great White Pelicans in the Great Rift Valley. The lakes' terrestrial zones also contain important populations of many mammal and bird species that are globally or regionally threatened. They are home to over 100 species of migratory birds and support globally important populations of Black-Necked Grebe, African Spoonbill, Pied Avocet, Little Grebe, Yellow Billed Stork, Black Winged Stilt, Grey-Headed Gull and Gull Billed Tern. The property makes a critical contribution to the conservation of the natural values within the Great Rift Valley, as an integral part of the most important route of the African-Eurasian flyway system where billions of birds are found to travel from northern breeding grounds to African wintering places.

Lake Bogoria landscape, the focus of this project, is rich in biodiversity and supports livelihoods of thousands of local communities. Close to 210 plant species and 373 species of birds have been recorded. Plant species are distributed in six broad vegetation types, these are; riverine forests, wooded bush land,

bushed thicket, bush land, bushed grassland and swamps⁵. In the upper parts of the catchment, montane forests are found. These areas are the catchment for River Sandai/Waseges, important for maintaining rich biodiversity and community livelihoods. There are other riverine forests along rivers courses, seasonal water flow channels and freshwater springs. Outside reserve, and the forest areas the vegetation comprises of grasslands, bushlands, shrublands, scrublands and woodlands. These are the community areas, which communally graze and where community conservancies are being established for livestock and wildlife management. The lake system is one of the richest birdlife areas (IBA) in Kenya. The zoogeographical location of the reserve between the Ethiopian and the Masai zoo-regions contributes to the area's high species diversity. The lake holds huge congregations of lesser flamingo that feed on the high production of blue green algae dominated by *Spirulina platensis*. The lake shore configuration and freshwater points provide favourable environment for these assemblages and at times more than 1.5 million flamingos can be counted

Continuation of SGP-7 in this landscape will pave the way for replication of successful community initiatives in the Samburu –Isiolo conservation Area (SICA) in the northern rangelands of Kenya. Surrounded by an area of rapidly growing population, the lake is under considerable threat from surrounding pressures. These include siltation from soil erosion, increased abstraction of water in the catchment, degradation of land, deforestation, growth in human settlements, overgrazing, uncontrolled tourism expansion and pollution from agricultural activities and human settlements, as well as climate change impacts.

Another phenomenon that is fast unfolding in Lake Bogoria, as well as other rift valley lakes, is unprecedented water rise which is displacing thousands of households and disrupting communities' livelihoods activities. The water levels are also changing ecology of the ecosystem by reducing the salinity levels of the lake. While the cause of the water levels is not conclusively determined, deforestation and poor farming practices that have seen people farming on riparian zones resulting siltation is one factors.

Some of the key interventions in this landscape under GEF 6 have been (i) strengthening community wildlife conservancies, (ii) establishing lucrative bioenterprises, such as a honey value chains and (iii) rehabilitating degraded river catchments (iv) improved farming practises. These fledgling initiatives will be strengthened in GEF 7 and also replicated in the nearby production landscapes of the northern rangelands (SICA).

3) Shimoni Vanga Seascape in southern Kenya

Kenya's coastline stretches 600 km (GoK, 2017), along the Western Indian Ocean. One of the most distinctive features of the Kenyan coastline is its almost continuous fringing coral reef that runs parallel to the coast. The relatively narrow continental shelf, which suddenly drops up to 4,000 metres, a depth only allowing for limited abundance of corals, while coral growth is best supported at depths from sea surface to about 20–25 m deep where light is able to penetrate (Obura, *et. al*, 2000). Coral reefs support a wide variety of reef dependent fish, which include important demersal finfishes such as emperors, snappers, rock cods and surgeonfish amongst others. They are also important habitats for crustaceans and invertebrates such as crabs, molluscs, lobsters, prawns, shells, sea-cucumbers, squids and octopus. These fisheries are important to the artisanal fishery mostly using low technology gear such as gillnets, shark nets, hook and line, beach seines, spear guns and basket and fence traps and propelled by simple fishing vessels such as out-rigger canoes, sail boats and low-powered engines. The artisanal sector is

⁵ Lake Bogoria integrated management plan 2007-2012

estimated to employ over 10,000 fishers directly and indirectly providing a livelihood to another 60,000 (Ochiewo, 2004).

Another distinction of the Kenya coastline are the mangrove forests scattered along the coastal belt in the inter-tidal zones in estuaries and along creeks. They are mainly concentrated on the northern coast around the Lamu archipelago, Tana delta and Mida Creek in Malindi. Smaller mangrove forest patches are found in the mouths of semi-perennial and seasonal coastal rivers on the south coast in Shimoni-Vanga, Funzi and Gazi Bays, and Port-Reitz, Tudor, Mtwapa and Kilifi. The total area of mangroves in the country has been estimated to be about 45,590 ha, which represents a decline of 18% in area between 1985 and 2010 (Kirui *et al.*, 2012). Despite their importance, these fragile ecosystems have been subjected to enormous pressures and threats over the last few decades leading to degradation manifested by permanent habitat alteration and loss; shortage of building materials and firewood (Kairo *et al.*, 2001). Key threats to causing degradation of mangroves in the country are: encroachment by settlements mainly in urban centres; over-exploitation for wood products by local communities; clearance for alternative land use especially salt mining in Malindi; pollution in the form of oil spills, and solid and effluent discharges; weak enforcement of laws to protect mangrove areas; aquaculture development mainly by community based groups; siltation; potential threats from negative impacts of climate change; and lack of mangrove management plans.

The Kenya State of the Coast Report (GoK, 2017) identified destructive fishing, overfishing, pollution, shoreline change and erosion, habitat alteration and destruction, invasive species and climate change as major threats to marine ecosystems in Kenya. Major human activities contributing to these threats are fishing, farming, shipping, coastal mining (including salt mining), coastal developments and tourism. Unsustainable exploitation of fisheries and other living resources has been identified by Payet and Obura (2004) as a major environmental concern in East Africa. Fishers along the coast continue using destructive gear, mainly seine net and ring net (in shallow waters) resulting in degradation of benthic habitats such as corals and seagrasses. Shimoni Vanga area is also earmarked for large scale development projects, as part of Kenya vision 2030 development blue print. Already, large scale sugar plantation has been established on areas adjacent to the seascape, while plans to contract international fishing port at Shimoni are at advanced stage. Such developments, if not implemented and managed responsibly, often come at a high cost to the environment and affected communities.

The Shimoni Vanga seascape of the southern coastal area of Kenya has been the focus of SGP marine conservation in GEF 6. Although there have been a range of local initiatives supported by SGP within the marine ecosystem of the Shimoni-Vanga seascape, the main thrust has been on strengthening the Beach Management Units (BMUs) to conduct monitoring, control and surveillance (MCS) of locally managed marine areas, referred to locally as *tengefus*. Tengefus, which are ecologically sensitive and harbour the highest concentration of biodiversity, recognize the power and rights of fishing communities to manage their marine resources primarily to conserve fisheries and secure sustainable sources of income. The progress in GEF 6 of building the capacity of BMUs to effectively conduct MCS and other relevant tasks is noteworthy but remains insufficient to build resilience. For instance, under SGP-06, the project achieved the following with the BMUs: Conducted a capacity assessment; developed a capacity building framework and a program based on identified needs per each BMU/CSO; customized capacity building tools including (training curriculum, manuals, handouts etc.); provided trainings to BMUs on appropriate policies and practices for use in enhancing their internal leadership and governance; Reviewing BMU/CSO constitutions or by-laws to ensure that they are relevant and sustainable; Inducting BMUs/CSOs on systems of work and standard operating procedures (SOPs) that enhance internal governance; Co-coordinating inter-BMU/CSO networking for shared learning on best governance practices through cross-sites visits; Documentation and dissemination of best practices on leadership and governance among the BMUs/CSO. In SGP-07, the project will be about conducting (one

to one) mentorship and follow up sessions for each BMUs/CSOs to put into direct practice the skills, knowledge and attitudes acquired during SGP-06; internal policies on good leadership and governance such as program strategies, finance, resource mobilization, human resources, conflict management and social inclusion particularly on gender equality will be developed and operationalized for each BMU/CSO; field demonstration sessions at BMU/CSO level will be held under SGP-07 as a direct application of various best practices on leadership and governance learnt in GEF 6 and will range from conducting an inclusive, free and fair elections, holding of meetings, regular reporting to members and resolutions of membership grievances; accountable internal systems and SOPs on good leadership and Governance for each BMU/CSO will be operationalized--the main goal in GEF 7 is therefore to deepen and institutionalize organizational culture transformation, whose impacts will be manifested in the form of;

- Demonstrable knowledge and skills in the application of best practices of leadership and governance in the BMUs/CSOs for their long term sustainability
- Practical changes in social inclusion dynamics within the BMU/CBO leadership in terms of representation and roles (women, youth PLWDs and the elderly)
- Notable shifts in power and relational dynamics (between and among) women vs men, youth vs the elderly, members vs leaders, within the BMU/CSOs
- Visible changes in membership participation dynamics in shaping the BMUs/CSOs leadership agenda and decision making process
- Distinguishable shifts in attitudes and perceptions between and among the membership and leadership, women and men, youth and the elderly.
- Concrete changes in the current kinship ties within the BMUs/CSOs leadership
- Proven changes in leadership transition and diversity regardless of founders
- Demonstrable changes in leadership practices and behaviors towards embracing transparency and accountability within the organization and to the general membership

In GEF 7, SGP will therefore continue supporting BMUs and other local communities to effectively co-manage the Shimoni-Vanga seascape in partnership with the county government.

2.2 Main Threats and Barriers to Sustainable Development

The problem to be addressed

Global environmental degradation proceeds unimpeded in the three selected locations of Kenya – the World Heritage Site of the Kenya Lakes System in the Great Rift Valley, the marine ecosystem of Southern Kenya in Kwale County, and the arid rangelands of northern Kenya – due to the weaknesses in organizational capacities of communities and community organizations to collectively take action in building and maintaining resilience of these socio-ecological landscapes. Local resource dependent rural and coastal poor communities are at the receiving end of the negative and devastating effects of habitat destruction and biodiversity loss.

Rural communities draw on their experience and inherent resilience to mitigate and adapt to climate change, as they recognize the crucial importance of protecting natural resources and ecosystems that provide sustenance. Biodiversity conservation and sustainable land and resource management are integral building blocks of resilience. However, with diminishing resources communities face different challenges in light of the fact that sustaining socio-ecological resilience of landscapes can only be maintained by smallholder organizations and networks with the resources, commitment and capacities to carry out continuous, long-term processes of innovation and adaptive management. For these community actions to achieve sufficient scale to impact socio-ecological resilience in a meaningful way they must be adopted and implemented by communities across the landscape. Within the landscape, smallholder organizations must act within a common strategic framework that integrates ecological, social and

economic outcomes with the goal of reaching a tipping point in adoption and implementation of individual and collective management innovations leading to landscape resilience.

Collective action by communities and civil society organizations may be geared towards addressing (1) unsustainable livelihood practices, (2) low community participation in conservation and development policies, and (3) poor natural resource management that fails to take into consideration community contributions to conservation and development. Solutions to these problems would lead to biodiversity conservation and sustainable land management, including agro-ecosystem management and integrated water resources management, and ultimately contribute to climate change adaptation and optimization of ecosystem services. These are pursued in the context of local sustainable development.

Community organizations and civil society support groups need to act in synergy to achieve impacts at the scale of landscapes and seascapes, and generate support among the different stakeholders at landscape/seascape levels to engage provincial, regional and national levels. To act effectively, community organizations and civil society support groups require the motivation, capacities, knowledge, financing and enabling factors and opportunities to work individually and collectively. With the use of SGP funds, as well as cofinancing, community organizations and NGOs build their adaptive management capacities through learning by doing i.e. through analysis of their priorities and problems; identification of potential innovations to address them; project design, implementation, monitoring, and evaluation of results and performance; and renewed analysis and planning based on lessons learned.

To a large extent, community based organizations in the target landscapes often lack essential adaptive management capabilities in the areas of (1) identifying the full effects of unsustainable livelihood practices, (2) the technical know how, innovation and experimentation capacities in converting to sustainable, alternative sustainable livelihood practices, (3) the technical know-how in monitoring contributions to conservation, (4) effectively lobbying government for changes in policy that would harmonise conservation and development, and (5) organizational abilities to become effective agents for the coordinated, long term development or maintenance of socio-ecological landscape resilience. Community organizations are empowered by determining priorities and measures for action, developing strategies and plans, carrying them out, reflecting on impacts and knowledge gained, and planning and preparing next steps.

In summary, *the essential problem to be addressed by this project* is that the necessary collective action in Kenya for adaptive management of resources and ecosystem processes for sustainable development and global environmental benefits is hindered by organizational weaknesses of the communities living and working in affected landscapes and seascapes to act collectively and strategically to lobby for changes in policy in building social and ecological resilience.

The solution to the problem is for community organizations and civil society support groups in the three selected landscapes and seascapes in Kenya – the World Heritage Site of the Kenya Lakes System in the Great Rift Valley, the marine ecosystem of Southern Kenya in Kwale County, and the arid rangelands of northern Kenya - to develop and implement adaptive landscape and seascape management strategies that build social, economic and ecological resilience based on the production of global environmental and local sustainable development benefits including health and well-being. To pursue achievement of the outcomes of these adaptive landscape management strategies, community organizations will implement grant projects reviewed and approved by the SGP National Steering Committee (NSC), framed and supported by multi-stakeholder agreements involving local government, the private sector, NGOs and other partners, and evaluated as part of the broader collective process of adjusting management strategies to new information, knowledge, capacities and conditions.

To ensure long-term conservation of ecosystem services, sequestration of carbon, sustainable natural resource management and human well-being, there is an obvious need to involve local communities and provide them with appropriate incentives. A critical long-term solution for this is, therefore, to ensure that sufficient institutional and local capacities are available to harness innovative financing opportunities as incentives to local land users to conserve ecosystem function and resources and sustainably manage landscapes/seascapes. However, a great deal of coordinated and concerted effort is required in community capacity building to overcome the following barriers.

While many civil society actors work on sustainable development-related issues in the selected landscapes, the necessary collective action in Kenya for adaptive management of resources and ecosystem processes for sustainable development and global environmental benefits, is hindered by organizational weaknesses of the communities living and working in affected landscapes and seascapes, to act collectively and strategically to lobby for changes in policy in building social and ecological resilience. Community based organizations in the target landscapes often lack essential adaptive management capabilities in the areas of: (1) identifying the full effects of unsustainable livelihood practices; (2) technical know-how, innovation and experimentation capacities in converting to sustainable, alternative sustainable livelihood practices; (3) a lack of capacity and technical expertise in monitoring results from initiatives and identifying best practices and applying lessons learned; (4) effectively lobbying government for changes in policy that would harmonize conservation and development; and (5) organizational abilities to become effective agents for the coordinated, long term development or maintenance of socio-ecological landscape resilience.

The main drivers causing the rapid deterioration of socio-ecological resilience in the target landscapes are pressures from growing local populations around vulnerable ecosystems and resources, and impacts from their unsustainable practices. These include overgrazing, poaching (wildlife and marine species), pollution (including marine plastics), hunting, and upstream activities negatively impacting water resources, coral reefs and coastal zones. Other threats to ecosystems include human-wildlife conflict, poor fishing methods, invasive species, unsustainable tourism over sustainable development, poor rangeland management practices, bushfires and human encroachment—many of which are linked to livelihood activities by socio-economically vulnerable populations. Large-scale infrastructure/development initiatives, with promises of improved economic outcomes, further cause threats to vulnerable ecosystems. In addition to these are negative effects and impacts of climate change on both ecosystems and people which further lead to degradation of ecosystems. The relative importance of these direct threats varies with the conservation issues and landscapes.

There are several and major infrastructure development projects at different stages of planning and implementation in Kenya. For example, construction has started for components of the US\$25 billion Lamu Port Southern Sudan and Ethiopia Transport (LAPSSET) Corridor programme which, among other things, has planned airports and resorts cities close to Samburu-Isiolo Conservation areas of the rangelands of Northern Kenya. At Shimoni, plans are underway for construction of a new fish port, while a large scale sugar cane plantation- Kwale International sugar-(KISCO) has already been established. These large scale development projects come with social and ecological challenges that need to be articulated, and addressed by strong local and national institutions.

Agriculture (including livestock) and fisheries remain vital for the survival of communities but are often carried out in unsustainable ways. For instance agriculture encroaching on key forests and wildlife habitats and corridors, take place while using ineffective or damaging production methods. Agricultural expansion also threatens mid- and upper-catchments of Lake Bogoria, impacting the flow of Ewaso Nyiro river which is the lifeline for SICA. Land based activities, such as deforestation, overgrazing, poor farming practices including use of chemicals and fertilizers, riparian land clearing and poor solid waste management affect marine ecosystems around Shimoni-Vanga.

Unsustainable fisheries also impacts the local environment. The use of gears that are likely to deplete fish stocks are illegal, unreported and unregulated (IUU) fishing practices that undermine marine ecosystems (corals, sea grass beds) and livelihoods. Poaching of wildlife species and marine resources has, in some cases, increased dramatically in recent years, for instance poaching of elephants, rhinos, and sea turtles. An expanding illegal market for wildlife products and weak enforcement and compliance regimes in Kenya and other countries that remain as markets or transit zones for illegal wildlife products are quickly eroding previous species conservation achievements.

Pollution of coastal waters and scarce freshwater resources continues, to the detriment of both ecosystems and water users despite the presence of regulations. Plastic pollution has become one of the most pressing environmental issues, as rapidly increasing production of disposable plastic products overwhelms the world's ability to deal with them. Millions of animals are killed by plastics every year, from birds to fish to other marine organisms. Within Shimoni-Vanga seascape, marine plastics is a major issue. In 2019, more than 24 tonnes were collected within the seascape during the International Coastal Cleanup Day. Poor management systems, lack of sustainable technologies for recycling plastic and weak linkages with private sector are some of the hindrances to resolving the huge marine plastics menace. Although the government is addressing the plastic issue through the ban on single use plastic and the recent ban on plastics in protected areas, there is still more to be done. There is waste that comes from international waters and a need for local awareness, on why and how waste can negatively impact biodiversity and people's livelihoods, and a need for enforcement and linkages with the private sector for promotion of innovative ways for recycling and benefitting communities.

Kenya has limited greenhouse gas emissions per capita but is still increasingly suffering from the adverse impacts of climate change. For instance, ecosystems, biodiversity, economic activities, livelihoods and food security are vulnerable to both extremes of the results of changing rainfall patterns – floods and droughts.

Exploration for oil, gas and minerals and the extractive industry at large, has grown rapidly in recent years with new resources being uncovered/discovered and gradually becoming the basis for large-scale production. Some of these discoveries and exploitations underway are unfortunately located in areas rich in biodiversity and areas of great importance for peoples' livelihoods and culture. The large-scale exploration of geothermal energy in rangelands of Northern Kenya and exploration for hydrocarbons in Southern coastal of Kenya (Shimoni-Vanga Seascape) are some of the outstanding examples.

COVID-19 will also exacerbate some of the social threats that communities are facing in each site, which will in turn impact the way natural resources are used or conserved. There is already a high unemployment rate, especially among the youth, and COVID-19 has impacted the agriculture and tourism sectors dramatically (See [Annex 17](#)). It is anticipated that further employment stress will force many to turn to natural resources in desperation.

Despite Covid-19 hampering economic growth, it is anticipated that growth in Kenya's economy will continue to be driven by sectors such as agriculture, transportation, and in the medium-to long term, tourism. It is therefore essential to devise strategies to address the threats associated with these sectors and to 'green' a growing Kenyan economy that has already become a lower middle-income country in advance of its 2030 target.⁶ It is also necessary to take this hiatus international tourism and agriculture, to build back better in ways that support the resilience of communities. GEF-SGP will support and work with government and other stakeholders in promoting a green economy approach to development through county policy and development planning support. The vision here is to provide tangible recommendations and inputs into county policy, which will in fact serve as an opportunity for community interventions to feed directly into county planning.

⁶ See: UNEP, 2014. *Green Economy Assessment Report – Kenya*. UNEP, Nairobi.

The key barriers that prevent local action from building socio-ecological resilience in the selected landscapes include:

- **Barrier 1:** Community organizations in the target landscapes and seascapes lack a larger, more long-term vision and strategy for ecosystem and resource management and suffer from weak adaptive management capacities exemplified by the proliferation of unsustainable livelihoods practices and the lack of know-how in pursuing alternative sustainable livelihoods. At the same time, natural resource management mandated authorities and non-state actors are themselves challenged in terms of financial and human resources, technology and other capacities.

Communities in general engage in unsustainable farming, grazing, forestry and fishing practices as they are driven by pressures of poverty and lack the necessary know-how to engage in alternative sustainable farming, grazing and fishing. This lack of know-how makes quick profits generated from unsustainable practices (illegal fishing, timber and wildlife poaching) more attractive to engage in as the returns are relatively large and have a quick turnaround. State and non-state agencies such as ministries and NGOs who manage resources in these landscapes have inadequate knowledge on alternative livelihoods or may not have financial support, or the mechanisms available by which to disseminate capacity building tools on livelihoods alternatives. In order for any initiatives to be successful, grants will have to take into account how the pressing needs, and socioeconomic crises of communities will be addressed. The project will invest in livelihoods to incentivize sustainable interventions, and provide pilots and demonstrations on low-cost sustainable interventions, as it recognizes that unsustainable behaviours and practices are fundamental drivers of global environmental change, and responding to those behaviours can lead to transformative impacts. Behavioral change will require the project to address how environmental practices are influenced by stakeholders' values, cultural norms, power dynamics and other social structures—livelihoods offer an entry point to address the intersection of some of these factors. The project recognizes that practices need to change, but the “how” can often be left out. By investing in livelihoods that are relevant to stakeholders and communities, and degrading in nature, the project will explicitly address what behaviours need to change with accompanying strategies and benefits to communities. The project will thus lean on the following three levers of behavioural change:

- **Material incentives:** to make behavior more convenient and accessible by giving rewards and providing substitutes for desired, or undesired, behaviours. In this case, the project will support sustainable livelihoods by providing technical capacity and inputs, facilitating markets and exchanges, business plan development, and linkages with private sector, government and other partners that can support activities.
- **Information:** about what the desired behavior is, why it matters and how to achieve it. The multi-stakeholder platforms, and knowledge sharing by CSO partners will be key to, in tandem to material incentives, to enhance information, knowledge and public awareness on why behavioural change will be beneficial, and the positive outcomes that will be associated with sustainable practices.
- **Social influences:** to leverage social relationships, dynamics, and leadership to support changes in peoples' behaviour and render them more sustainable. By investing in community-based groups and local actors, the project anticipates that instead of top-down social influences, community leaders will be able to mobilize their communities and promote changes of behaviour. The project will also work specifically with indigenous groups and women's groups, so that they may be better able to communicate the benefits of sustainable actions within their own organizations. The underlying notion is that locally-rooted groups and organizations have more recognition, familiarity and trust within their communities, and will thus be agents and channels for information and change. The project will also leverage larger NGOs/CBOs to support smaller entities, and to help shape the landscape sustainability agenda.

- **Barrier 2:** Community organizations in the target landscapes and seascapes have insufficient capacities and voice to efficiently and effectively advocate policy changes at the local and national levels to support landscape and seascape resilience.

Some local and national policies for natural resources management and related developments have gaps which adversely affect the sustainability of community efforts in protection and restoration. These need to be analysed, critiqued and changed or enhanced as necessary. Without the necessary policy changes, community efforts in landscape and seascape protection will be weak and ineffective. Community organisations need to increase their capability to analyze and critique policy and advocate reforms to challenge land and natural resources management, raise questions regarding the potential incompatibility of development and conservation policies, and reform generally poor or weak governance over natural resources. They also require forums through which they can share their expertise, opinions and feedback. Civil society organizations may also lack financial resources/means to attend and participate meaningfully in agenda-setting meetings and conferences.

- **Barrier 3:** Community organizations do not coordinate with others in taking collective action in favor of landscape resilience outcomes built on global environmental benefits and the strengthening of social capital.

To achieve meaningful impacts on ecosystem processes and functions to favor landscape resilience it is indispensable that community organizations act collectively and in synergy. This requires coordination among communities within an agreed strategic framework as well as a recognition of the importance of developing social capital through organizational interactions within networks and with external agents. In some instances, community institutions at grassroots compete amongst themselves rather than working together, particularly to attract limited resources. Some may conflict in approaches to sustainable natural resources management and become hindrances to their own growth and development. There may also be a lack of resources to convene, arrange for cross-landscape collaborations, and in some cases organizations may also not be aware of what other groups are doing and what potential partnership opportunities may exist. Currently, multistakeholder partnerships in the critical land/seascapes addressed by SGP-6 require further strengthening, to holistically address the broader range of issues affecting community organisations and coordination. In terms of the new landscape—SICA in the rangelands of Northern Kenya— this type of multi-sectoral platform does not exist around which sustainable development activities can coalesce. Organizations typically work independently with very scarce resources and there has been some skepticism of large international NGOs. There is thus the opportunity for locally-led and managed sustainable activities, but the driving resources have not been available.

- **Barrier 4:** Community organizations lack the financial resources to motivate and support land and resource management practices and sustain or scale up successful experiences.

Community organizations rarely if ever have sufficient capital to take risks with innovations of untested or un-experienced technologies, methods or practices. At initial stages of familiarization and limited testing of new initiatives, approaches or technologies, grant funding is sufficient to buy down the most perceived risk, especially when accompanied by targeted technical assistance. Once the risk is perceived to have diminished sufficiently, and with a concomitant rise in capacities, community organizations may feel comfortable accepting low-interest loans to sustain innovations that require substantial capital outlay.

- **Barrier 5:** Women and indigenous communities are underrepresented in sharing traditional knowledge and expertise on sustainable development issues.

Women and indigenous communities hold much of the traditional knowledge that can be mobilized for improved sustainable development practices. However social barriers often prevent women and indigenous communities from participating or setting the sustainable development/conservation agenda. Also women in different communities face differing challenges (see Gender Section)—in some there are geographic mobility limitations for women, in others there are limitations to the kind of organizational roles women can play, in particular limitations for occupying leadership or decision-making positions. Women and indigenous communities are often not included in organizational decision-making as they often do not have the financial capacity to participate in these discussions. Indigenous communities are often not informed of larger meetings and conferences as they are typically far removed from places where such discussions are held. The distances are both expensive and culturally challenging to overcome, and there is a tendency to ignore both women and indigenous voices. In order for sustainable practices to be truly mainstreamed, or for best practices to be upscaled, it is necessary to include marginalized communities.

These barriers result in the continued practices of unsustainable farming, grazing and fishing and coordination among stakeholders in the landscapes, driven by inadequate training and skills, lack of awareness and information, inadequate funding and incentives and poor infrastructure. Community-driven development (CDD) and integrated landscape management (ILM) are necessary for enhanced socio-ecological resilience i.e. human well-being, food security, climate change mitigation/adaptation and conservation of biodiversity and ecosystem services at community level and replicated at a larger landscape scale. Women are particularly disadvantaged and excluded in terms of access to useful and affordable financial products.

IV. STRATEGY

3.1 Community-Based Landscape and Seascape Approach

The project will be based on the lessons learned and methodology of the Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS) programme. The COMDEKS programme seeks to improve landscape-level resilience through community action, while recognizing the interconnectedness of ecosystem services, local food production, natural resource use, income opportunities and culture⁷.

There are three defining aspects of the COMDEKS programme, which the SGP Kenya design will integrate into its own programming, as it has in SGP-6:

- Community-based organizations drive rural development strategies through project planning, governance, execution and monitoring.
- Participatory landscape governance represents an effective foundation for the organization of community-based, multi-stakeholder approaches to land and resource management.

⁷ United Nations Development Programme. 2018. *Assessing Landscape Resilience: Best Practices and Lessons Learned from the COMDEKS Programme*. UNDP, New York.

- Integrated solutions are effectively addressed through the landscape level, as the scale is large enough to include various communities, processes and systems that underpin ecosystem services, rural economic production and local cultures.

The strategy of implementing the COMDEKS approach will involve assisting community-based organizations in carrying out and coordinating projects in pursuit of outcomes they will identify in landscape plans and strategies. Coordinated community projects in the landscape will generate ecological, economic and social synergies that will produce greater and potentially longer-lasting global environmental benefits, as well as increased social capital and local sustainable development benefits. Multi-stakeholder groups will also take experience, lessons learned, and best practices from prior initiatives and implement a number of scaling up efforts during this project's lifetime. This is an approach that is now part of all SGP Upgraded Country Programmes (UCPs) as well as the SGP Global Programme in order to achieve global-level results.⁸

The concept of the "landscape" is used in this project as it takes into account biodiversity value, land use trends and patterns, opportunities for application of renewable resources, previous SGP-supported initiatives, poverty and inequality levels, disposition of communities and local authorities, and potential partnerships with NGOs, the private sector and others, as well as other factors. Targeting landscape resilience allows for the various types of community action to be catalyzed to advance multiple global environmental and local development goals synergistically in the same geographic space.

Through a thematic approach, focused on the intervention landscapes, the SGP will support community organizations to achieve impacts at the local scale on rural and their neighboring urban landscapes (when applicable), with the aim of progressively acquiring critical mass to reach a tipping point of adoption by rural and urban constituencies of adaptive practices and innovation for resilience-building, as well as their support by municipal, state and federal agencies. To achieve this, the project will foster adaptive management capabilities by enhancing technical know-how, developing planning and organizational skills, and promoting innovation and experimentation capacity to enhance their agency in developing plans and priorities and carrying them out for landscape resilience. The project will also invest in strategic projects, which build knowledge, capacity, and allow synergies among other smaller local actions.

In each of the target landscapes strategic grantees will work closely to implement project actions. Through a "strategic grant" strategic partners will promote training, and assist smaller grantees to implement their activities, as well as provide organizational and administrative support to monitor results. As was noted in the Midterm Review of SGP-6, capacity building is one of the comparative strengths of the SGP, with a programmatic focus to develop local community-based organizations at the grassroots level. Strategic partners have played a crucial role under SGP-6 as many of the smaller organizations may not have the administrative and organizational capacity and require the accompaniment to upgrade their own skills and capabilities. This will also support the civil society sector as a whole, to collaborate together, to receive support from fellow civil society partners. Recipients of strategic grants, "strategic partners" have to undergo the process of submitting proposals and a formal review and selection process by the National Steering Committee (NSC)/Project Board.

The small grants provided through the SGP will support those communities and CSOs that are vulnerable, to develop their capacity to take measured risks in testing new methods and technologies, to innovate as needed, and to build synergies and collaborations as per their comparative advantage. In particular, SGP-7 will support local initiatives that enhance livelihoods while combating environmental degradation, and

⁸ GEF Small Grants Programme: Implementation Arrangements. GEF/C54/Of/Rev.01, 2018. Available online at: https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.54.05.Rev_.01_SGP.pdf

provide opportunities for vulnerable groups to participate and benefit from capacity building exercises and showcase their knowledge.

In addition to the landscape approach fostered by the COMDEKS approach, the project will include the following as part of its methodology for implementation:

- **Participatory approach:** As recognized in the Midterm Review for SGP-6, there is a high level of CSO participation. SGP Kenya is able to convene a variety of stakeholders, including the most marginalized, and can create synergies and links with national, state and local governments and the private sector. The thrust of SGP-7 is to give organizations a sense of agency over their environmental and sustainable development problems while facilitating partnerships, sharing of resources and knowledge and multi-stakeholder collaborations. In fact, the project has managed to obtain co-financing from governments, CSOs and the private sector.
- **Gender and human rights:** SGP-7 and its grants will ensure that the project does not discriminate against women, indigenous groups, traditional communities socio-economically disenfranchised and other marginalized groups. SGP-7 will support smaller civil society groups that may not have the capacity to develop sophisticated proposals, through organizational accompaniment by the strategic partners in each landscape. Efforts will be taken to ensure that SGP-7 is well-understood at a deep level within a landscape, so that there is local-level commitment and buy-in, and that the project reflects the needs at landscape level, in all of their dimensions (social, political, economic and environmental) without discrimination. The different opportunities that men and women have as well as the impediments faced by women, especially women from traditional communities, are folded into the logical framework and proposed activities.
- **Iterative Learning and Knowledge Management-** The entire process of SGP-7 will be iterative in nature and will promote both the generation of knowledge and its incorporation into other activities. There will be numerous knowledge development prospects such as cross-landscape peer learning opportunities. This phase will also actively involve women in peer-to-peer exchanges, especially in the process of replicating innovations. The process of developing proposals, articulating landscape strategies, and sharing lessons learned among community groups will all be done with a strategy to both build capacities and increase knowledge. The knowledge management approach will ensure that the project is able to recover key experiences and generate replicable lessons.
- The **Theory of change principle:** The project's chain of results is projected to be mutually reinforcing. It is understood that landscapes will not be completely sustainable at the end of the five-year project duration. Rather, the expectation is that as local organizations implement small grants, with a landscape strategy cohering the work, these discrete interventions will aggregate, and generate landscape level changes, while facilitating new knowledge, partnerships and experience. This approach will now be extended beyond the initial pilot zones, into a new pilot site, with an eye to upscale successes from SGP 5 and 6. A critical aspect of the design of this project is to further systematize this process of change through the identification of activities that can be synergized, mutually benefit one another, and cross-pollinate different initiatives and landscapes.

3.2 Lessons Learned from SGP Kenya

The GEF-SGP has operated in Kenya for more than 20 years and has built up a high level of recognition among governmental level stakeholders as well as across the civil society community.⁹ GEF SGP started operations in Kenya in 1993 and since then has funded over four hundred community projects in various parts of the country. Through these projects, SGP has delivered substantial global environmental benefits through implementation of a strategy that has continually evolved to reflect lessons learnt and to take advantage of emerging opportunities. Initially, Country Programme coverage was national, with a majority of grants addressing biodiversity conservation and sustainable livelihoods. Over the years the number of climate change and land degradation projects has increased along with a smaller number of projects addressing hazardous chemicals. In the early years of the program, community projects from different parts of the country were funded as individual projects, and had no relation to each other. The impact was localized and only the residents of the immediate area benefitted. Several years later, SGP adopted a more strategic approach; under SGP-06 the SGP Kenya team would select a site of ecological and social significance and plan together with the communities the projects that would be funded over a two-year period to enhance biodiversity conservation and sustainable use and to mitigate some of the threats. This approach was implemented in western Kenya on Rusinga Island, where various groups (women's groups, youth groups, schools, fisher groups, etc.) worked together to raise tree cover on the island through agro-forestry and forest rehabilitation projects. Prior to SGP-06 in the southern part of the country along the Kenya-Tanzania border, an international waters project was collaboratively implemented by several community groups to protect the waters of Lake Jipe, which straddles the border of the two countries. This approach was adopted by the SGP Kenya program in modeling the COMPACT Initiative (further described below), and which the Program has continued to adapt and improve, learning from lessons that have emerged over the years.

In 2001, SGP Kenya became one of six Country Programmes piloting a landscape-level approach to biodiversity conservation in and around World Natural Heritage Sites (WHS) through the Community Management of Protected Areas Conservation (COMPACT) project. COMPACT, a partnership between SGP, the UN Foundation and UNESCO, promoted a rigorous approach to producing a bottom-up baseline assessment, conceptual model and site strategy for planning and future monitoring and evaluation purposes. The World Heritage Site selected in the country was Mount Kenya where SGP established a local consultative body (LCB) and a multistakeholder donor/partner forum bringing together the principal public, private and community-based stakeholders to steer the identification, planning and implementation of SGP activities around Mount Kenya. These activities are still operational after almost 15 years. SGP has funded the implementation of a large portfolio of multifocal community projects addressing the most pressing challenges faced by the Mt. Kenya forest ecosystem. While SGP cannot claim the full credit, a UNEP and KFWG aerial survey four years after COMPACT establishment found that the rate of forest degradation and loss around Mt. Kenya WHS had significantly declined. Community awareness about the importance of Mt. Kenya's forests and the means to protect them was enhanced as a result of the multiple campaigns and capacity development activities.

During GEF 5, SGP consolidated the gains achieved in Mt. Kenya, expanding its coverage to other communities in the surrounding regions that had not received support in prior years, focusing on replication of best practices and the implementation of the Forest Act. It has also applied the COMPACT approach to community-managed conservation areas in both terrestrial and marine ecosystems and expanded its area of influence to the Laikipia ecosystem, where pastoral communities and their herds, as well as wildlife, depend on Mt. Kenya's ecosystem services and on the water management practices of stakeholders in the catchment area. Wildlife also depends on the maintenance of corridors between Mt. Kenya and the lower Laikipia rangelands, thus the need to work with communities in both ecosystems.

⁹ Mid-Term Review

In GEF 6, SGP Kenya built on the experiences and lessons learned in GEF 5, to strengthen the landscape and seascape approach. The boundaries of three specific production landscapes and seascapes that surround ecosystems of global biodiversity significance were identified in collaboration with communities and other stakeholders. This provided a distinct area in which the operations of SGP in GEF 6 were to take place, and hence the hectareage that would benefit from expected outputs and outcomes was determined. At each of the three sites, the World Heritage Site of the Kenya Lakes System in the Great Rift Valley, the marine ecosystem of Southern Kenya in Kwale County, and the sacred Kaya forests of Kilifi county, three national NGOs were competitively selected to perform the role of strategic partner; to work closely with the SGP Kenya secretariat in mobilizing local communities and assisting them to develop proposals; liaising closely with the county government; and providing overall coordination of SGP-funded activities at the respective land/sea-scape. One of the first tasks of the strategic partner was to conduct participatory workshops with local communities to assess the resilience of the land/sea-scape using indicators¹⁰ that evaluate the following:

- Ecosystems protection and the maintenance of biodiversity
- Agricultural biodiversity
- Knowledge, learning and innovation
- Social equity and infrastructure.

The main purpose of the indicators is to assist communities in developing resilience- strengthening strategies that encourage local innovation, ecosystem protection and beneficial interactions between different land/seascape components. The strategies were compiled and used for developing a land/seascape strategy, which provides guidance for the typology of community-driven projects that can be implemented to increase/sustain resilience.

The establishment of a multi-stakeholder platform at each land/seascape has been another key activity driven by the strategic partner, in collaboration with the SGP secretariat.

An innovative approach that SGP Kenya has taken in GEF 6 is to (i) facilitate forging of partnerships between CSOs and private sector to broaden the scope of renewable energy uptake by local communities at household level and (ii) to promote the use of renewable technologies for productive use. This differs from earlier phases, where the role of private sector was minimal, and the use of renewable technology was mainly for domestic use and not for generating income. Twelve projects which have been approved for funding under this category are bound to improve the welfare of the communities significantly. For instance, one project is setting up a solar-powered cooling center, to reduce spoilage of milk and hence increase volumes of milk that can be sold by pastoralist women; another avails solar lamps on a friendly payment plan to school girls in rural and remote areas to enable them study and do school assignments in the safety of their homes, while another project converts a diesel-powered machine to a solar one for pumping water for drinking and watering livestock.

Another 53 projects were approved for funding under the focal areas of biodiversity conservation and land degradation. In the Lake Bogoria production landscape, the focus is on operationalizing community wildlife conservancies, establishing a honey value chain and supporting rehabilitation of river catchments. In the Shimoni-Vanga seascape, the Beach Management Units (BMUs) are building their capacities to expand their locally managed marine areas (LMMAs) and to manage them better by engaging tools and techniques for monitoring, control and surveillance (MCS). The local communities within the production landscapes of the sacred kaya forests, are strengthening the governance structures of the local elders, marking the boundaries of the forests, and supporting alternative livelihoods, such as eco-tourism and agro-ecology .

¹⁰ The Resilience Indicators Toolkit

Communities supported by SGP Kenya can boast of many international and national awards among which are eight Equator Initiative Awards, three SEED awards, one Tusk Award, two NETFund Green Innovation Awards, and one Eco-warrior Conservancy of the Year Award. In addition, persons working for organizations that implement SGP-funded projects have also won a range of awards, including scholarships and certificates of recognition.

Over the years, the Country Program has developed a distinct series of projects with similar objectives, methods, and impacts. These groups of projects have begun to acquire a critical mass of practitioner organizations that provides fertile ground for collaboration and synergies. The adoption of the practice of a geographical focus from GEF 5 - 6 has enabled the synergistic approach which has not only achieved planned outcomes such as enhanced biodiversity conservation, but has also supported alternative income and employment for communities, leading to the evolution of empowered, self-confident communities capable of voicing their concerns about ecological and land management matters.

However, changing individual community projects to coordinated multi-community initiatives, where a critical mass of producers can achieve economies of scale and weight in the market, still requires support. The growth in capacities of the community organizations involved increases from year to year with ecological and biological seasonality, analysis of experience and identification of lessons learned, and the ensuing adoption, testing and assessment of adaptive management measures, require additional inputs to achieve aggregated results. Further, new phases of SGP, allow the opportunities for replicability, extension of geographic scope to achieve scaled-up results. COVID-19 has enhanced people's vulnerabilities in terms of health, livelihoods, social stressors and distancing. However, investments at this time allow to capitalize on the opportunities that COVID-19 presents. With tourist traffic slowed, a mindset to assess business-as-usual practices, there are opportunities to further strengthen and entrench projects that promote biodiversity conservation and landscape restoration, and connect with community-based organizations that are facing hardship, to support their initiatives. SGP-07 can offer the much needed capacity support and the financial investment to extend and build-back-better in a post-COVID context.

Overall, SGP-07 will benefit from the knowledge and learning gleaned from SGP-06; some key differences being:

- SGP's engagement with the county governments will be more structured, for more synergies, delivery of coordinated activities and achieving higher level results. This level of engagement is one that the county governments are also interested in. In this phase, SGP is exploring the possibility of developing an MOU that clearly spells out the roles and responsibilities of each of the parties, which will in turn support CSO activities and the broader sustainability framework in each county. This will also enhance county-level ownership, allow for more opportunities of engagement between CSOs and local government, and greater coordination of delivery of activities and services.
- This phase will require more rigorous monitoring and mentoring of grantees by larger strategic partners, so that the baseline capacities of smaller CSOs in this regard are improved. This will also allow SGP to showcase its results and achievements in a more coherent way, and allow SGP to identify which initiatives produce what impacts.
- This phase will provide a clearer proposal template so that community groups are able to fill it out appropriately, and so that smaller organizations have the same opportunities to engage as larger groups with more administrative experience.
- CSOs will be encouraged to submit high quality proposals early in GEF-07 to take advantage of the four-year window, and avoid being rushed to complete projects. Despite COVID-19, there has

been high levels of engagement with CSOs in the project sites during the PPG, so that actors are informed of and are ready to engage as the project commences. In GEF-06 the first round of proposals were of poor standards; in this phase, at inception, clear guidelines will be provided early on so that the expectations are well-defined.

V. RESULTS AND PARTNERSHIPS

4.1 Theory of Change

The project objective is to enhance and maintain socio-ecological resilience of selected landscapes and seascapes through community-based initiatives in selected ecologically sensitive areas of Kenya for global environmental benefits and sustainable development.

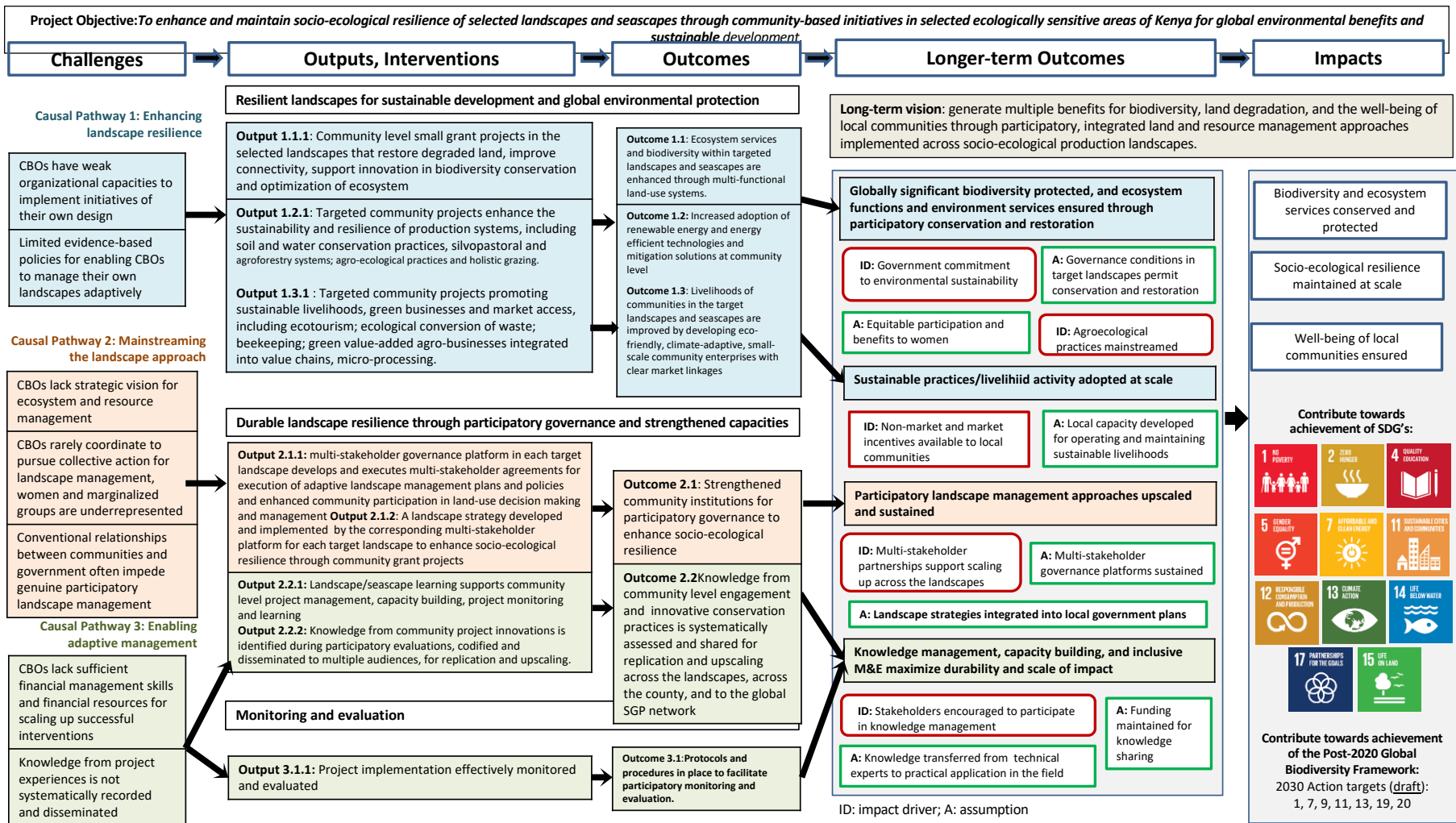
The GEF-funded alternative to the baseline will address the existing barriers to community-based measures leading to biodiversity conservation, protection against land degradation while building adaptive and resilient communities. In doing so, the project will support community-based capacities and resources to promote and build ecosystem resilience through resource management planning at the landscape level, while supporting livelihoods. The initiatives will be identified and implemented in support of landscape-level strategies formulated by multi-stakeholder groups comprised of representatives of landscape communities, civil society, local government authorities, NGOs and the private sector. Successes and achievements will be upscaled and replicated, through effective knowledge management measures and participation with the national government and NGOs.

By focusing on targeted communities in the aforementioned landscapes, the project seeks cost-effective delivery of community-level investments, processes and tools, within a measurable, limited geographic scope. The project also seeks to build synergies and linkages among various community-level interventions, so as to harmonize them, increase value-added of existing initiatives, promote social cohesion and generate greater impacts and results on the landscape through cumulative interventions. This project's strategy is to build on this by consolidating past gains in community-based conservation and scaling-up efforts to reach more communities across the landscapes.

The essential story of the project is the following: the project will seek to empower and support local community organizations, NGOs and CBOs, so that they may pilot and carry out sustainable interventions that support livelihoods and reverse biodiversity loss and implement adaptive activities against climate change. A landscape approach, reinforced through multi-stakeholder collaboration, will help achieve a cohesive and coherent vision, under which development actors, local partners and governments will execute synergistic and complementary activities to achieve a tipping point in each landscape. Five years may not be sufficient in achieving complete transformation, but promoting synergistic and complementary activities can create aggregate benefits.

To achieve these goals, the project will facilitate capacity building, sharing of technical expertise, the dissemination of resources through small grants, and opportunities for networking and knowledge sharing. The project will also invest in strategic projects, which build knowledge and capacity, and generate synergies among other smaller local actions, with the aim of building long-term ecological social and economic resilience in rural landscapes, and coordinating among smaller community players. The lessons learned from this project will enable upscaling of best practices, inform policy development, improve baseline data in the country, and provide models to be replicated elsewhere. Besides guaranteeing the operation of the multi-stakeholder platforms, the strategic projects aim to bring broader adoption of specific successful SGP-supported technologies, practices or systems to a tipping point in each landscape through engagement of potential financial partners, policy makers and their national/subnational advisors and institutions, as well as the private sector. These projects will be defined

in the first year of implementation, as feasible. The underlying theory of change for the project is captured in the following diagram (please find larger version appended in Annex 16):



4.2 Expected Results

The **objective** of the project is to enhance and maintain socio-ecological resilience of selected landscapes and seascapes through community-based initiatives in selected ecologically sensitive areas of Kenya for global environmental benefits and sustainable development.

Global Environmental Benefits: The project is aligned with the following GEF-7 focal area objectives:

- **BD-1-1:** Mainstream biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors.
- **LD-1-4:** Reduce pressures on natural resources from competing land uses and increase resilience in the wider landscape.

The global environmental benefits generated by SGP-07 are estimated based on the expected number of grants awarded and experiences on earlier operational phases of the SGP in Kenya. Aggregated benefits over the longer term will be a function of the synergies created between projects through programmatic and collaborative approaches. GEF support will be catalytic in mobilizing action at local levels to innovate new strategies and practices to improve the management of vulnerable natural resources and ecosystems. More importantly, the programme will enhance the capacity of stakeholders in different sectors and at different levels (NGOs, CBOs, etc.) to promote participatory resource management. The lessons learned from the community and landscape level initiatives will be analyzed by multi-stakeholder groups at landscape and regional levels for potential policy inputs and disseminated to other landscapes and communities where they will be up-scaled, mainstreamed and replicated, as well as integrated into other local and national level programs.

The expected project results with respect to the GEF Core Indicators are outlined below and recorded in the Core Indicator Worksheet in [Annex 14](#).

GEF Core Indicators	Proposed end-of-project targets and descriptions
<p>Core Indicator 3: Area of land restored (hectares)</p>	<p>End-of-project target: 12,000 hectares (ha)</p> <p>This will be achieved through the restoration of mangrove ecosystems (including replication of successful projects like Mikoko Pamoja conducted under SGP-06); rehabilitation of native vegetation, including riparian forests in middle and upper catchments /woodlands, coastal areas; replicating successful Sea Grass Ecosystem Restoration programs in areas where it has not been piloted.</p>
<p>Core Indicator 4: Area of landscapes under improved practices (hectares; excluding protected areas)</p>	<p>End-of-project target: 43,000 ha</p> <p>The area of landscapes under improved practices will be achieved through a variety of coordinated interventions, including but not limited to: implementing sustainable rangeland management practices such as: sustainable land use/ranch management plans, and holistic range management; strengthening traditional mechanisms for grazing control; protection of seasonal rangeland reserves; infrastructure improvements (such as establishing watering points), promotion of traditional biodiversity, developing integrated livestock and wildlife management plans, establishing predator-proof mobile bomas and improved grass establishment. The project will also support the improved use of natural resources and water management including water catchment supported small scale irrigation schemes. The project will also support rural farmers to adopt climate-smart agricultural practices and land management practices which promote diversification, and agroforestry, as well as intercropping, mulching, and composting and erosion control. The project will invest in the restoration of traditional/cultural natural resources management systems and practices such traditional forest management</p>

	practices, and utilization of traditional crops, and decreasing the use of burning and heavy use of chemicals.
Core Indicator 5: Area of marine habitat under improved practices (hectares; excluding protected areas)	End-of-project target: 16,000 ha The project will work in the marine environment and the coastal zone to ensure coordinated and mutually beneficial actions. This will be achieved through expanding coral reef restoration programmes through identifying and mapping degraded areas, identifying potential mangrove seed harvesting sites, collection of seeds and establishing nurseries, replanting and management of planted areas, and managing plastic pollution negatively impacting marine biodiversity (funded exclusively through co-financing), and mariculture practices to avoid depleting natural resources and supporting sustainability. The project will further support turtle conservation activities
Core Indicator 6: Greenhouse gas emission mitigated	Target: Project will contribute to 283,797 tCO₂-e Expected CO₂e (direct): Duration of accounting 20 years Estimated mitigation co-benefits are based on restoration activities to be achieved under core indicator 3.1 (6,000 hectares), 3.2 (2,000 hectares), and 3.4 (4,000 hectares).
Core Indicator 11: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	End-of-project target: 15,000 (7,500 men and 7,500 women) The number of direct beneficiaries were based on the number of projected grants, and geographic sites where they will be conducted. It is anticipated that project beneficiaries will receive capacity development, improved skills, investments for biodiversity protection and sustainable land management, strategic inputs into livelihoods, opportunities for synergies and partnerships.

The GEF-funded alternative will be delivered through two Components:

- **Component 1-** Resilient rural landscapes for sustainable development and contribution to global environmental protection
- **Component 2-** Landscape governance and adaptive management for upscaling and replication
- **Component 3-** Monitoring and Evaluation

Under Component 1, the following **outcomes** are anticipated:

- 1.1 Ecosystem services and biodiversity within targeted landscapes and seascapes are enhanced through multi-functional land-use systems.
- 1.2: The sustainability of production systems in the target landscapes is strengthened through integrated agro-ecological practices.
- 1.3 Livelihoods of communities in the target landscapes and seascapes are improved by developing eco-friendly, climate-adaptive, small-scale community enterprises with clear market linkages

Under Component 2, the following **outcomes** are anticipated:

- 2.1 Multistakeholder governance platforms strengthened/in place for improved governance of target landscapes and seascapes for effective participatory decision making to enhance socio-ecological landscape resiliency
- 2.2 Knowledge from community level engagement and innovative conservation practices is systematically assessed and shared for replication and upscaling across the landscapes, across the county, and to the global SGP network

Under Component 3, the following **outcome** is anticipated **Project implementation and results effectively monitored and evaluated.**

The activities under each component and outcome will take places across landscapes.

Under **Outcome 1.1, Ecosystem services and biodiversity within targeted landscapes and seascapes are enhanced through multi-functional land-use systems**, the project recognizes that one of the effective means of engaging various levels of community and government is through improved and integrated land use, while ensuring connectivity. This involves strategies of rehabilitating degraded ecosystems, fostering a shared understanding on the importance of ecosystem services and how best to manage them, and contributing to improved and sustainable land use. Interventions under this outcome will require restoration as well as a shared vision of how to rehabilitate for the purposes of conserving biodiversity. The landscape strategy will require various community groups to work together, supporting actions in different ecosystems so that they may yield collective benefits. This outcome will be delivered by:

Output 1.1.1- Community level small grant projects in the selected landscapes that restore degraded land, improve connectivity, support innovation in biodiversity conservation and optimization of ecosystem services (including reforestation of riparian gallery forests, enhanced connectivity for wetlands, rangelands and priority conservation areas; water catchment protection; participatory monitoring of species;).

The activities carried out under this outcome will include:

- Conservation and restoration of mangrove ecosystems (including replication of successful projects like Mikoko Pamoja conducted under SGP-06)
- Restoration and rehabilitation of native vegetation, including riparian forests in middle and upper catchments /woodlands, coastal areas
- Identification and dissemination of sustainable rangeland management practices such as: sustainable land use/ranch management plans, and holistic range management; strengthening traditional mechanisms for grazing control; protection of seasonal rangeland reserves; infrastructure improvements (such as establishing watering points), promotion of traditional biodiversity, developing integrated livestock and wildlife management plans, establishing predator proof mobile bomas and improved grass establishment.
- Disseminating best practices of terrestrial management to avoid risks to marine biodiversity and environment
- Expanding coral reef restoration programme through identifying and mapping degraded areas, identifying potential seed harvesting sites, collection of the seeds and establishing nurseries, replanting and management of planted areas
- Replicating successful Sea Grass Ecosystem Restoration programs in areas where it has not been piloted
- Capacity building/training initiatives for engaging local communities, especially women and youth in landscape resilience activities.
- Disseminating best practices on sustainable use of biodiversity, such as habitat restoration, use of NTFP
- Restoration of traditional/cultural natural resources management systems and practices such traditional grazing plan, forest management practises, water resources management and utilisation, traditional crops
- **Establishing community conservancy land use management plans**

- Public awareness campaigns and educational programmes to promote behavioural change particularly in the areas of poaching and risk to biodiversity, agricultural practices, indiscriminate grazing, burning, heavy use of chemicals; strengthening environmental awareness/education programme targeting communities, youth schools/colleges on conservation and sustainable land management
- management of fish spawning areas including mangrove and coral reef protection; control of illegal fishing gear and respect of no-take zones

Under Outcome 1.2: The sustainability of production systems in the target landscapes is strengthened through integrated agro-ecological practices, the project acknowledges that agricultural production offers an entry by which sustainability measures can be promoted, while supporting livelihoods. It is also a sector where there is room for innovation and sharing of best practices. Given that the project is primarily targeting rural communities, agriculture is the most relevant sector to address, as it is directly connected to livelihoods, sustenance, connection to the land and to traditions, supports the sense of community and is most closely associated to the use of natural resources. Within rural communities, baseline assessments have shown that women play a critical role in the transition to more sustainable land management systems, such as agroecology, leading the way in introducing innovations in techniques and procedures. In the baseline, it was revealed that communities are facing greater challenges given the lack of water, poor quality of soil, use of chemicals, overgrazing, burning and lack of know-how on how to increase production given these constraints.

Output 1.2.1- Targeted community projects enhance the sustainability and resilience of production systems, including soil and water conservation practices, silvopastoral and agroforestry systems; agro-ecological practices and holistic grazing and the following associated activities will help address these challenges:

- Improve water management including water catchment support small scale irrigation schemes
- Promote indigenous knowledge and traditional crops, especially neglected native crops
- Promote rural farmers to adopt to climate-smart agricultural practices
- Support land management practices which promote diversification, and agroforestry, as well as intercropping, mulching, and composting and erosion control
- Promote an integrated approach between farming and potential impacts on marine environment
- Improve access to innovative clean cooling options in both agricultural and fisheries supply chain
- Remedy on-farm irrigation to improve water management and decrease wastage
- Support county government to implement county special plans and other development plans through coordinated CSO actions, including public awareness and participation in development of policies and development programme/plan related to sustainable management of natural resources

Under Outcome 1.3- Livelihoods of communities in the target landscapes and seascapes are improved by developing eco-friendly, climate-adaptive, small-scale community enterprises with clear market linkages, the project seeks to strengthen communities' livelihoods by promoting and upscaling sustainable enterprises. With its rich cultural heritage and diverse landscapes, the communities under this project have a plethora of activities at the local scale that could yield greater socioeconomic and environmental benefits. These enterprises need accompaniment, organizational development, and support in business planning to make initiatives profitable. They also require the opportunity to pilot various activities to see which can be managed by the communities, and which can be viable. Initiatives under this outcome will assist organizations to carry out sustainable production, while establishing the

necessary market linkages. Most importantly, activities under this outcome are directly linked to strengthening livelihoods, which is a key factor in ensuring sustainability. It also gives the space to smaller CBOs to test initiatives, or upscale them which they have not been able to do previously due to the lack of resources. Given the economic challenges posed by the COVID-19 pandemic, these activities are all the more crucial to ensure that people can derive livelihoods from sustainable means (please see [Annex 17](#) for more risks and opportunities under COVID-19). There is one output foreseen under this outcome:

Output 1.3.1- Targeted community projects promoting sustainable livelihoods, green businesses and market access, including ecotourism; ecological conversion of waste; beekeeping; green value-added agro-businesses integrated into value chains, micro-processing. The activities intended to deliver this output are the following:

- Improvement of mariculture practices to avoid depleting natural resources and supporting sustainability
- Supporting turtle conservation activities (eco-tourism)
- Support small farms/kitchen farms using innovative technology like vertical bags for improved nutrition, biodiversity conservation, food security and livelihood improvement for women in the islands
- Scale-up and foster linkages between community group waste collectors, and private sectors in plastic waste recycling /enterprises to improve the value chain in waste management and promote sustainability in waste enterprises, and reduce impacts on vulnerable biodiversity (**this will be financed exclusively through co-financing**)
- Increasing pasture production/seedlings (mangrove, fruit trees) and supporting a circular economy
- Supporting butterfly farming which has both a conservation value, income generation and eco-tourism potential and increases incentives for protecting forests and mangroves
- Improving marketing of sustainable fisheries
- Scale-up women led bee keeping enterprise by enhancing production capacity, value addition and quality assurance and market linkages at bigger scale.
- Supporting women's groups in marketing of sustainable products; linking producers directly to and consumers and fostering financial literacy
- Upscaling artisanal/handicraft especially beadwork (especially in Lake Bogoria and SICA landscapes); in the context of COVID-19, finding digital means to upscale some of these local initiatives
- Supporting groups/cooperatives in accessing revolving credit using lesson learnt from previous such interventions
- Providing capacity-building for developing management skills for entrepreneurs, supporting sustainable packaging/marketing, quality control
- Investing along the value chain to increase value addition of products e.g. gum arabica, fish, honey, fruits
- Supporting smaller enterprises to obtain eco-tourism status e.g. eco lodges, safari walks and adventures, bird watching, camping tents, curio shops, guidebooks
- Support not-for-profit training centers for guides and scouts where they can learn about biodiversity conservation and ecotourism principles
- Promoting sustainable livestock husbandry techniques (predator proof Bomas, improved breed, marketing strategies)
- Support community-based ecotourism projects to recover from COVID-19 impacts (marketing, infrastructure refurbishment, boats, traditional food kiosks, etc)

The first component under **Component 2** is **Outcome 2.1- Multistakeholder governance platforms strengthened/in place for improved governance of target landscapes and seascapes for effective participatory decision making to enhance socio-ecological landscape resiliency.**

Under this outcome, in the GEF alternative, activities will focus on establishing recognizable, functioning local governance platforms in the selected landscapes. Under SGP-6, a number of organizations came together, and convened to establish two multi-stakeholder platforms; one at the Lk. Bogoria production landscape and the other at the Shimoni-Vanga production seascape. Under SGP-7, the platforms will be further enhanced and sustained, cover a greater area, include new partners, and deepen the participation of private sector whose activities impact the land/sea-scape. In fact, the project will be receiving co-financing from a private sector partner who will support in reducing plastic pollution from vulnerable coastal biodiversity.

In the Northern Rangelands site, a multi-stakeholder platform will be established. The governance platform in each landscape will serve as a point of collaboration and coordination, knowledge-sharing, assessing progress against various environmental indicators, responding to environmental shocks and most importantly, planning on how to protect valuable natural resources while ensuring livelihoods. Partners will be able to disseminate information through this platform, develop and adopt landscape goals and objectives and collect lessons learned. The platform will also serve a socio-cultural role in bringing together people of different livelihood activities, genders, and socioeconomic class. It will be situated at the landscape level, allowing local organizations to determine their landscape priorities, objectives and strategies. The multi-stakeholder model offers a platform through which some of tenure or collectively owned issues can be articulated, and can provide a venue for communal needs and concerns to be expressed. In order to ensure that all voices are considered in the multi-stakeholder platform, efforts should be made to reach out to existing women's grassroots groups and organizations, as well as youth-based groups in each one of the landscapes so that they are incorporated in these regional networks.

There are two outputs planned under this outcome. Under **Output 2.1.1- A multi-stakeholder governance platform in each target landscape develops and executes multi-stakeholder agreements for execution of adaptive landscape management plans and policies and enhanced community participation in land-use decision making and management.** The baseline membership of the multi-stakeholder platforms varies in the different land/seascapes, depending on the stakeholders active at the landscape/seascape. For instance, the Shimoni-Vanga platform has a relatively high number of international NGOs because they are active there. The Lk. Bogoria has several county depts represented (environment and tourism; water; agriculture) because all are engaged in supporting grantees to some extent. But generally includes county government, national government, national and international NGOs, and local registered groups. In OP 7, effort will be made to strengthen the participation and involvement of the following: women groups; youth groups; research/tertiary institutions and private sector. Activities will include:

- Establishing a representative multi-stakeholder platform in the SICA landscape that includes participation of women, private sector partners, local governments, local community organizations and interests.
- Facilitating three multi-stakeholder platforms for regular meetings, reporting, incentivizing participation. To ensure participation of women, considerations should be taken into account, such as the scheduled meeting times and how this may conflict with women's labour or household/childcare responsibilities; location, and whether this poses risks to women; as well as the need to provide childcare services of some sort.
- Training of multi-stakeholders members on good governance, gender mainstreaming, organizational management, and monitoring and evaluation to enhance capacities

- Conducting joint activities among communities, government agencies, private sector to improve surveillance and monitor against illegal activities of natural resources
- Disseminate social and environmental best practices in the development and implementation of large scale investment projects within conservation/ecologically sensitive areas to decrease risks experienced by vulnerable communities (e.g Shimoni fish port and Lamu Port-South Sudan-Ethiopia-Transport (LAPSSSET) Corridor)
- Establishing long-term co-financing structures to ensure sustainability of multi-stakeholder platforms

Output 2.1.2- A landscape strategy developed and implemented by the corresponding multi-stakeholder platform for each target landscape to enhance socio-ecological resilience through community grant projects, The strategic partner organization in each landscape will have the role of convening and supporting the respective multi-stakeholder platform in the development of a landscape strategy, including a shared vision, while acknowledging shared challenges and activities needed to be addressed. Strategies for Lk. Bogoria landscape and Shimoni-Vanga seascape were developed at the start of GEF 6. These will be revised and enriched to capture the progress made in GEF 6 and the barriers and gaps that still remain to be addressed. The key activities under this output will include:

- Identify landscape-level priorities in accordance with different visions of the stakeholders, and specifically include the perspectives of marginalized communities, women and youth
- Clarify roles and responsibilities of various stakeholders in contributing to landscape resilience
- Plan and carry out baseline assessment in each landscape against which results can be measured.
- Map/zone communal natural resources and critical ecosystems e.g indigenous/cultural sites, for better protection, and integrate this mapping exercise into county planning
- Conduct a participatory problem analysis to inform landscape strategy development
- Design a sustainability plan for each landscape strategy

Under **Outcome 2.2- Knowledge from community level engagement and innovative conservation practices is systematically assessed and shared for replication and upscaling across the landscapes, across the county, and to the global SGP network,** the project recognizes that some larger initiatives can upscale results beyond landscapes. One of the priorities under this output is to strengthen regional collaborations, and strengthen partners that can provide organizational accompaniment/ development, business development, integration of activities to smaller community groups, so that they may reach more actors and help consolidate and align their activities.

Under this outcome, the many lessons learned through individual grants will be brought to the fore and shared with other communities, organizations, and replicated as needed. The aggregate activities at the landscape level can also serve as potential for upscaling at the province and national level. Opportunities will be sought with research institutes, government entities and national-level NGOs to share some of the lessons learned and best practices identified by the project. Activities under this outcome can also help leverage other funds, and support South-South partnerships.

Activities under this outcome, also allow for CSOs as a sector, to distill their learning, and potentially leverage knowledge for policy recommendations, advocacy, and support to other development initiatives. Case studies, pilots and lessons learned can help inform other initiatives with field-level experiences and expertise.

There are two outputs planned under this outcome. Under **Output- 2.2.1 Landscape/seascape learning supports community level project management, capacity building, project monitoring and learning,** the project seeks to support local organizations in strengthening their organizational capacities,

administrative practices, gender-responsive approaches and sensitivity to socioeconomic, ethnic, inequalities, ability to leverage funds, and upscale their sustainable practices. This is a core issue to ensure sustainability and to provide an incentive for participation on the parts of smaller organizations, which may have to sacrifice time/resources to participate in SGP multi-stakeholder meetings. The key activities under this output include:

- Support community organizations to document baselines, and measure change from project inputs—improving their own monitoring and measurement capacities
- Showcase best practices, systematizing lessons learned, so that they can be shared in a usable manner
- Strengthen the capacity of civil society organizations to effectively respond to NR issues at landscape level
- Case studies will be conducted at two levels: First, individual grantees will be supported to reflect on their grant implementation experience and distill lessons. Second, NGOs implementing land/seascape strategic grants will prepare case studies summarizing the land/seascape planning and implementation efforts, including the contribution of individual grant activities to achieving the land/seascape objectives. These case studies will also apply a participatory approach involving all members of the multi-stakeholder platforms, grantees and their support organizations. Best practices will be identified and documented as part of the process. Understanding the extent to which community and environmental resilience has been enhanced will be an important aspect of case study preparation. Dissemination will be done at various levels including local, county, watershed, land/seascape and national levels within available resources. The means of dissemination will be identified as project implementation progresses, with the objective of reaching a large audience, but also through means adapted to specific target groups, in particular women and the youth. Case studies will take into account context specificity. When applicable, elements will be drawn out to feed policy development, upscaling opportunities, and other projects. These will be discussed and highlighted in multi-stakeholder platforms, so that actors can discuss and question particular elements, to integrate them in their own programming.”

Under Output 2.2.2- Knowledge from community project innovations is identified during participatory evaluations, codified and disseminated to multiple audiences, for replication and upscaling.

- Supporting peer-to-peer learning exchanges, demonstrations and pilots from different parts in the landscape and across landscapes
- Developing and supporting implementation of NRM policies, by-laws etc at county level
- Documenting indigenous knowledge and best practices, and disseminating these among key stakeholders
- Developing policy-relevant recommendations on natural resource management (especially proving recommendations on county policies)
- Establish integrated ecosystems plans on buffer zones and production areas (outside of Protected Areas)
- Produce digital videos, documents, pamphlets, training materials, whatsapp messaging/groups for appropriate audiences
- Design a Communications Strategy and a Knowledge Management strategy with specific approaches to reaching different audiences; these strategies must take COVID-19 challenges into account.

- Provide environmental education to youth through schools and community groups to enhance knowledge on conservation, sustainable livelihood opportunities, and actions that can be taken at the local level to build resilience
- Criteria for identification of *strategic initiatives* for upscaling will be developed jointly by both the National Steering Committee (NSC) of the SGP and strategic partners. Criteria will include, but not be limited to the following: (i) relevance and priority for the county government, (ii) applicability at county-wide level; (iii) involvement of large numbers of the community and beneficiaries; (iv) goodwill and support by relevant national institutions. Some of the initiatives implemented in GEF 6 as possible candidates for replication and upscaling in GEF 7 (depending on proposals) include; (i) strengthening the governance and managerial capabilities of community wildlife conservancies; (ii) developing and strengthening a honey value chain, and (iii) expansion and protection of locally-managed-marine areas (LMMAs) through monitoring, control and surveillance (MCS).
- Establish a of a donor/development partner round table to promote exchange of information to reduce duplication and enhance synergy among donors and development partners, which are quite numerous particularly in the Shimoni Vanga seascape

Under Component 3- Monitoring and Evaluation, and **Outcome 3.1- Project implementation and results effectively monitored and evaluated** there is one output. **Output 3.1.1- Protocols and procedures in place to facilitate participatory monitoring and evaluation.** Activities under this output will implement enabling procedures and protocols for effective monitoring & evaluation; please refer to Annex 4- Monitoring Plan for more information. The project inception workshop, to be held within 60 days of CEO endorsement, is a critical milestone on the implementation timeline, providing an opportunity to validate the project document, revise and finalize the stakeholder engagement plan; confirming governance implementation arrangements, including agreements with responsible parties; assessing changes in relevant circumstances, particularly COVID-related protocols, and making adjustments to the project and program results framework accordingly; verifying responsibilities; updating the project risks and agreeing to mitigation measures and responsibilities; and agreeing to the multi-year work plan. An inception workshop report will be prepared and disseminated among the NSC members.

The SGP National Steering Committee (NSC) will be the main platform for high-level and strategic decisions (see Section on Governance and Management Arrangements). Twice per year NSC meetings are planned; on an as-needed basis, additional meetings will be convened physically or virtually.

Monitoring indicators in the project results framework, project risks, implementation of the stakeholder engagement plan and implementation of the gender action plan will be carried out by the Country Programme Management Unit. Project monitoring will also include measuring resilience indicators through the life of the project to measure change.

According to GEF requirements, two independent evaluations will be carried out of the project, a midterm review and terminal evaluation. At least one month before the midterm and terminal evaluations. The project management team will carry out assessments of the GEF core indicators and other results requiring verification/analysis. These assessments will include GIS mapping of project interventions and uploading the geospatial information onto the SGP Learning Forum e-platform.

4.3 Partnerships

SGP Kenya will continue building strong partnerships to deliver impacts at scale and to confront complex challenges facing the target sites. The sustainable management of Kenya's vital natural resources relies on the decisions and actions of a range of Kenyan government both at National and County level and non-government partners including local communities, professional NGOs and the private sector. SGP

recognizes the need for, and importance of, collaboration and will therefore seek to strengthen and streamline collaborations into effective partnerships. The varied levels of partnership will help to deliver the complementary strengths of the partners and provide resources for the achievement of the project outcomes. As reflected in the project baseline in the CEO Endorsement, there a number of government and non-governmental organizations, as well as private sector companies that will partner with SGP to deliver the program outcomes. The following key partnerships and programs have been identified¹¹; the Stakeholder Engagement Plan in Annex 8 includes additional information on strategies of engagement:

Government

State Department of Fisheries and Blue Economy (SDF&BE) along with other national institutions and CSOs are implementing the Kenya Marine Fisheries and Social Economic Development (KEMFSED) Project at Kenya coastal counties including Shimoni-Vanga seascape, in the Southern Kenya landscape. The state department of fisheries has been instrumental in the establishment and strengthening of locally managed marine areas; referred to locally as *tengefus*. There are clear areas of convergence between KEMFSED project and proposed outcomes of this project including strengthening governance and management of Kenya's renewable marine resources towards ensuring long-term sustainability of fish stocks and strengthening livelihoods in coastal communities through provision of a combination of technical and financial support. This will include demand-driven sub-projects and complementary capacity building and training of beneficiaries. Women, youth and vulnerable and marginalized groups will be specifically targeted by creating opportunities along the value chain. The **Kenya Marines Fisheries Research Institute (KMFRI)** and the **Kenya Forest Services (KFS)** will also be key partners, in particular through the Vanga Blue carbon project/Mikoko Pamoja Project Partnership on mangroves conservation and restoration that they are conducting. KMFRI, will partner with SGP in Shimoni-Vanga seascape where several projects that compliment this project are taking place. This includes UNEP and International Coral Reef Initiative (ICRI) funded project on managing Mangroves for climate change regulations and other ecosystems Ecosystem Services in Kenya. The project promotes mangrove conservation for increased environmental services such as fish breeding areas, sea grass and coral reef protection for increased ecosystem productivity that improves community wellbeing. Vanga Blue Forest Project is a particularly critical partner, in replicating and upscaling mangrove conservation initiatives which previously received support from SGP such conservation of Gazi bay Mangrove ecosystem. These partnerships will continue to build on these synergies and upscaling of each other's work.

County Governments- SGP will also work closely with the county governments of Kwale, Baringo (Lake Bogoria landscape), Samburu and Isiolo (SICA) to actualize the project. Robust policy and legal frameworks at county level will cement and ensure long term sustainability of community initiatives supported under GEF 7. At the same time, county governments will be critical in functionality of the multi- stakeholder's platforms, to ensure long term success in the conservation and community development programmes at landscape level. SGP-7 will also support county governments by providing draft sustainable development policies, produced through the multi-stakeholder platforms, to be incorporated in county planning.

Three counties (Kwale, Samburu and Isiolo) are also targeted to benefit from Kenya off-grid solar Access Project (K-OSAP), a World bank project housed at the Ministry of Energy. The project development objective is to increase modern energy services in underserved counties of Kenya through the implementation of mini-grids for community facilities, enterprises, and households, stand-alone solar systems and clean cooking solutions for households, clean cooking solutions for house-holds and solar water pumps for community facilities. All these can provide opportunities for synergies and collaborations with SGP outcomes and outputs of this project.

Kenya Forest Service has a National Tree Campaign, which aims at increasing country tree cover to 10%, as per the constitutional requirements. The project converges well with SGP initiatives to improve land

¹¹ The list of possible partners in this section is not exhaustive but indicative. As implementation progresses opportunities to collaborate with other institutions, programs and donors may emerge.

productivity, reduce land degradation and improve water catchments. All the three landscapes will benefit from this initiative.

Civil Society & NGOs

The Northern Rangelands Trust (NRT) will contribute to the achievement of outcomes and outputs of this project in Northern Rangelands landscape around Samburu and Isiolo conservation area. NRT has well-established and well-funded programmes that support local communities to improve management of range lands for livestock and wildlife production. This is a Trust made of community organizations dedicated to conservation which also include indigenous community groups from Northern Kenya. Communities are supported to convert the land-use of their communally-owned land from group ranches to community wildlife conservancy. NRT mobilizes resources to support setting up of the conservancies including development of management plans, infrastructural improvement, marketing and training. The Samburu-Isiolo Conservation Area, which SGP targets for support in GEF 7, is surrounded by several conservancies, all of which receive support in varying degrees from NRT. Communities that reside within the production landscape of the Samburu-Isiolo Conservation Area (SICA) and who will receive support from SGP, are also members of the conservancies.

WWF Kenya- There are currently two ongoing WWF Kenya initiatives which will contribute to the achievement of the outcomes and outputs of this project. First through a 3.5 million Euros forest landscape restoration project funded by the government of Germany through German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety through its Secretariat. The project supports local communities to restore degraded terrestrial and mangrove forests for biodiversity conservation and sustainable use, while ensuring improved safeguards are in place to protect them against impacts from new large-scale economic developments, like the ones being experienced in Shimoni-Vanga and SICA. Secondly, WWF-Kenya is piloting sustainable and efficient off-grid cooling solutions to minimize post-harvest losses in selected areas at the coast. This project will be used to promote widespread use of clean, efficient cold storage facilities along the fisheries value chain. The initiative implements the Kigali Amendment of the Montreal Protocol which aims to mitigate the adverse effect of climate change and global warming by helping developing countries transition to energy-efficient, climate-friendly, and affordable cooling solutions. The SGP will partner with WWF in replicating and building on the successful elements of these projects (restoration of degraded ecosystems, improving environmental and social safeguards in large scale development with regard to increasing public awareness and knowledge sharing on conservation and biodiversity and the role of indigenous communities and women).

The **Kenya Wildlife Conservancies Association (KWCA)** is a landowner-led national membership organization representing community and private conservancies in Kenya. KWCA works with conservancy landowners and regional conservancy associations to create an enabling environment for conservancies to deliver environmental and livelihood benefits. SGP will continue partnering with the Association in GEF 7 to ensure the experiences from the large movement of community conservancies in Kenya informs the development of the new conservancies in the Lake Bogoria and Southern Kenyan landscapes. The Association will also support training and provide advice on legal matters to new conservancies to help them meet the requirements of the Wildlife Act and other norms.

Ecotourism Kenya is a national non-governmental organization promoting responsible tourism practices. The “Community Enterprise Development Program” implemented by Ecotourism Kenya aims at promoting the development of community-based tourism enterprises in the country. Ecotourism Kenya also manages a certification scheme for tourism accommodation facilities based on environmental and social criteria and is in the process of drafting guidelines for “green destinations” in Kenya, recognizing that certifying facilities is not sufficient and does not cover the wide range of tourism activities. SGP will

partner with this organization to support community groups interested in graduating to eco-tourism ventures.

Wetlands International- Lakes Bogoria and Elementaita are both RAMSAR sites. SGP will invite **Wetlands International** to partner with national and local CSOs working to protect these important areas, and identifying local level livelihood activities that can be conducted without negatively impacting wetlands

International Organizations

GIZ has several programs and activities in Kenya relevant to the objectives of SGP's Seventh Operational Phase. In agriculture, GIZ activities focus on innovation to increase employment, food security and drought resilience. Other areas of support include renewable energy and good governance with a focus on combating corruption. During the inception phase, SGP will collaborate with GIZ opportunities for joint activities.

The **UN Food and Agriculture Organization (FAO)** collaboration in the country aims at creating a more competitive and productive agricultural sector and increase food security for Kenyans. FAO's assistance focuses on five outcomes: Agriculture-based livelihoods and sectors are supported by an enabling policy, strategy and investment environment that promotes equality and inclusivity; productivity of medium- and small-scale agricultural producers is increased, diversified and aligned to markets; management of land, water and other natural resources is improved for enhanced food security and socio-economic development at national, county and community levels; livelihood resilience of targeted, vulnerable populations is improved; access to and use of information, innovation and a global pool of knowledge and expertise drive holistic growth in the agricultural sector. FAO's work to address climate change in the agriculture, forestry and fisheries sectors is also of relevance to SGP's sixth operational phase objective.

SGP will endeavor to cooperate with **UN Women** as much as possible. UN Women Kenya has a number of programs and initiatives relevant to SGP, for example, their initiative to empower women economically and support gender sensitive solutions to credit and lending barriers. UN Women also has a program targeting women leaders and young potential female leaders to strengthen women's ability to participate effectively in governance structures and to influence the gender equality agenda.

World Agroforestry Centre (ICRAF)- The Centre generates science-based knowledge on the diverse roles that trees play in agricultural landscapes, and uses its research to advance policies and practices, and their implementation that benefit the poor and the environment. SGP will partner with ICRAF for scientific and technical advice in the implementation of the landscape approach and sustainable rangeland management in the Lake System in the Rift Valley and Southern Kenyan production landscapes.

Private Sector

Although specific private sector partners will only be identified once joint proposals have been received and appraised by the NSC against agreed criteria, a first consultation workshop that took place during project preparation confirmed that there are a large number of companies motivated to develop joint proposals to enable communities in un-served/underserved areas to benefit from modern and sustainable energy services, that could fund sustainable agricultural activities. The key will be that these energy efficient partnerships will have to serve the conservation of biological diversity, and support improved SLM practices.

There exists a particular entry point for establishing partnerships between SGP grantees and private sector on value addition of raw natural resources that are sustainable harvested and on marketing and improved production of various community products. These include honey, seeds, maize, beans and seaweed. Some of the potential private sector partners identified during PPG are Baraka Honey of Egerton University, SIDCO Kenya limited interested in seed production around lake Bogoria and C-weed cooperation interested in seaweed industry. In plastic waste management for improved livelihoods for the local communities along Shimoni Vanga , there exist potential linkages between women and youth groups who

conduct beach clean ups with plastic collecting companies. Two such companies were identified during this PPG namely Jinplastics and Modern soaps— **any such activities will be supported through co-financing (Base Titanium).**

Synergies with Projects

“Support to Sustainable Bio-enterprise Development in Healthy Rangelands in the Arid and Semi-Arid Lands of Kenya” (2018-2023) is a GEF project that SGP will seek to partner with. It is being implemented by the UN Food and Agricultural Organization (FAO), the International Union for the Conservation of Nature (IUCN) and Government Departments. This project seeks to provide alternative models for sustainable land management, restoring degraded lands, and supporting the development of diversified livelihood options, which include enhanced use of non-timber forest products (NTFPs), such as gum resins, honey and agave, as well as through the development of ecotourism. SGP will strive to synergize with partners of this project given the relevance of its objectives to the Lake Bogoria and SICA landscapes in terms of improved rangeland management, alternative and diversified sustainable livelihoods for the communities and restoration of degraded areas.

“Scaling up sustainable land management and agro-biodiversity conservation to reduce environmental degradation in small-scale agriculture in Western Kenya” project (2017-2021) is being implemented by the Kenya Agricultural and Livestock Research Organization (KALRO) is partnering with the Alliance for a Green Revolution in Africa (AGRA) and funded by GEF.

Kenya Marine Fisheries Social Economic Development (KEMFSED) Project (US\$ 100 million; 2020-2025) funded by the World Bank will be carried out in the *Shimoni-Vanga seascape* (Southern Kenya landscape). It is to be executed by the State Department of Fisheries and Blue Economy (SDF&BE). Some of the key objectives of the project include: (i) Support to the Government of Kenya in strengthening governance and management of Kenya’s renewable marine resources towards ensuring long-term sustainability of fish stocks. This will be done through an improved policy and regulatory framework, and implementation of specific measures intended to protect marine resources; (ii) To strengthen livelihoods in coastal communities through provision of a combination of technical and financial support. This will include demand-driven sub-projects and complementary capacity building and training of beneficiaries. Women, youth and vulnerable and marginalized groups (VMGs) will be specifically targeted by creating opportunities along the value chain. Given that the SGP seeks to support improved and sustainable management of natural resources, and support the livelihoods of local communities, SGP-7 will support this World Bank initiative and leverage some of the resources being invested.

Global Indigenous Peoples and Community-Conserved Areas and Territories (ICCA) Support Initiative (COVID-19 response)-2013-2023, funded by the German Federal Ministry of the Environment (BMU) – **USD 350,000** will be provided to SGP project beneficiaries is to support civil society initiatives and actions by Indigenous Peoples and Local Communities (IPLCs) to address the COVID-19 response and green recovery.

In the Lake Bogoria (Kenya Lake System in Great Rift Valley landscape), RECONCILE, a national NGO with expertise in **land-use rights and drylands management**, is supporting participatory rangeland management **and Integrated Drought Recovery projects (2018-2022)** by hosting a range of trainings. The topics of the trainings include pasture management, rangeland re-seeding and rangeland management policy. The project is implemented within selected areas of the County, including the production landscape of Lake Baringo. Their partner of choice within the landscape is Irong conservancy; one of the conservancies targeted for support by SGP in GEF 7. Another project being implemented in the same landscape is by the NGO **“Pamoja for Transformation”**. **This project documents sustainable indigenous land management practices, especially on beekeeping** and herbal medicine. SGP-7 can upscale some of

these trainings and build partnerships with the facilitators to share some of the capacity building tools and results at the multi-stakeholder levels.

Christian Aid is working with over 30 partners across 20 counties in Kenya, mainly in arid and semi-arid lands including Baringo, Samburu and Isiolo counties. Their work focuses on four key areas: 1) Health and nutrition, 2) **Climate change and energy**, 3) Inclusive markets and 4) Humanitarian and resilience. These topics are central to SGP 7 in various counties covered under the project. For example, SGP 7 can leverage on

In addition, in Samburu county, the SGP-7 project will be complemented by the **NAWIRI Programme** which is a Mercy Corps-led consortium of Kenyan and international partners Development Food Security Activity (DFSA) in Turkana and Samburu counties of Kenya. It is funded by USAID's Office of Food for Peace and will run from 2019-2025. The NAWIRI program will be implemented through a phased approach that emphasizes learning, partnership, and co-creation with government, civil society, communities, and the private sector to drive sustained reductions in acute malnutrition in both counties.

The **Vanga Blue Carbon Project (2019-2039)** is a carbon offset project which is community-led mangrove conservation and restoration project based in Vanga area. It aims to provide long-term incentives for mangrove protection and restoration through community involvement and benefit. The project includes the sale of carbon credits on the voluntary carbon market, verified by the Plan Vivo carbon trading standard. It builds on the success of a similar project (Mikoko Pamoja) in Gazi, a community just a few kilometres north, which has been trading mangrove carbon credits on the Voluntary Carbon Market since 2012. Vanga Blue Forest is expected to cover 460ha of mangroves and avoid emissions of over 106,929 tCO₂-eq while earning the community over US\$400,000 among other benefits over the 20 years' crediting period. The project is supported by Leonardo DiCaprio Foundation, Ecosystem Services for Poverty Alleviation and United Nations Environment Programme (UNEP).

Restoration Challenge Grant Platform for Smallholders and Communities, with Blockchain-Enabled Crowdfunding, IUCN, in Kenya and Cameroon (2020-2023). This project is to facilitate, support, and mobilize investment in smallholder and community-led restoration of critical landscapes to provide global environmental benefits and enhanced resilient economic development and livelihoods; SGP-07 will explore synergies on restorative and livelihood activities.

The target landscapes of SICA will also benefit from '**TWENDE' project (2021-2025)** a USD 34 million project under the Green Climate Fund (GCF) to help reduce the cost of climate change-induced drought on the country's national economy. The project will increase the resilience of the livestock and other land-use sectors through restored and effectively governed rangeland ecosystems in Kenya's arid and semi-arid lands.

Small scale fisheries for sustainable Blue Growth improving food security and livelihoods in coastal Kenya and Eastern African (KECOFISH (2020- 2023) and The Biodiversity and Protected Areas Management (BIOPAMA) project on improving management effectiveness of Kisite-Mpunguti Marine conservation area **projects (2020-2022) are two** European Union (EU) funded projects that will benefits communities and ecosystems within Shimoni-Vanga seascape, hence providing synergy with SGP initiative. The two projects valued at Ksh.185.9 million (1.4 million Euro) to lift small-scale fisheries at the Kenyan Coast. They are meant to improve the management of marine conservation and small-scale fisheries to spearhead the growth of the blue economy along the Kenya coastal strip and East Africa. The projects are jointly implemented by the World Wide Fund for Nature (WWF-Kenya), the Kenya Wildlife Service (KWS) in partnership with local communities.

Baseline Projects

Several projects have also contributed to the baseline of the project. SGP-07 will explore the lessons learned from the initiatives, and build on some of the successes so that there is not a duplication or undermining of previous investments. These include:

“Scaling up sustainable land management and agro-biodiversity conservation to reduce environmental degradation in small-scale agriculture in Western Kenya” project (2017-2021) is being implemented by the Kenya Agricultural and Livestock Research Organization (KALRO), partnered with the Alliance for a Green Revolution in Africa (AGRA) and funded by GEF. The development objective of the project is to promote the adoption and adaptation of sustainable land and forest management (SLM/SFM) practices across the productive landscape of Kakamega-Nandi ecosystem while the global environment objective is to reduce land and ecosystem degradation, conserve agro-biodiversity and contribute to climate change adaptation and mitigation. While the project is being implemented in a different region of the country, SGP will learn from its application of participatory and experiential learning, innovation platforms and value chain approaches.

“Kenya Resilient in Arid Lands Partnership for Integrated Development (Kenya RAPID)” USAID project (2015-2020) whose objectives and goals are relevant to SGP work in the SICA landscape in the rangeland of Northern Kenya, especially in increasing access to water and sanitation for people and water for livestock, and rebuilding a healthy rangeland-management ecosystem. The three strategic objectives that guided the program were (i) a responsive and accountable governance framework at county government level that ensures sustainable provision of water and pasture; (ii) replicable and scalable business models for sustainable WASH and livestock service delivery have been developed and operationalized; and (iii) communities have increased access to sustainable WASH services and improved rangeland management. The relevance to SGP is that the project can derive learning on governance frameworks at landscape level, development of sustainable livestock business models, sustainable rangeland management and improved access to WASH services.

“Climate Justice Resilience Fund project” (2018-2021), which strengthens pastoralist communities’ resilience to climate change in the Samburu county in SICA in northern Kenya and identify best practices and challenges to consider. This project is being implemented by national organizations including Caritas Maralal, PACIDA and IMPACT.

4.4 Risks

The project is deemed “moderate risk” in light of the COVID-19 pandemic which may cause project delays, challenges in reaching more remote communities that do not have access to electronic communications, prevent the physical gathering of civil society organizations and limit the type of demonstrations and peer learning opportunities that are meant to be conducted early in project implementation.

As per standard UNDP requirements, the Country Programme Manager/Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP Risk Register and management responses to critical risks will also be reported to the GEF in the annual PIR. The complete list of risks is in the Risk Register Annex 6; the Social and Environmental Screening Procedure (SESP) is in Annex 5; risk considerations are also included in Annex 13 in the Climate Change Report as well Annex 17 on COVID-19 Analysis and Action Framework.

4.5 Stakeholder Engagement and South-South Cooperation

4.5.1 Stakeholder Engagement

The primary stakeholders of the Kenya SGP Country Programme are the **community-based organizations** (CBOs) and **local communities** who will receive grants to produce benefits to local sustainable development and the global environment. Women, minority groups, indigenous groups and youth will be especially invited to participate in the landscape planning and management processes as well as to submit project proposals for specific initiatives, to ensure that there are mechanisms for advancement for marginalized groups.

NGOs, whose work has been to support CBOs and communities in pursuing local sustainable development actions, are also important stakeholders. These will include those NGOs who have the interest and capacities to provide key support services to community-based projects, including technical assistance and capacity development, while also complimenting initiatives for greater impact at the landscape level.

County governments are key stakeholders; under the Kenya constitution, the 47 county governments have specific mandates on the governance of national resources, fisheries, agriculture and livestock development among others. In order to improve biodiversity conservation and reduce land degradation, the project will partner and collaborate with county governments so as to inform their policy agenda, foster joint learning activities, and create greater linkages among local communities and the county governments. In this respect, county governments of Kwale, Baringo, Samburu and Isiolo are important players.

In addition to the county governments, national government ministries such as Ministry of Environment & Forestry (MENF), Ministry of Agriculture, Livestock & Fisheries, Ministry of Water & Sanitation and Irrigation and Ministry of Energy, and SAGAs including State Department of Fisheries and Blue Economy (SDF&BE), Kenya Forest Service (KFS), Kenya Wildlife Service (KWS) and National Environment Management Authority (NEMA), will be core partners for project implementation. The project will seek alignment for their programming

During the project preparatory process, key stakeholders were identified first from SGP 6 multi-stakeholder platforms, partners and grant applicants in two of the three landscapes. In the pilot landscape, national government agencies, county governments, NGOs and CSOs were consulted to generate a list of local-level organizations. Teams implementing projects in the landscapes were consulted, and lists of stakeholders were triangulated.

Due to COVID 19 pandemic, innovative ways of stakeholder consultation was devised. This included the use of online platforms like zoom, telephone conference interviews and use of questionnaires to reach a breadth of stakeholders. Larger NGOs and County government representatives were used as proxies through which smaller community groups could be accessed. During meetings, particular attention was made to ensure the voices of women, youth and the marginalized groups was heard. Please see Annex 8 for the detailed Stakeholder Engagement Plan.

Summary of the project stakeholders and their roles in the project:

Community organizations: Principal participants in landscape planning exercises; partners in the multistakeholder partnerships for each landscape; signatories to community level partnership agreements; implementing agents of community and landscape level projects. The project will pay special attention to organizations run by and for women, minority groups, indigenous peoples, persons with disabilities and youth. Examples of the kinds of community groups that would implement projects are; Water River Users Associations (WRUAs), Community Forest Associations (CFAs), Community-led and owned wildlife Conservancies and Beach Management Units (BMUs) all of which are gazetted in the

Water Act, the Forest Act, Wildlife Management Act, and the Fisheries Act respectively, as community associations for co-management of natural resources.

SGP National Steering Committee: Functions as Project Steering Committee and is composed of civil society, academia, government; reviews and approves land/seascape strategies; advises regarding multistakeholder partnership composition and TORs; approves criteria for project eligibility for each land/seascape based on proposals by multistakeholder partnership and SGP Operational Guidelines¹²; reviews and approves projects submitted by SGP Country Programme Manager; provides oversight and accountability.

NGOs: Lead and facilitate participatory baseline assessments and landscape planning processes, as requested; partners in multistakeholder partnerships for each land/seascape; signatories to community level partnership agreements; provide technical assistance to community organizations for implementation of their projects; potential participant on policy and innovation platforms.

County governments: Participate in baseline assessments and landscape planning processes; partners in multistakeholder partnerships for each land/seascape; primary participant on policy and innovation platforms. In each of the Counties in which the project will be operational, partnership will be established/strengthened with the relevant County Executive Committees (CECs) to facilitate leveraging of funds, linkages with county development plans and promote scale-up/replication of community projects.

National government agencies: Partners in multistakeholder partnerships for each land/seascape; as relevant or appropriate, provide technical assistance to community organizations for implementation of their projects; primary participants on landscape policy and innovation platforms. All national agencies with mandates to develop natural resource-based activities, and those with conservation and regulatory functions will be consulted to provide policy inputs, technical assistance and implementation support. Examples include the Kenya Wildlife Service, Kenya Forest Service, KMFRI, MENF, Kenya Fisheries Services, Ministry of Water and Irrigation Development, and the Ministry of Agriculture, Livestock and Fisheries

Private sector: Partners in multistakeholder partnerships for each landscape; signatories to community level partnership agreements, as appropriate; potential participant on policy and innovation platforms. SGP will also partner with private sector on plastic waste management (turning trash into cash) **which will be funded through co-financing**, tourism promotion & marketing and providing market for various community products along value chain.

Academic and research institutions: Assist in participatory baseline assessments and landscape planning processes; partners in multistakeholder partnerships for each landscape; provide technical assistance to community organizations for implementation of their projects; potential participants on policy and innovation platforms. These includes Kenya marine and Fisheries Institute (KEMFRI), Kenya Forest Research Institution (KEFRI), Egerton University, Kenya Agricultural and Livestock Research Organisation (KALRO)

4.5.2 South-South and Triangular Cooperation (SSTrC):

SGP-Kenya will share its experiences with other SGP participating countries, as well as their upgraded country peers (UCPs). The SGP Global programme will be sought as a resource through which global

¹² Available online at: <https://sgp.undp.org/global-publications/1254-sgp-operational-guidelines-op7.html>

exchanges can be organized, tools and methodologies can be accessed, and lessons learned can be shared.

The SGP Kenya project expects to benefit from the other countries' experiences via peer-to-peer support, exchange workshops and by reviewing documents that summarize their approaches and results. Learning opportunities and technology transfer from peer countries will be further explored during project implementation. To present opportunities for replication in other countries, the project will codify good practices and facilitate dissemination through ongoing South-South and global platforms, such as the Africa Solutions Platform, UN South-South Galaxy knowledge sharing platform and PANORAMA13, especially on issues related to conservation, land degradation and livelihoods.

In addition, to bring the voice of women and small rural communities to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on agroecology, restoration and conservation. The project will furthermore provide opportunities for regional cooperation with countries that are implementing initiatives on small grants projects in geopolitical, social and environmental contexts relevant to the proposed project on biodiversity and climate change issues.

If co-financing resources can be mobilized, SGP will support select grantees to participate in relevant South-South and Triangular Cooperation events organized by UNDP or other development partners. Likewise, experiences will be shared during the GEF organized Expanded Constituency Workshops (ECWs) which allows partners to share experiences from implementing GEF-supported projects, and to visit initiatives underway in the host country. The forums bring together government and civil society representatives from region.

4.6 Gender Equality and Women's Empowerment

Key Gender Issues in the Project Landscapes

GEF7 proposes to work in three landscapes, the Samburu-Isiolo Conservation Areas (SICA) in the arid rangelands of northern Kenya; the Lake Bogoria Ecosystem in the World Heritage Site of the Kenya Lake System in the Great Rift Valley Lakes Region; and the Shimoni Vanga seascape of southern coastal Kenya). Women in the three landscapes face similar challenges and prospects from a general women's rights perspective in Kenya context. Kenya has made significant advances in gender equality and women's empowerment particularly in the areas of constitutional protections. There's also improvement in access to healthcare, access to education and poverty reduction. However, the impact of legal and policy frameworks on the lives of women and girls has been undermined by weak implementation and a lack of gender-responsive budgeting. Hence, women still face challenges, including the ability to participate effectively in conservation efforts and organisations owing largely to compromised decision-making and leadership spaces. The foregoing situation is exacerbated by social and cultural norms that are biased against women's effective participation in social, economic, and political arenas. Harmful practices and sexual violence also restrict women's freedom and equal access to opportunities. Overall, impunity and weak accountability measures, traditional justice systems, harmful attitudes, lack of systematic and credible data, as well as laxity to address women's rights violations continue to negatively affect the efforts to enhance the status of women's rights in Kenya.

In addition to the foregoing overall depiction, the stakeholder engagement revealed the following key gender issues in the project landscapes:

- **Unequal gendered relations, practices and attitudes:** In all three landscapes, the root cause of many of the challenges that women face could be traced back to unequal gendered relations. Women in these landscapes which are largely traditional are still discriminated

¹³ <https://panorama.solutions/en>

- from social, economic and cultural perspectives and this in turn affects their access to resources as well as significant development initiatives such as conservation projects.
- **Exclusion of women in key conservation efforts:** In all three landscapes, the proximity of women to restoration and conservation efforts seemed to be minimal. Where they are involved it is seen predominantly in the way of small economic engagements. Yet women possess skills, expertise and indigenous knowledge that can be harnessed and where needed enhanced in order to result in their meaningful participation in conservation efforts.
 - **Capacity challenges among stakeholders:** Worsening the exclusion of women in conservation efforts is the seeming limited gender competence among stakeholders such as implementers. While most could identify the challenges that women in their respective landscapes faced, such knowledge was mostly not followed with corresponding action. This challenge was similarly illustrated by county government actors as each landscape lacks a policy at the county level such as a Gender Inclusion Framework. The engagement of women is therefore arbitrary and not in pursuit of any policy objective.
 - **Environment related challenges:** Climate change and its resultant adverse effects such as drought or excessive flooding disproportionately affect women in the landscape since they bear the biggest brunt from a socio-economic perspective in terms of loss of livelihoods and an exacerbation of their unequal and unpaid labour burden. A few examples below illustrate this point:
 - In Lake Bogoria, scarcity of water impedes women's bee keeping efforts as bees relocate in search of water. To mitigate this challenge, they endeavour to provide water for the bees which is also a challenge since it makes the activity more time intensive taking away from their ability to undertake other activities.
 - In addition, in both Lake Bogoria and SICA landscapes, the burden of the search for water during drought is placed on women preoccupying significant amounts of their time and barring them from attending capacity building activities on good agro-ecological practices
 - **Resource constraints:** In all three landscapes, women reported resource constraints as a major limiting factor in the implementation of conservancy efforts or other good practices.
 - **COVID 19:** In all three landscapes, the impact of COVID 19 worsened the challenges that women were already undergoing resulting mostly in lost livelihoods.

Given the foregoing challenges, SGP Kenya has in GEF 7 prioritized the inclusion of women.

In GEF 6, gender mainstreaming was a project consideration as evidenced by the presence of a GEN 2 gender marker, a narrative section illustrating the intention to mainstream gender and the project results framework contained gender indicators. The midterm review report however indicated that the project did not include a specific analysis of gender issues in the target landscapes-seascape. And that whereas the landscape-seascape strategies included mention of giving priority to proposals that include issues associated with women empowerment, there were no specific gender mainstreaming targets in the landscape/seascape strategies. In GEF 6, the development of these strategies was led by the respective strategic partners (who are grantees), and guided by the use of a template that was developed under the Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS) programme. Although the land/sea-scape strategies did not include gender mainstreaming

targets, the strategic partners supported women groups to develop proposals in response to the advertised Call for Proposals and submit them to the SGP office. In addition, the Small Grants Programme requires grantees to provide gender disaggregated data in their reporting.

In learning from and improving on GEF 6, in GEF 7, a gender analysis has been undertaken accompanied by a detailed, separate and specific Gender Action Plan that contains specific gender-related indicators and targets. In addition, the baseline studies preceding the development of the landscape/seascape strategies will now include gender as a main priority. In addition to resulting in gender responsive landscape/seascape strategies, these studies will also serve to stimulate and position the grantees to incorporate gender in their planning as well as implementation. In light of the Gender Action Plan, reporting in GEF 7 will also necessarily include performance on gender related indicators and results.

In GEF 7, the project includes a series of specific measures to contribute to empowering women in the areas of intervention and to help address social and economic inequality. These measures are categorized based on the following main objectives:

- a. Gender assessment: in order to facilitate SGP's and the implementers ability to identify and respond to specific gender needs and perspectives, comprehensive socio-ecological baseline studies will be undertaken in each of the landscapes in order to identify gender equality related status and gaps.
- b. Women's participation in governance and overall representation: in GEF 7 women will be targeted and included in all initiatives towards strengthening ecosystems including in: decision-making, environmental optimization and conservation initiatives. From a governance perspective, there is a strong desire to strengthen the governance of landscapes through the targeted and meaningful inclusion of women in multi-stakeholder platforms. In this regard certain minimum quotas are recommended and precise targets captured in the Gender Action Plan.
- c. Capacity building: GEF 7 includes capacity building initiatives tailored at enhancing women's skills to engage in sustainable agro-ecological practices particularly those resulting in income-generation. Capacity building and advocacy initiatives will focus on agro-ecological practices as well as improved market access.
- d. Knowledge management: one of the key targets for the GEF 7 project is the establishment of a knowledge management system. Women's participation in innovative initiatives will be tracked with the objectives of documentation and to facilitate cross-learning across various groups and stakeholders as well as providing critical learnings for SGP to inform future projects. Documenting the experiences of young women and those utilizing indigenous knowledge systems will be prioritised.

COVID-19: In all three landscapes, the impact of COVID 19 worsened the challenges that women were already undergoing resulting mostly in lost livelihoods, increasing their household labour and often being put in caregiving roles. The barriers imposed by COVID-19 will be considered in the stakeholder engagement plan, Communication and Knowledge Management strategies, to ensure that women are engaged and actively addressed through project activities.

4.7 Innovativeness, Sustainability and Potential for Scaling Up

Innovation – SGP Kenya will foster the adoption and application of a landscape approach in each of the three ecologically sensitive areas in which it proposes to implement the project; that is the Kenya Rift Lakes region of the Great Rift Valley, the rangelands of northern Kenya and the marine ecosystem of southern Kenya. With the experience gained from having implemented the COMPACT Initiative¹⁴ around the Mt. Kenya World Heritage Site for slightly over a decade, and the knowledge and experience gained from landscape initiatives in other SGP countries¹⁵ as well as SGP-06, this project will promote a participatory, multi-stakeholder process that will facilitate joint planning, implementation and monitoring of activities. Due to COVID-19, communities are facing new series of challenges, which combined with environmental degradation will require new solutions. In particular, the project will have to target sustainable livelihoods given the economic decline in peoples' livelihoods, but will have to identify new ways of securing access to markets, and lifting people out of poverty without turning to natural resources. Similarly, while ecotourism will be promoted by the project, it may turn towards domestic tourism, with opportunities for increased national interest and awareness in conservation and celebrating biodiversity and landscapes (beyond the wildlife). This may also be an opportunity to address some of the challenges that exist with business-as-usual tourism practices in the landscapes, and identify coordinated means and protocols to create an eco-shift so that when tourism takes up again, it can be managed with sustainable guidance.

COVID-19, also provides an opportunity to rethink food and value chains in particular, where/how food is grown and how to buy locally—the issue of health can also allow an opportunity to promote sustainably produced goods. This will require innovative agricultural processes (agroforestry, composting, using greywater etc...) and more public sensitization on the merits of chemical-free foods.

The project will also seek innovative ways to manage waste that is destroying biodiversity, both marine and terrestrial wildlife, by finding ways to convert, reuse, transform and increase awareness.

Another innovation under this project will be for the project to input more directly into county policy. While previous SGP phases have allowed for consultations and generation of knowledge, SGP has not directly inputted into county policy. Given the SGP experience, and the appetite expressed during the PPG, there is a real opportunity for SGP to work in tandem with county governments to devise policy leveraging the successes of grantees, and addressing their needs.

Sustainability – the Kenyan Constitution, revised in 2010, set the stage for devolution of some government responsibilities and functions to the county level. Institutional structures are in place to facilitate the operationalization of a two-tier devolved governance system. During implementation of this project in GEF 7, SGP Kenya will seek to establish strong partnerships with county governments, who understand the value of maintaining and enhancing landscape resilience through biodiversity and ecosystem conservation, sustainable land management and climate mitigation/adaptation, and who are willing to invest in the implementation of the project at the landscape level because the outputs and outcomes will contribute towards realizing the development and environmental objectives of the County. It is envisioned that such a partnership forged with a county government will contribute towards the sustainability and up-scaling objectives of the GEF SGP in Kenya.

¹⁴ COMPACT (*Community Management of Protected Areas Conservation*) is an initiative that was designed to complement and add value to existing conservation programmes, by supporting community-based initiatives that increase effectiveness of biodiversity conservation and improve livelihoods of local people. See, for example, whc.unesco.org/document/134265 *Engaging Local Communities in Stewardship of World Heritage: a methodology based on the COMPACT experience*. For example, SGP implements the Japan-financed COMDEKS initiative in 20 countries around the world; it focuses on community-based landscape planning and management for socio-ecological resilience. For more information, please see <https://comdeksproject.files.wordpress.com/2014/10/communities-in-action-comdeks-web-v2.pdf>.

At the same time, the sustainability of landscape management processes and community initiatives is predicated on the principle – based on SGP experience - that global environmental benefits can be produced and maintained through community-based sustainable development projects. Previous phases of the SGP Kenya Country Programme have identified and promoted clear win-win opportunities with community initiatives and clusters of initiatives in areas such as marine conservation with a focus on mangrove conservation and establishment of community-managed marine areas, improved sustainable land management practices, sustainable forest management and utilization of non-timber forest products. Sustainability of landscape planning and management processes will be enhanced through the formation of multi-stakeholder partnerships, involving local government, national agencies and institutions, NGOs, the private sector and others at the landscape and community levels and the adoption of multi-stakeholder partnership agreements to pursue specific landscape level outcomes. NGOs with proven capacities will be called upon to support community projects and landscape planning processes, and technical assistance will be engaged through government, NGOs, universities, academic institutes and other institutions.

There are several factors and considerations built into the project that will promote sustainability:

- Multi-stakeholders platforms will design sustainability plans as part of their landscape strategies. This will promote a more long-term vision for results achieved, and help identify the roles that CSOs, county governments and the private sector will play in the long run
- County governments will play a key role in supporting CSOs to realize landscape strategies. This is crucial as it bridges the policy gaps that exist, and ensures that those institutions with mandates, can coordinate with the civil society sector. It also ensures that there is a coordinated approach to the landscape rather than disparate initiatives at play. The co-financing provided by the local counties reflects their interest and support of the project.
- The multi-stakeholder platforms also promote social cohesion, mechanisms for planning and coordination which support social sustainability. Giving CSOs a platform through which to communicate plan, and include marginalized communities, is likely to support the social cohesion needed for sustainability.
- Counties such as Kwale and Isiolo are in the final stages of setting up climate change funds for access by local communities and have begun discussions on how these can build on successes of SGP. This indicates that there are opportunities for financial sustainability. CSOs that have demonstrated success under the SGP grants, will be able to apply for other resources.
- Financial sustainability will be sought by strengthening communities' livelihoods, support for marketing, and increasing linkages with private sector partners. The project will also invest in CSOs organizational and administrative structures to help them better manage their resources for sustainable interventions. Support in M&E will further help CSOs to understand results achieved and how their resources were utilized, this will support more long-term planning.

Potential for scaling up - successful interventions under each thematic area can be replicated/upscaled in other landscapes and biogeographic regions of the country facing similar issues of development and environmental protection and management. Through improved financial capacities, grantees may ensure progressive innovation and broader adoption. Resources will be made available through the SGP strategic project grant modality to finance key elements of the upscaling initiatives to reduce the risk to other donors and investors. Multi-stakeholder partnerships will identify potential upscaling opportunities, analyze and plan upscaling processes, engage established microcredit and revolving fund mechanisms to finance upscaling components, design and implement the upscaling programme, and evaluate its performance and impacts for lessons learned for adaptive management, policy discussion

and potential extension of the model to other areas of the country. Identification of specific potential upscaling initiatives will take place during project preparation.

The interventions identified thus far for upscaling from SGP-06 include:

- coral rehabilitation in the Shimoni-Vanga seascape
- pasture growing and management in Lake Bogoria landscape
- Sustainable agricultural practices across the three landscapes
- Mangrove restoration in coastal zones.

VI. RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): 1, 2, 3, 5, 6, 7, 10, 11, 13, 15				
This project will contribute to the following country outcome (UNDAF/CPD, RPD, GPD): UNDAF Outcome 14- By 2022, people in Kenya benefit from sustainable natural resource management, a progressive and resilient green economy.				
	Objective and Outcome Indicators	Baseline ¹⁶	Mid-term Target	End of Project Target
Project Objective: <i>To enhance and maintain socio-ecological resilience of selected landscapes and seascapes through community-based initiatives in selected ecologically sensitive areas of Kenya for global environmental benefits and sustainable development.</i>	Mandatory Indicator 1: # direct project beneficiaries disaggregated by gender (individual people)	10,000 ¹⁷	8,000	15,000 (7,500 men; 7,500 women)
	Mandatory Indicator 2: # of indirect project beneficiaries disaggregated by gender (individual people)	60,000	12,000 (6,000 men; 6,000 women)	53,000 (28,000 men; 25,000 women) ¹⁸
	Mandatory GEF Core Indicators 2 - 5:	8,500	6,000 hectares	12,000 hectares
	Core Indicator 3: Area of land restored			
	Core Indicator 4: Area of landscapes under improved practices (excluding protected areas)	20,988	22,000 hectares	43,000 hectares
	Core Indicator 5: Area of marine habitat under improved practices (excluding protected areas)	9,932	8,000 hectares	16,000 hectares
	Total area under improved management and practices	30,920	30,000 hectares	71,000 hectares

¹⁶ Baseline figures represent what was achieved under SGP-06 in the same landscapes as the ones where SGP-07 will be unfolding. SGP-07 target figures are based on new activities facilitated through grants disseminated under SGP-07.

¹⁷ The baseline number of beneficiaries takes into account those beneficiaries in the same landscapes as the ones where SGP-07 will be carried out.

¹⁸ With indirect beneficiaries the project has less control in ensuring that 50% are women. Given men's roles and certain barriers faced by women (See Gender Analysis) it is likely that there may be more men than women.

	Core Indicator 6: Greenhouse Gas Emissions Mitigated (metric tons of CO2e)	Mitigation co-benefits generated during OP6, including through increased community adoption of energy efficient and renewable energy systems	120,898 tcO2-e (duration of accounting: 20 years)	283,797 tcO2-e (duration of accounting: 20 years)
Project Component 1	Resilient rural landscapes for sustainable development and contribution to global environmental protection			
Outcome 1.1- Ecosystem services and biodiversity within targeted landscapes and seascapes are enhanced through multi-functional land-use systems.	<i>Number of community organizations participating in strengthening ecosystem services</i>	43 groups under GEF-6	30 groups	45 Groups
	<i>Percentage of women with improved participation and decision-making in natural resource governance</i>	Unknown	At least 20%	40%
Outputs to achieve Outcome 1.1	1.1.1- Community-level small grant projects in the selected landscapes that restore degraded land, improve connectivity, support innovation in biodiversity conservation and optimization of ecosystem services (including reforestation of riparian gallery forests, enhanced connectivity for wetlands, rangelands and priority conservation areas; water catchment protection; participatory monitoring of species; restoration of biological corridors)			
Outcome 1.2- The sustainability of production systems in the target landscapes is strengthened through integrated agro-ecological practices.	<i>Number of farmers (agriculture and livestock) adopting sustainable practices, disaggregated by gender</i>	500	At least 200	At least 400 farmers ¹⁹

¹⁹ There were 500 farmers that benefitted from support in SGP-06; 500 are assumed under SGP-07 as the project budget is lower in this phase and there will be fewer number of grants.

Outputs to achieve Outcome 1.2	1.2.1- Targeted community projects enhance the sustainability and resilience of production systems, including soil and water conservation practices, silvopastoral and agroforestry systems; agro-ecological practices and holistic grazing.			
Outcome 1.3- Livelihoods of communities in the target landscapes and seascapes are improved by developing eco-friendly, climate-adaptive, small-scale community enterprises with clear market linkages	<i>Number of small-scale community enterprises (composed of several community groups) with improved market access</i>	10	At least 3	At least 8
	<i>Number of women benefitting from economic benefits and services from SGP projects</i>	400	At least 100	At least 300 (women members of groups receiving SGP support)
Outputs to achieve Outcome 1.3	1.3.1. Targeted community projects promoting sustainable livelihoods, green businesses and market access, including ecotourism; ecological conversion of waste; beekeeping; green value-added agro-businesses integrated into value chains, micro-processing.			
Project Component 2	Landscape governance and adaptive management for upscaling and replication			
Outcome 2.1- Multistakeholder governance platforms strengthened/in place for improved governance of target landscapes and seascapes for effective participatory decision making to enhance socio-	<i>Number of landscape-based multi-stakeholder platforms established and operational</i>	2 multi-stakeholder platforms established in Shimoni – Vanga, and Lake Bogoria National Reserve (in their nascent stage, more capacity building is needed)	3	3-functional multi-stakeholder platforms with at least 30% women representation in Shimoni Vanga sea scape, Kenya Lake System in the Great Rift Valley around L. Bogoria National Reserve and the arid rangelands of northern Kenya around Samburu-Isiolo conservation area and production sacred Mijikenda Kaya forests of Kilifi county
	<i>Number of women-led community organizations participating in multi-stakeholder platforms</i>	11 women-led community organizations participating in multi-stakeholder platforms	At least 10	At least 15 in all 3 land/seascapes

ecological landscape resiliency	<i>Number of landscape strategies produced through a multi-sectoral process</i>	2 developed; one for the Lk. Bogoria landscape and another for the Shimoni-Vanga seascape at varying levels of implementation; 0 in SICA	3	1 produced for the Samburu-Isiolo Conservation Area (SICA) and 2 enhanced: for the Shimoni-Vanga seascape and the Lk. Bogoria landscape.
Outputs to achieve Outcome 2.1	2.1.1 A multi-stakeholder governance platform in each target landscape develops and executes multi-stakeholder agreements for execution of adaptive landscape management plans and policies and enhanced community participation in land-use decision making and management 2.1.2 A landscape strategy developed and implemented by the corresponding multi-stakeholder platform for each target landscape to enhance socio-ecological resilience through community grant projects			
Outcome 2.2- Knowledge from community level engagement and innovative conservation practices is systematically assessed and shared for replication and upscaling across the landscapes, across the county, and to the global SGP network	<i>Number of landscape case studies (including gender results)</i>	4 under development	2	6 (2 per landscape)
	<i>Number of Communications Strategy including a Knowledge Management component</i>	0 communications strategies; 2 Knowledge Management documents	3 (1 per landscape)	3 (1 per landscape)
	<i>Number of cross-landscape peer-to-peer capacity building exercises</i>	2	2	4
Outputs to achieve Outcome 2.1	2.2.1 Landscape/seascape learning supports community level project management, capacity building, project monitoring and learning 2.2.2 Knowledge from community project innovations is identified during participatory evaluations, codified and disseminated to multiple audiences, for replication and upscaling.			
Project Component 3	Monitoring and Evaluation			

Outcome 3.1- Project implementation and results effectively monitored and evaluated	3.1.1 Protocols and procedures in place to facilitate participatory monitoring and evaluation.
Output to achieve Outcome 3.1	

Outputs	Activities
<p>Output 1.1.1- Community level small grant projects in the selected landscapes that restore degraded land, improve connectivity, support innovation in biodiversity conservation and optimization of ecosystem services (including reforestation of riparian gallery forests, enhanced connectivity for wetlands, rangelands and priority conservation areas; water catchment protection; participatory monitoring of species;).</p>	<ul style="list-style-type: none"> ▪ Conservation and restoration of mangrove ecosystems (including replication of successful projects like Mikoko Pamoja conducted under SGP-06) ▪ Restoration and rehabilitation of native vegetation, including riparian forests in middle and upper catchments /woodlands, coastal areas ▪ Identification and dissemination of sustainable rangeland management practices such as: sustainable land use/ranch management plans, and holistic range management; strengthening traditional mechanisms for grazing control; protection of seasonal rangeland reserves; infrastructure improvements (such as establishing watering points), promotion of traditional biodiversity, developing integrated livestock and wildlife management plans, establishing predator proof mobile bomas and improved grass establishment. ▪ Disseminating best practices of terrestrial management to avoid risks to marine biodiversity and environment ▪ Expanding coral reef restoration programme through identifying and mapping degraded areas, identifying potential seed harvesting sites, collection of the seeds and establishing nurseries, replanting and management of planted areas ▪ Replicating successful Sea Grass Ecosystem Restoration programs in areas where it has not been piloted ▪ Capacity building/training initiatives for engaging local communities, especially women and youth in landscape resilience activities. ▪ Disseminating best practices on sustainable use of biodiversity, such as habitat restoration, use of NTFP, ▪ Restoration of traditional/cultural natural resources management systems and practices such traditional grazing plan, forest management practises, water resources management and utilisation, traditional crops ▪ Public awareness campaigns and educational programmes to promote behavioural change particularly in the areas of waste management, agricultural practices, indiscriminate grazing, burning, heavy use of chemicals; strengthening environmental awareness/education programme targeting communities, youth schools/colleges on conversation and sustainable land management
<p>Output 1.2.1- Targeted community projects enhance the sustainability and resilience of production systems,</p>	

<p>including soil and water conservation practices, silvopastoral and agroforestry systems; agro-ecological practices and holistic grazing</p>	<ul style="list-style-type: none"> ▪ Improve water management including water catchment support small scale irrigation schemes ▪ Promote indigenous knowledge and traditional crops, especially neglected native crops ▪ Promote rural farmers to adopt to climate-smart agricultural practices ▪ Support land management practices which promote diversification, and agroforestr, as well as intercropping, mulching, and composting and erosion control ▪ Promote an integrated approach between farming and potential impacts on marine environment ▪ Improve access to innovative clean cooling options in both agricultural and fisheries supply chain ▪ Remedy on-farm irrigation to improve water management and decrease wastage ▪ Support county government to implement county special plans and other development plans through coordinated CSO actions, including public awareness and participation in development of policies and development programme/plan related to sustainable management of natural resources
<p>Output 1.3.1- Targeted community projects promoting sustainable livelihoods, green businesses and market access, including ecotourism; ecological conversion of waste; beekeeping; green value-added agro-businesses integrated into value chains, micro-processing</p>	<ul style="list-style-type: none"> ▪ Improvement of mariculture practices to avoid depleting natural resources and supporting sustainability ▪ Supporting turtle conservation activities (eco-tourism) ▪ Support small farms/kitchen farms using innovative technology like vertical bags for improved nutrition, biodiversity conservation, food security and livelihood improvement for women in the islands ▪ Scale-up and foster linkages between community group waste collectors, and private sectors in plastic waste recycling /enterprises to improve the value chain in waste management and promote sustainability in waste enterprises, and reduce impacts on vulnerable biodiversity (funded exclusively through co-financing) ▪ Increasing pasture production/seedlings (mangrove, fruit trees) and supporting a circular economy ▪ Supporting butterfly farming which has both a conservation value, income generation and eco-tourism potential and increases incentives for protecting forests and mangroves ▪ Improving marketing of sustainable fisheries ▪ Scale-up women led bee keeping enterprise by enhancing production capacity, value addition and quality assurance and market linkages at bigger scale. ▪ Supporting women’s groups in marketing of sustainable products; linking producers directly to and consumers and fostering financial literacy ▪ Upscaling artisanal/handicraft especially beadwork (especially in Lake Bogoria and SICA landscapes)

	<ul style="list-style-type: none"> ▪ Supporting groups/cooperatives in accessing revolving credit using lesson learnt from previous such interventions ▪ Providing capacity-building for developing management skills for entrepreneurs, supporting sustainable packaging/marketing, quality control ▪ Investing along the value chain to increase value addition of products e.g. gum arabica, fish, honey, fruits ▪ Supporting smaller enterprises to obtain eco-tourism status e.g. eco lodges, safari walks and adventures, bird watching, camping tents, curio shops, guidebooks ▪ Support not-for-profit training centers for guides and scouts where they can learn about biodiversity conservation and ecotourism principles ▪ Promoting sustainable livestock husbandry techniques (predator proof Bomas, improved breed, marketing strategies) ▪ Support Community based ecotourism projects to recover from COVID-19 impacts (marketing, infrastructure refurbishment, boats, traditional food kiosks, etc
<p>Output 2.1.1- A multi-stakeholder governance platform in each target landscape develops and executes multi-stakeholder agreements for execution of adaptive landscape management plans and policies and enhanced community participation in land-use decision making and management</p>	<ul style="list-style-type: none"> ▪ Establishing a representative multi-stakeholder platform in the SICA landscape that includes participation of women, private sector partners, local governments, local community organizations and interests. ▪ Facilitating three multi-stakeholder platforms for regular meetings, reporting, incentivizing participation. To ensure participation of women, considerations should be taken into account, such as the scheduled meeting times and how this may conflict with women’s labour or household/childcare responsibilities; location, and whether this poses risks to women; as well as the need to provide childcare services of some sort. ▪ Training of multi-stakeholders members on good governance, gender mainstreaming, organizational management, and monitoring and evaluation to enhance capacities ▪ Conducting joint activities among communities, government agencies, private sector to improve surveillance and monitor against illegal activities of natural resources ▪ Disseminate best practices in the development and implementation of large scale investment projects within conservation/ecologically sensitive areas (e.g Shimoni fish port and Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET) Corridor) ▪ Establishing long-term co-financing structures to ensure sustainability of multi-stakeholder platforms

<p>Output 2.1.2- A landscape strategy developed and implemented by the corresponding multi-stakeholder platform for each target landscape to enhance socio-ecological resilience through community grant projects</p>	<ul style="list-style-type: none"> ▪ Identify landscape-level priorities in accordance with different visions of the stakeholders, and specifically include the perspectives of marginalized communities, women and youth ▪ Clarify roles and responsibilities of various stakeholders in contributing to landscape resilience ▪ Plan and carry out baseline assessment in each landscape against which results can be measured. ▪ Map/zone communal natural resources and critical ecosystems e.g indigenous/cultural sites, for better protection, and integrate this mapping exercise into county planning
<p>Output- 2.2.1 Landscape/seascape learning supports community level project management, capacity building, project monitoring and learning</p>	<ul style="list-style-type: none"> ▪ Support community organizations to document baselines, and measure change from project inputs—improving their own monitoring and measurement capacities ▪ Showcase best practices, systematizing lessons learned, so that they can be shared in a usable manner ▪ Strengthen the capacity of civil society organizations to effectively respond to NR issues at landscape level
<p>Output 2.2.2- Knowledge from community project innovations is identified during participatory evaluations, codified and disseminated to multiple audiences, for replication and upscaling.</p>	<ul style="list-style-type: none"> ▪ Supporting peer-to-peer learning exchanges, demonstrations and pilots from different parts in the landscape and across landscapes ▪ Developing and supporting implementation of NRM policies, by-laws etc at county level ▪ Documenting indigenous knowledge and best practices, and disseminating these among key stakeholders ▪ Developing policy-relevant recommendations on natural resource management (especially proving recommendations on county policies) ▪ Establish integrated ecosystems plans on buffer zones and production areas (outside of Protected Areas) ▪ Produce digital videos, documents, pamphlets, training materials, WhatsApp messaging/groups for appropriate audiences ▪ Design a Communications Strategy which has specific approaches to reaching different audiences and which includes a Knowledge Management component, as well as COVID-19 responsive communications strategy ▪ Provide environmental education to youth through schools and community groups to enhance knowledge on conservation, sustainable livelihood opportunities, and actions that can be taken at the local level to build resilience

<p>3.1.1 Protocols and procedures in place to facilitate participatory monitoring and evaluation.</p>	<ul style="list-style-type: none"> ▪ Organise the project inception workshop, including review of multi-year work plan, project results framework, gender analysis and gender action plan, stakeholder engagement plan, social and environmental screening procedure, etc., and prepare an inception report to provide guidance for initiating the implementation of the project. ▪ Organise twice per year NSC meetings, providing strategic guidance to the country programme management unit and approving project grants. ▪ Monitor and evaluate the project progress, risks and results, facilitating adaptive management, ensuring gender mainstreaming objectives are achieved, preparing project progress reports and organizing periodic financial auditing services. ▪ Monitor the implementation of the stakeholder engagement plan. ▪ Monitor the implementation of the gender action plan ▪ Analyse the baseline and end of project assessments of socio-ecological resilience, carried out for the project intervention landscapes. ▪ Procure and support an independent midterm review of the project ▪ Assess midterm achievement of GEF core indicator targets. ▪ Assess end-of-project achievement of GEF core indicator targets. ▪ Procure and support an independent terminal evaluation of the project, according to UNDP and GEF guidelines.
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VII. MONITORING & EVALUATION PLAN

The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. The Monitoring Plan included in Annex 4 details the roles, responsibilities, and frequency of monitoring project results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP and UNDP Evaluation Policy. The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements.](#)

Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the [GEF Monitoring Policy](#) and the [GEF Evaluation Policy](#) and other [relevant GEF policies](#)²⁰. The costed M&E plan included below, and the Monitoring plan in Annex 4, will guide the GEF-specific M&E activities to be undertaken by this project.

In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report.

Additional GEF monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop will be held within 60 days of project CEO endorsement, with the aim to:

- a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
- b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
- c. Review the results framework and monitoring plan.
- d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E.
- e. Update and review responsibilities for monitoring project strategies, including the risk log; SESP report, Social and Environmental Management Framework and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
- f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
- g. Plan and schedule Project Board meetings and finalize the first-year annual work plan.
- h. Formally launch the Project.

GEF Project Implementation Report (PIR):

The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR. The PIR submitted to the GEF will be shared with the Project Board. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

GEF Core Indicators:

The GEF Core indicators included as Annex 14, will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating the indicator status. The updated monitoring data should be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent groundtruthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF [website](#).

²⁰ See https://www.thegef.org/gef/policies_guidelines

Independent Mid-term Review (MTR):

The terms of reference, the review process and the final MTR report will follow the standard templates and guidance for GEF-financed projects available on the [UNDP Evaluation Resource Center \(ERC\)](#).

The evaluation will be 'independent, impartial and rigorous'. The evaluators that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project under review.

The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the evaluation process. Additional quality assurance support is available from the BPPS/GEF Directorate.

The final MTR report and MTR TOR will be publicly available in English and will be posted on the UNDP ERC by **30 April 2023** management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's completion.

Terminal Evaluation (TE):

An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance for GEF-financed projects available on the [UNDP Evaluation Resource Center](#).

The evaluation will be 'independent, impartial and rigorous'. The evaluators that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the BPPS/GEF Directorate.

The final TE report and TE TOR will be publicly available in English and posted on the UNDP ERC by (*add date included on cover page of this project document*). A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report's completion.

Final Report:

The project's terminal GEF PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be

disclosed in accordance with relevant policies notably the UNDP Disclosure Policy²¹ and the GEF policy on public involvement²².

GEF M&E requirements	Indicative costs (US\$)	Time frame
Inception Workshop and Terminal Workshop	5,000	Within 60 days of CEO endorsement of this project.
Inception Report	None	Within 90 days of CEO endorsement of this project.
M&E of GEF core indicators and project results framework	40,000	Reported annually and at mid-point and closure; on-going review.
GEF Project Implementation Report (PIR)	0	Annually typically between June-August
Social Safeguards	40,000	Conducted on onset of project and on-going review.
Supervision missions	0	Annually
Contract evaluator to conduct Independent Mid-term Review (MTR)	24,000 ²³	Mid-term
Contract evaluator to conduct Independent Terminal Evaluation (TE)	26,000 ²⁴	Three months before operational closure
<i>Total Indicative Cost:</i>	135,000²⁵	

Knowledge Management: The project team will ensure extraction and dissemination of lessons learned and good practices to enable adaptive management and upscaling or replication at local and global scales. Results will be disseminated to targeted audiences through relevant information sharing fora and networks. The project will contribute to scientific, policy-based and/or any other networks as appropriate (e.g. by providing content, and/or enabling participation of stakeholders/beneficiaries).

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Implementing Partner: The Implementing Partner for this project is the United Nations Office for Project Services UNOPS (**Executing Agency**).

²¹ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

²² See https://www.thegef.org/gef/policies_guidelines

²³ Includes cost of travel for evaluators (USD 4,000 for travel)

²⁴ Includes cost of travel for evaluators (USD 4,000 for travel)

²⁵ M&E makes up 5% of total budget

The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Risk management as outlined in this Project Document;
- Procurement of goods and services, including human resources;
- Financial management, including overseeing financial expenditures against project budgets;
- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

Project beneficiary Groups

Local communities, civil society groups and associations- These include the local communities from the three target landscapes which will design and implement projects under the SGP guidelines. GEF-SGP partners include community-based organizations, associations, indigenous communities, conservancies and NGOs that represent or assist local communities that comprise the civil society sector. CSOs will engage through multi-stakeholder platforms, set landscape-level objectives and identify key priorities; they will synergize and coordinate to meet landscape-level objectives. Through the proposal process, three strategic partners will be identified (one per landscape) to support smaller organizations in proposal drafting, monitoring and organizational development. The complete list of stakeholders is included in the Stakeholder Engagement Plan.

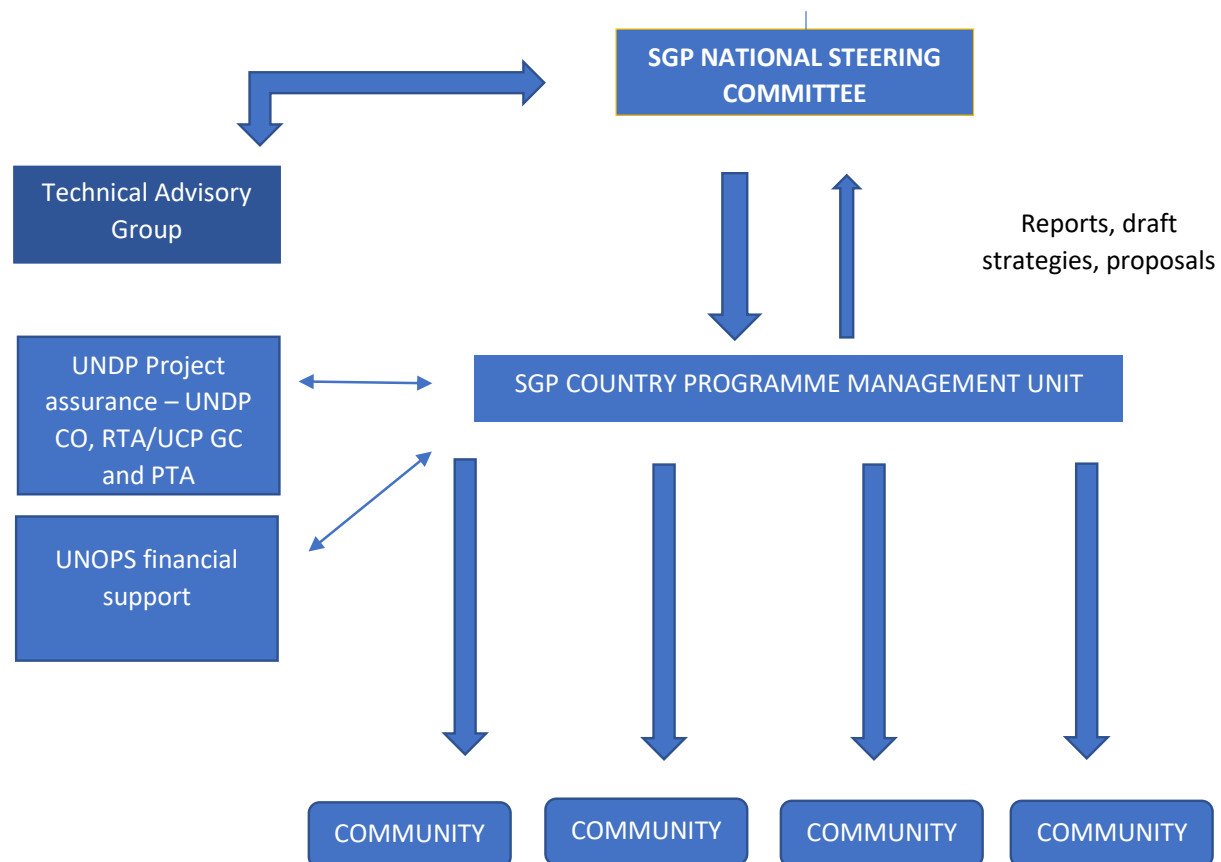
Government- National, state and local governments will play a key role in supporting the implementation of the project and helping to achieve the landscape strategies. The main government agencies include:

- Ministry of Environment and Forestry
- Ministry of Agriculture, Livestock, Fisheries, and Irrigation
- Ministry of Lands and Physical Planning
- Ministry of Tourism and Wildlife
- Ministry of Water and Sanitation
- Ministry of Devolution
- County governments of Kwale, Baringo, Samburu and Isiolo

UNDP **(Implementing Agency)** is accountable to the GEF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering GEF project cycle management services comprising project approval and start-up, project supervision and oversight, and project

completion and evaluation. UNDP is also responsible for the Project Assurance role of the Project Board/SGP National Steering Committee.

Figure 2: Project organisation structure:



The diagram above shows the project organizational structure (Figure 2). The roles and responsibilities of the various parties to the project are described in the SGP Operational Guidelines, available [here](#).

Project Board: The Project Board (also called SGP National Steering Committee) is responsible for taking corrective action as needed to ensure the project achieves the desired results. In order to ensure UNDP’s ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. Establishment and operations of SGP National Steering Committees are carried out in accordance with the SGP Operational Guidelines.

In case consensus cannot be reached within the Board, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

Specific responsibilities of the Project Board (SGP National Steering Committee) include:

- Ensure highest levels of transparency and take all measures to avoid any real or perceived conflicts of interest

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager (also called SGP National Coordinator);
- Provide guidance on new project risks, and agree on possible mitigation and management actions to address specific risks;
- Agree on project manager's tolerances as required, within the parameters set by UNDP-GEF, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP-GEF;
- Ensure coordination between various donor and government-funded projects and programmes;
- Ensure coordination with various government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Review the project progress, assess performance, and appraise the Annual Work Plan for the following year;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Review combined delivery reports prior to certification by the implementing partner;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Address project-level grievances;
- Approve the project Inception Report, and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Project Assurance: UNDP performs the quality assurance role and supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. UNDP provides a three – tier oversight services involving the UNDP Country Offices and UNDP at regional and headquarters levels. Project assurance is totally independent of the Project Management function.

Project extensions: The UNDP Resident Representative and the UNDP-GEF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GEF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GEF resources; the UNDP Country Office oversight costs in excess of the CO's Agency fee specified in the DOA during the extension period must be covered by non-GEF resources.

UNDP will provide overall Programme oversight and take responsibility for standard GEF project cycle management services beyond assistance and oversight of project design and negotiation, including project monitoring, periodic evaluations, troubleshooting, and reporting to the GEF. UNDP will also provide high level technical and managerial support from the UNDP GEF Global Coordinator for the SGP

Upgrading Country Programmes, who is responsible for project oversight for all SGP Upgraded Country Programme projects.²⁶ The SGP Central Programme Management Team (CPMT) will monitor Upgraded Country Programmes for compliance with GEF SGP core policies and procedures.

In accordance with the global **SGP Operational Guidelines** (Annex 12) that will guide overall project implementation in Kenya, and in keeping with past best practice, the UNDP Resident Representative will appoint the **National Steering Committee** (NSC) members. The NSC, composed of government and non-government organizations with a non-government majority, a UNDP representative, and individuals with expertise in the GEF Focal Areas, is responsible for grant selection and approval and for determining the overall strategy of the SGP in the country. NSC members serve without remuneration and rotate periodically in accordance with its rules of procedure. The Government is usually represented by the GEF Operational Focal Point or by another high-level representative of relevant ministries or institutions. The NSC assesses the performance of the National Coordinator with input from the UNDP RR, the SGP UCP Global Coordinator, and UNOPS. The NSC also contributes to bridging community-level experiences with national policymaking.

Technical Advisory Group (TAG) In accordance with the global SGP Operational Guidelines, the NSC may also establish a Technical Advisory Group (TAG) with a pool of voluntary experts on call to serve as a technical sub-committee, for review of proposals and in relation to specific areas of programming and partnership development. The TAG can also be tasked by the NSC to provide specific technical guidance in specialised areas of work, such as carbon measurement, payments for ecosystem services, marketing and certification of products, transboundary diagnostic analysis, and other relevant fields. In addition, the TAG may also be formed in response to donor and co-financing requirements mobilised for the SGP country programme. The TAG will provide technical guidance with regards to project selection and the quality of project proposals, prior to final review and approval by the NSC. In such cases, minutes from TAG meetings will be a pre-requisite and fully report on the review process and recommendations made to the NSC. In certain cases, and depending on the area of technical specialization required, the NSC may decide to invite other organisations or individual experts to assist in project review.

The UNDP **Country Office** is the business unit in UNDP for the SGP project and is responsible for ensuring the project meets its objective and delivers on its targets. The Resident Representative signs the grant agreements with beneficiary organizations on behalf of UNOPS. The Country Office will make available its expertise in various environment and development fields as shown below. It will also provide other types of support at the local level such as infrastructure and financial management services, as required. UNDP will be represented in the NSC and will actively participate in grant monitoring activities. The CO will participate in NSC meetings, promoting synergies with other relevant Programmes, and support the design and implementation of the SGP strategy, among other things.

The **Country Programme team** composed of a National Coordinator and a Programme Assistant, recruited through competitive processes, is responsible for the day-to-day operations of the Programme. This includes supporting NSC strategic work and grant selection by developing technical papers, undertaking ex-ante technical reviews of project proposals; taking responsibility for monitoring the grant portfolio and for providing technical assistance to grantees during project design and implementation; mobilizing cash and in-kind resources; preparing reports for UNDP, GEF and other donors; implementing a capacity development Programme for communities, CBOs and NGOs, as well as a communications and knowledge management strategy to ensure adequate visibility of GEF investments, and disseminating good practices and lessons learnt. **The project team will also include two UN Volunteers (UNVs); one will be a technical assistant to support implementation of the project in**

²⁶ GEF/C.54/05/Rev.01 *GEF Small Grants Programme: Implementation Arrangements for GEF-7*, approved by GEF Council.

Baringo, and the second will support knowledge-sharing and communications. Details of these roles are outlined in Annex 7.

Grants will be selected by the NSC from proposals submitted by CBOs and NGOs through calls for proposals in specific thematic and geographic areas relevant to the SGP Country Programme strategy, as embodied in this document. Although government organizations cannot receive SGP grants, every effort will be made to coordinate grant implementation with relevant line ministries, decentralized institutions, universities and local government authorities to ensure their support, create opportunities for co-financing, and provide feedback on policy implementation on the ground. Contributions from and cooperation with the private sector will also be sought.

UNOPS will provide Country Programme implementation services, including human resources management, budgeting, accounting, grant disbursement, auditing, and procurement. UNOPS is responsible for SGP's financial management and provides monthly financial reports to UNDP. The UNOPS SGP Standard Operating Procedures guide the financial and administrative management of the project. UNOPS will provide a certified expenditure report as of 31 December of each year of implementation.

A key service of UNOPS is the contracting of SGP staff as needed and required by the Programme, and once contracted, UNOPS provides guidance and supervision, together with the UNDP CO acting on behalf of UNOPS, to the SGP country staff in their administrative and finance related work. UNOPS also provides other important services (as specified in the GEF Council document C.36/4) that include (1) oversight and quality assurance: (i) coordinate with the Upgrading Country Programme (UCP) Global Coordinator on annual work plan activities and (ii) undertake trouble-shooting and problem-solving missions; (2) project financial management: (i) review and authorize operating budgets; (ii) review and authorize disbursement, (iii) monitor and oversee all financial transactions, (iv) prepare semi-annual and annual financial progress reports and (v) prepare periodic status reports on grant allocations and expenditures; (3) project procurement management: (i) undertake procurement activities and (ii) management of contracts; (4) project assets management: (i) maintain an inventory of all capitalized assets; (5) project risks management: (i) prepare and implement an annual audit plan and (ii) follow up on all audit recommendations; and (6) Grants management: (i) administer all grants, (ii) financial grant monitoring and (iii) legal advice.

Under its legal advice role, UNOPS takes the lead in investigations of UNOPS-contracted SGP staff. UNOPS services also include transactional services: (1) personnel administration, benefits and entitlements of project personnel contracted by UNOPS; (2) processing payroll of project personnel contracted by UNOPS, (3) input transaction instruction and automated processing of project personnel official mission travel and DSA; (4) input transaction instruction and automated processing of financial transactions such as Purchase Order, Receipts, Payment Vouchers and Vendor Approval and (5) procurement in UN Web Buy.

UNOPS will continue with a number of areas for enhancing execution services started in the previous the SGP GEF-5, including: inclusion of co-financing below \$500,000; technical assistance to high risk/low performing countries; developing a risk-based management approach; strengthening the central structure to make it more suitable for an expanded Programme; resolving grant disbursement delays; enhancing country Programme oversight; improving monitoring & evaluation; increasing the audit volume and quality assurance work; and optimizing Programme cost-effectiveness. To facilitate global coherence in execution of services, guidance and operating procedures, UNOPS through a central management team and NSC, coordinates primarily with UNDP/GEF HQ respectively.

UNOPS will not make any financial commitments or incur any expenses that would exceed the budget for implementing the project as set forth in this Project Document. UNOPS shall regularly consult with

UNDP concerning the status and use of funds and shall promptly advise UNDP any time when UNOPS is aware that the budget to carry out these services is insufficient to fully implement the project in the manner set out in the Project Document. UNDP shall have no obligation to provide UNOPS with any funds or to make any reimbursement for expenses incurred by UNOPS in excess of the total budget as set forth in the Project Document.

UNOPS will submit a cumulative financial report each quarter (31 March, 30 June, 30 September and 31 December). The report will be submitted to UNDP through the ATLAS Project Delivery Report (PDR) system and follow the established ATLAS formats and PDR timelines. The level of detail in relation to the reporting requirement is indicated in the Project Document budget which will be translated into the ATLAS budgets. UNDP will include the expenditure reported by UNOPS in its reconciliation of the project financial report.

Upon completion or termination of activities, UNOPS shall furnish a financial closure report, including a list of non-expendable equipment purchased by UNOPS, and all relevant audited or certified financial statements and records related to such activities, as appropriate, pursuant to its Financial Regulations and Rules.

Title to any equipment and supplies that may be furnished by UNDP or procured through UNDP funds shall rest with UNDP until such time as ownership thereof is transferred. Equipment and supplies that may be furnished by UNDP or procured through UNDP funds will be disposed as agreed, in writing, between UNDP and UNOPS. UNDP shall provide UNOPS with instructions on the disposal of such equipment and supplies within 90 days of the end of the Project.

The arrangements described in this Project Document will remain in effect until the end of the project, or until terminated in writing (with 30 days' notice) by either party. The schedule of activities specified in the Project Document remains in effect based on continued performance by UNOPS unless it receives written indication to the contrary from UNDP. The arrangements described in this Agreement, including the structure of implementation and responsibility for results, shall be revisited on an annual basis and may result in the amendment of this Project Document.

If this Agreement is terminated or suspended, UNDP shall reimburse UNOPS for all costs directly incurred by UNOPS in the amounts specified in the project budget or as otherwise agreed in writing by UNDP and UNOPS.

All further correspondence regarding this Agreement, other than signed letters of agreement or amendments thereto should be addressed to the UNDP-GEF Executive Coordinator and the UNDP Resident Coordinator.

UNOPS shall keep UNDP fully informed of all actions undertaken by them in carrying out this Agreement.

Any changes to the Project Document that would affect the work being performed by UNOPS shall be recommended only after consultation between the parties. Any amendment to this Project Document shall be affected by mutual agreement, in writing.

If UNOPS is prevented by force majeure from fulfilling its obligations under this Agreement, it shall not be deemed in breach of such obligations. UNOPS shall use all reasonable efforts to mitigate the consequences of force majeure. Force majeure is defined as natural catastrophes such as but not limited to earthquakes, floods, cyclonic or volcanic activity; war (whether declared or not), invasion, rebellion, terrorism, revolution, insurrection, civil war, riot, radiation or contaminations by radio-activity; other acts of a similar nature or force.

Notwithstanding anything to the contrary, UNOPS shall in no event be liable as a result or consequence of any act or omission on the part of UNDP, the government and/or any provincial and/or municipal authorities, including its agents, servants and employees.

UNDP and UNOPS shall use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim which is not settled within sixty (60) days from the date either party has notified the other party of the dispute, controversy or claim and of measures which should be taken to rectify it, shall be referred to the UNDP Administrator and the UNOPS Executive Director for resolution.

This project will be implemented by UNOPS in accordance with UNOPS' Financial Rules and Regulations provided these do not contravene the principles established in UNDP's Financial Regulations and Rules.

UNOPS as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations security management system.

IX. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 6,605,726. This is financed through a GEF grant of USD 2,655,726, and confirmed co-financing of USD 3,950,000. UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

Confirmed Co-financing: The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. All project activities included in the project results framework that will be delivered by co-financing must comply with UNDP's social and environmental standards. Co-financing will be used for the following project activities/outputs:

Sources of Co-financing	Type of Cofinancing	Investment Mobilized	Amount (\$)	Planned Activities	Risks	Mitigation Measures
Government – County Government of Kwale	In-kind	Recurrent Expenditures	250,000	- support SGP in developing/fulfilling landscape strategies, - aligning sustainable development policies	COVID 19 add additional stressors on government resources, on staff, availability, on consultations, and face-to-face interactions.	COVID-19 protocols and risks are folded into project design (see Annex 17 on COVID response). The project will seek to build back better in response to the threats by folding in recovery, resilience, poverty alleviation and development into activities. The project poses incentives for government engagement and interest by supporting activities that will support generation of
Government - County Government of Kwale	Grants	Investment Mobilized	50,000	- providing opportunities for synergies,		
Government - County Government of Isiolo	In-kind	Recurrent Expenditures	300,000	-hosting multi-stakeholder meetings - providing inputs to CSOs,		
Government - County Government of Samburu	In-kind	Recurrent Expenditures	300,000	- providing communications services to disseminate lessons learned and increase public awareness of activities		
Government - County Government of Baringo	In-kind	Recurrent Expenditures	250,000			

Government - County Government of Baringo	Grants	Investment Mobilized	200,000			income, collaboration among more vulnerable communities, so that invested resources can have multiplier effect.
Private Sector - Base Titanium	In-kind	Recurrent Expenditures	29,000	Support in conducting coastal clean-ups, reducing plastic waste, establishing marketing linkages, providing business development expertise.	Any project delays, low capacity of CSOs reduces interest of private sector partner	During PPG, extensive consultations have been held with private sector partners to elaborate the nature of the project and clarify expectations and specify value added of co-financier.
Private Sector- Base Titanium	Grants	Investment Mobilized	21,000			
Agency – UNDP	In-kind	Recurrent Expenditures	500,000	Providing oversight, technical advice, supervision, monitoring results and performance		
Civil Society Organization – CSOs Grantees	In-kind	Recurrent Expenditures	1,700,000	Implementing grants, all activities, monitoring results participating in multi-stakeholder platforms, providing demonstrations, sharing best practices	COVID-19 has had devastating impacts on many of the smaller organizations, associations which face less resources and serve communities which are more prone to undertake unsustainable practices for livelihoods.	In order to maximize buy-in, project delays as experienced in SGP-06, will be minimized, by holding awareness-raising activities by inception. Grants will be issued as early as possible to enable CSOs to demonstrate to communities the benefits of sustainable interventions. Livelihoods, incentives for sustainable interventions will be publicized, connections with private sector partners will be established.

Global ICCA Support Initiative	Grants	Investment mobilized	350,000	Supporting indigenous communities and CSOs to carry out biodiversity conservation activities; will provide direct support to CSOs and CBOs for capacity building, demonstrations related to sound ICCA stewardship on ecosystems protection, sustainable livelihoods and poverty reduction	Coordination challenges, logistics, reaching remote indigenous communities due to COVID restrictions	Project has engaged indigenous communities during the PPG and will ensure active inclusion as of inception so that any possible COVID-related delays, do not hinder participation and that indigenous communities can be accessed and included as soon as protocols change.
Total Co-financing			3,950,000			

Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board.

Should the following deviations occur, the Project Manager/CTA and UNDP Country Office will seek the approval of the BPPS/GEF team to ensure accurate reporting to the GEF:

- a) Budget re-allocations among components in the project budget with amounts involving 10% of the total project grant or more;
- b) Introduction of new budget items that exceed 5% of original GEF allocation.

Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding

management response, and the end-of-project review Project Board meeting. **Operational closure must happen with 3 months after posting the TE report to the UNDP ERC.** The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

Transfer or disposal of assets: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file²⁷. The transfer should be done before Project Management Unit complete their assignments.

Financial completion (closure): The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed **within 6 months of operational closure or after the date of cancellation.** Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the BPPS/GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/GEF Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF Trustee.

²⁷ See

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

X. TOTAL BUDGET AND WORKPLAN

Total Budget and Work Plan			
Atlas Award ID:	00134525	Atlas Output Project ID:	00134525
Atlas Proposal or Award Title:	<i>Seventh Operational Phase of the GEF Small Grants Programme in Kenya</i>		
Atlas Business Unit	KEN10		
Atlas Primary Output Project Title	Seventh Operational Phase of the GEF Small Grants Programme in Kenya		
UNDP-GEF PIMS No.	6448		
GEF Project ID	10359		
Implementing Partner	UNOPS		

Atlas Activity (GEF Component)	Atlas Implementing Agent	Atlas Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Account Description	Amount Year 2021	Amount Year 2022	Amount Year 2023	Amount Year 2024	Total (USD)	See Budget Note:
Component 1: Resilient rural landscapes for sustainable development and contribution to global environmental protection	UNOPS	62000	GEF	71300	Local Consultants	9,000	3,000	9,000	3,000	24,000	1
				71600	Travel	9,000	15,000	15,000	11,000	50,000	2
				72600	Grants	99,366	543,715	538,023	355,500	1,536,604	3
				74200	Audiovisual and Print Production Costs	3,000	3,000	3,000	3,000	12,000	4
				75700	Trainings, Workshops and Conferences	10,001	14,666	8,000	7,000	39,667	5
				71800	Service Contract	77,910	77,910	77,910	77,910	311,640	6
				72800	Equipment - IT	500	250	-	250	1,000	7
				Total Component 1-					208,777	657,541	650,933
Component 2: Landscape governance and adaptive	UNOPS	62000	GEF	71300	Local Consultants	2,500	2,500	2,500	2,500	10,000	8
				71600	Travel	5,000	8,000	8,000	7,000	28,000	9

management for upscaling and replication				72600	Grants	15,000	49,842	47,750	30,000	142,592	10
				74200	Audiovisual and Print Production Costs	2,000	2,000	2,000	2,000	8,000	11
				75700	Trainings, Workshops and Conferences	5,500	5,500	5,500	5,500	22,000	12
				71800	Service Contract	51,940	51,940	51,940	51,940	207,760	13
				72800	Equipment - IT	1,000	-	-	-	1,000	14
				Total Component 2-		82,940	119,782	117,690	98,940	419,352	
Component 3: Monitoring & Evaluation	UNOPS	62000	GEF	71600	Travel	-	4,000	-	4,000	8,000	15
				71200	International Consultants	-	20,000	-	22,000	42,000	16
				71500	UNV Volunteers	20,000	20,000	20,000	20,000	80,000	17
				75700	Trainings, Workshops and Conferences	2,500	-	-	2,500	5,000	18
				Total M&E		22,500	44,000	20,000	48,500	135,000	
Project Management Cost	UNOPS	62000	GEF	74100	Financial audit	-	-	-	20,000	20,000	19
				73100	Rental and maintenance, premises	15,292	17,292	17,292	17,295	67,171	20
				73400	Rental, maintenance IT equip	3,950	3,950	3,950	2,442	14,292	21
				71800	Service Contract	6,000	6,000	6,500	6,500	25,000	22
				Total PMC		25,242	27,242	27,742	46,237	126,463	
Total Project Cost						339,459	848,565	816,365	651,337	2,655,726	

Summary of funds:

	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Total (USD)
GEF Grant	339,459	848,565	816,365	651,337	2,655,726.00
NSC on behalf of NGOs	350,000	450,000	450,000	450,000	1,700,000.00
County Government of Kwale	75,000	75,000	75,000	75,000	300,000.00
County Government of Samburu	75,000	75,000	75,000	75,000	300,000.00

County Government of Isiolo	75,000	75,000	75,000	75,000	300,000.00
County Government of Baringo	112,500	112,500	112,500	112,500	450,000.00
Base Titanium	12,500	12,500	12,500	12,500	50,000.00
UNDP	50,000	150,000	150,000	150,000	500,000.00
ICCA Global Support Programme	87,500	87,500	87,500	87,500	350,000.00
Total	1,176,959	1,886,065	1,853,865	1,688,837	6,605,726

No	Notes
0	6% UNOPS fee and the Centrally Managed Direct Costs (CMDC) are incorporated in each individual budget line.
1	<p>71300 Local Consultants</p> <ul style="list-style-type: none"> - Consultancy 1- Technical Expert (6,000 USD for a period of 3 months for USD 2,000 per month) to provide specialized technical support to the SGP secretariat, promoting the delivery of the biodiversity portfolio and generating appropriate indicators to assess progress in biodiversity conservation; development of community-monitoring tools; measuring socio-economic indicators, supporting biodiversity-related interventions and demonstrations - Consultancy 2- Technical Expert (USD 6,000 for a period of 3 months for USD 2,000 per month) required to provide technical input on agro-ecology, establishment and strengthening of agro-based value chains and sustainable agriculture. - Consultancy 3- Technical Expert (USD 12,000 for a period of 4 months for USD 3,000 per month) to provide training on business development services; entrepreneurship skills; accessing micro-lending <p>Total: USD 24,000</p>
2	<p>71600 Travel</p> <p>The travel budget related to the following activities: appraisal visits to biodiversity project sites; participation of personnel at workshops and meetings (linked to biodiversity conservation); meetings with potential/current partners to develop/strengthen synergies and to engage in resource mobilization efforts; costs include transport and accommodations.</p> <p>Travel expenses for the activities under Component 1 for 4 years.</p> <p>Total: USD 50,000</p>
3	<p>72600: Grants</p> <p>Approximately 44 grants (through a competitive process) to communities to implement biodiversity conservation, sustainable land management projects and strengthening of agricultural value chains.</p> <ul style="list-style-type: none"> - USD 569,519 allocated to projects which enhance ecosystem services and biodiversity within targeted landscapes and seascapes through multi-functional land-use systems. - USD 455,085 allocated to projects which strengthen the sustainability of production systems in the target landscapes through integrated agro-ecological practices. - USD 512,000 allocated to projects which improve livelihoods of communities in the target landscapes and seascapes by developing eco-friendly, climate-adaptive, small-scale community enterprises with clear market linkages

	Total: USD 1,536,604
4	<p>74200 Audiovisual and Print-Production Costs</p> <p>Products for outreach, information and knowledge sharing: includes print costs, production of pamphlets and documentation, TV/radio shows, film clips, newsletters and fliers. The project will also produce knowledge management products, which highlight best practices and lessons learnt in biodiversity conservation and sustainable land management under Component 1.</p> <p>Total: 12,000 (USD 3,000 per year for 4 years)</p>
5	<p>75700 Training, Workshop and Conference</p> <p>Trainings, workshops and conferences to disseminate trainings, host experts, offer peer-training exercises in three landscapes on biodiversity conservation, sustainable agricultural production, sustainable land management and developing sustainable value chains. Costs include travel of small CBOs to demonstration and meeting sites.</p> <p>Total: USD 39,667</p>
6	<p>71800 Service Contract</p> <ul style="list-style-type: none"> - National Coordinator USD 135,000 (54% of total National Coordinator costs and tasks are allocated to Component 1. The total National Coordinator cost for the whole project are USD 250,000) - Programme Assistant USD 80,640 (60% of total Programme Assistant tasks and costs are allocated to Component 1. The total Programme Assistant cost for the whole project are USD 134,400) - Technical Assistant in Baringo (UNV) USD 48,000 (60% of total Technical Assistant in Baringo tasks and costs are allocated to Component 1. The total cost of the Technical Assistant in Baringo for the whole project are USD 80,000) - Communications Assistant and Knowledge-Sharing (UNV) USD 48,000 (60% of total Communications Assistant tasks and costs are allocated to Component 1. The total cost of the Communications Assistant in Baringo for the whole project are USD 80,000) <p>Total: USD 311,640</p>
7	<p>72800 Equipment IT</p> <p>A portion of the cost of computers, a printer, a scanner, and a photo-copier. It also includes office stationary, software, and bulk photocopying.</p> <p>Total: USD 1,000</p>
8	<p>71300 Local Consultants</p> <p>Consultant 4: Local consultant for developing Environmental and Social Management Framework, supporting safeguards in landscape strategies.</p> <p>USD 2,000 per month for 5 months</p> <p>Total: USD 10,000</p>
9	<p>71600 Travel</p> <p>The travel budget related to the following activities: appraisal visits to biodiversity project sites; participation of personnel at workshops and meetings (linked to biodiversity conservation); meetings with potential/current partners to develop/strengthen synergies and to engage in resource mobilization efforts; costs include transport and accommodations. Travel expenses for the activities under Component 2 for 4 years.</p> <p>Total: USD 28,000</p>
10	<p>72600 Grants</p> <p>Grants will be provided to CBOs/NGOs to support multi-stakeholder actions to build resilience. The total of USD 142,592 will be allocated to systematically assessing knowledge from community level engagement and innovative conservation practices and for replication and upscaling across the landscapes, across the county, and to the global SGP network. This will include:</p>

	<p>- (1) strategic grant through a competitive basis (with a maximum of USD 100,000) to be provided to (1) national and strong NGO who will implement knowledge management and communication strategies; the strategic grants will support all 3 land/seascapes to develop a range of knowledge management material which will reflect the lessons learned, best practices and positive impact of the project.</p> <p>- (3) planning grants of USD 14,197.33 to smaller CBOs to enhance synergies, collaborations, and support implementation of landscape strategies.</p> <p>Total: USD 142,592</p>
11	<p>74200 Audiovisual and Print-Production Costs</p> <p>Products for outreach, information and knowledge sharing: includes print costs, production of pamphlets and documentation, TV/radio shows, film clips, newsletters and fliers for the implementation of Component 2. The project will also produce knowledge management products, which highlight best practices and lessons learnt in biodiversity conservation and sustainable land management</p> <p>Total: 8,000 (USD 2,000 per year for 4 years.)</p>
12	<p>75700 Training, Workshops and Conference</p> <p>Trainings, workshops and conferences to disseminate trainings, host experts, offer peer-training exercises in three landscapes to strengthen multi-stakeholder partnerships to build resilience. Costs include travel of small CBOs to demonstration and meeting sites.</p> <p>Total: USD 22,000</p>
13	<p>71800 Service Contract-Impl Partn</p> <ul style="list-style-type: none"> - National Coordinator USD 90,000 (36% of total National Coordinator costs and tasks are allocated to Component 2. The total National Coordinator cost for the whole project are USD 250,000) - Programme Assistant USD 53,760 (40% of total Programme Assistant tasks and costs are allocated to Component 2. The total Programme Assistant cost for the whole project are USD 134,400) - Technical Assistant in Baringo (UNV) USD 32,000 (40% of total Technical Assistant in Baringo tasks and costs are allocated to Component 2. The total cost of the Technical Assistant in Baringo for the whole project are USD 80,000) - Communications Assistant and Knowledge-Sharing (UNV) USD 32,000 (40% of total Communications Assistant tasks and costs are allocated to Component 2. The total cost of the Communications Assistant in Baringo for the whole project are USD 80,000) <p>Total: USD 207,760</p>
14	<p>72800 Equipment IT for Component 2</p> <p>A portion of the cost of computers, a printer, a scanner, and a photo-copier. It also includes office stationery, software, and bulk photocopying.</p> <p>Total: USD 1,000</p>
15	<p>71600 Travel</p> <p>Hire of 2 vehicles and accommodations for (i) for the MTR and the (ii) Terminal Evaluation for 10 days each</p> <p>Total: USD 8,000</p>
16	<p>71200 International Consultants</p> <ul style="list-style-type: none"> - USD 20,000 for mid-term evaluation - USD 22,000 for terminal evaluation <p>Total: USD 42,000</p>
17	<p>71500 UNV Volunteers</p>

	<p>2 UNV for Monitoring & Evaluation, safeguards, gender monitoring and supporting CSOs to enhance their monitoring capacities. Each UNV at USD 40,000 (USD 20,000 per annum).</p> <p>Total: USD 80,000</p>
18	<p>75700 Training, Workshops & Conference</p> <p>Costs for inception and terminal workshops; USD 2,500 each.</p> <p>Total: USD 5,000</p>
19	<p>74100 Financial Audit-Professional Services</p> <p>Audit managed by UNOPS to be performed once in the lifetime of the project.</p> <p>Total: USD 20,000</p>
20	<p>73100 Rental and Maintenance-Premises</p> <p>Expenses related to rented office space currently occupied by the SGP secretariat.</p> <p>Total: USD 67,171</p>
21	<p>74300 Rental, maintenance- IT equip</p> <p>Rental, operations and maintenance of equipment. This includes maintenance of computers, printer, scanner and photo-copier, operations and maintenance of the office vehicle, insurance and fuel for the office vehicle, rental and maintenance of water dispenser and insurance for office furniture and equipment. It will also cater for communications, including internet, telephone, and courier.</p> <p>Total: USD 14,292</p>
22	<p>71800 Service Contract-Impl Partn</p> <ul style="list-style-type: none"> - National Coordinator USD 25,000 (10% of total National Coordinator costs and tasks are allocated to PMC. The total National Coordinator cost for the whole project are USD 250,000) <p>Total: USD 25,000</p>

XI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Kenya and UNDP, signed on 17 January 1991. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNOPS “Implementing Partner” in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

XII. RISK MANAGEMENT

Option d. UN Agency other than UNDP, and IGO with signed SBAA with UNDP

UNOPS as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

In the implementation of the activities under this Project Document, UNOPS as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures. Notwithstanding the foregoing, the UNOPS, as the Implementing Partner, will notify UNDP of any such allegations and investigations it may conduct further to such allegations.

UNOPS as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient that is not a UN entity:

- a. Consistent with the Article III of the SBAA the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNOPS’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried.
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
- b. UNOPS reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as

required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

- c. In the performance of the activities under this Project, UNOPS as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or handle SEA and SH.

UNOPS agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

The Implementing Partner and UNDP will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance

with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management Standard Clauses" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XIII. MANDATORY ANNEXES

Annex 1- Budget in GEF Template

Annex 2- Project map and geospatial coordinates of the project

Annex 3- Multi-year Workplan

Annex 4- Monitoring Plan

Annex 5- Social and Environmental Screening

Annex 6- UNDP Atlas Risk Register

Annex 7- Overview of Technical Consultancies

Annex 8- Stakeholder Engagement Plan

Annex 9- Gender Analysis

Annex 10- Gender Action Plan

Annex 11- Procurement Plan

Annex 12- SGP Operational Guidelines

Annex 13- Climate Change Report

Annex 14- GEF Core Indicators

Annex 15- GEF Taxonomy

Annex 16- Theory of Change

Annex 17- COVID 19 Analysis and Action Plan

Annex 1- Budget in GEF Template (attached)

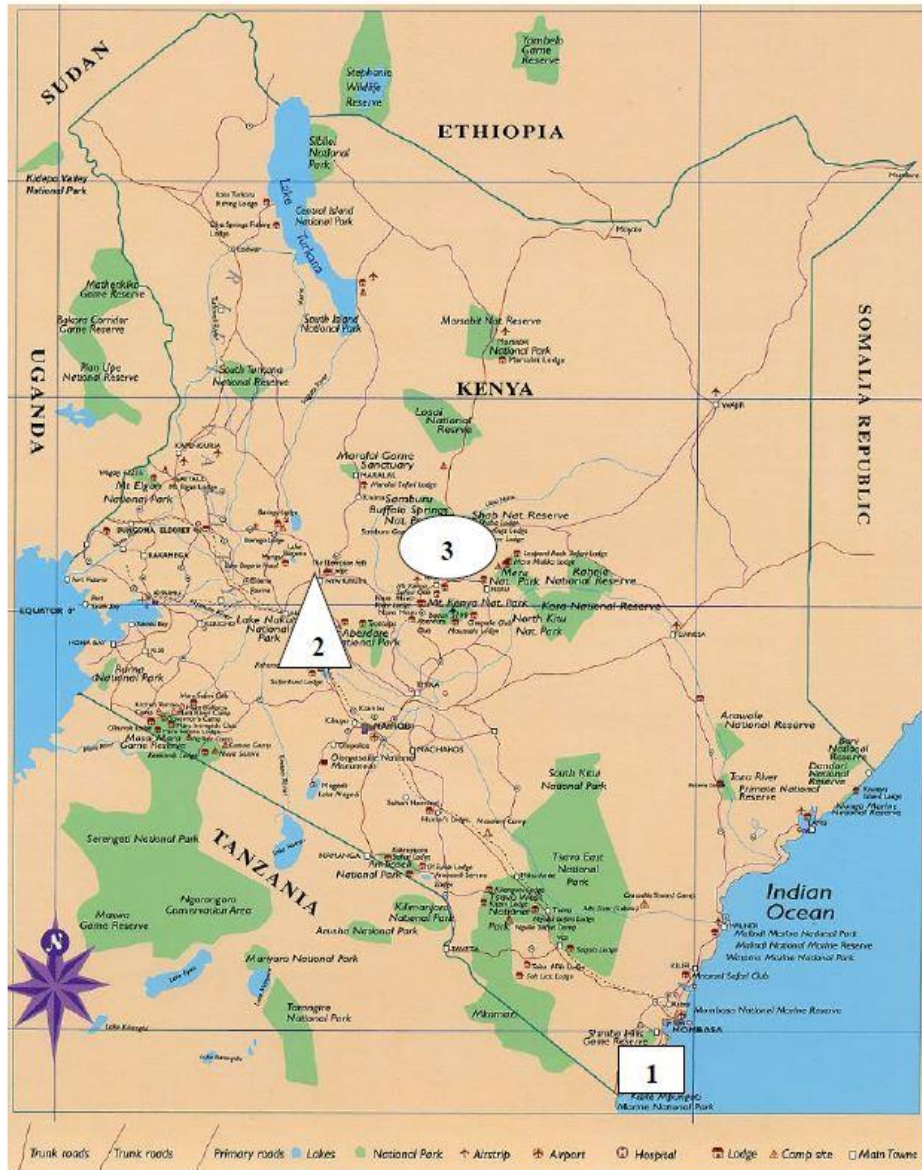
Annex 2- Project Map and geospatial coordinates of the project area

Table: Central coordinates of the Target landscapes in Kenya

Region	County	Intervention Landscape Name	Midpoint geocoordinates	
			Latitude	Longitude
Marine ecosystem of Southern Kenya	Kwale	Shimoni-Vanga seascape	-3.529357	39.51384
Kenya Lakes System in the Great Rift Valley	Baringo	Lake Bogoria landscape	0.24054	36.24215
The arid rangelands of northern Kenya	Samburu & Isiolo	Samburu-Isiolo conservation areas (SICA)	0.631352	37.664723

Annex A

PROGRAM/PROJECT MAP



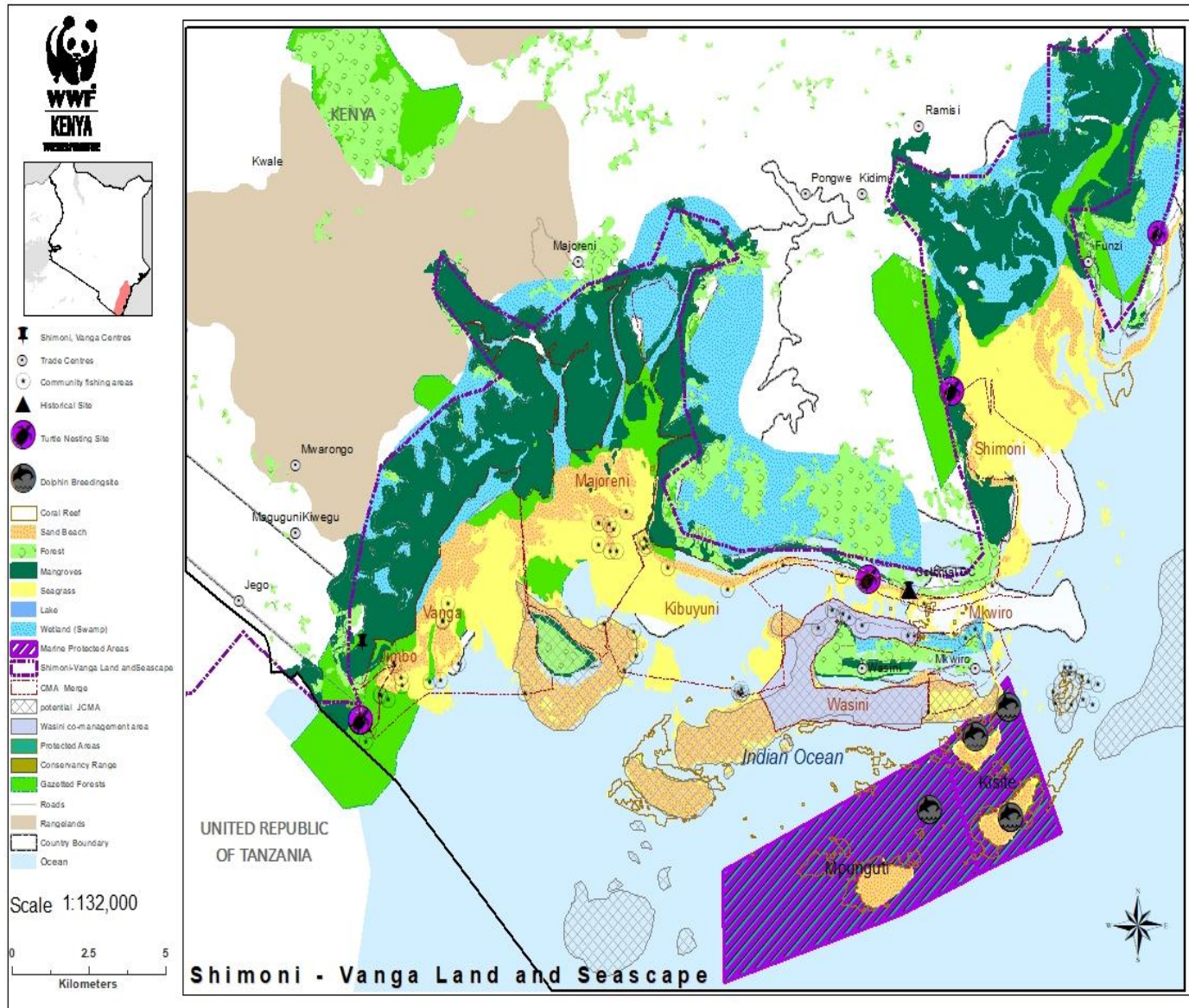
Key

- 1 - Shimoni-Vanga Production Seascape
- 2 - Great Rift Valley Lake System;
- 3 - Samburu-Isiolo Conservation Area - SICA (Samburu-Buffalo Springs and Shaba National Reserves)

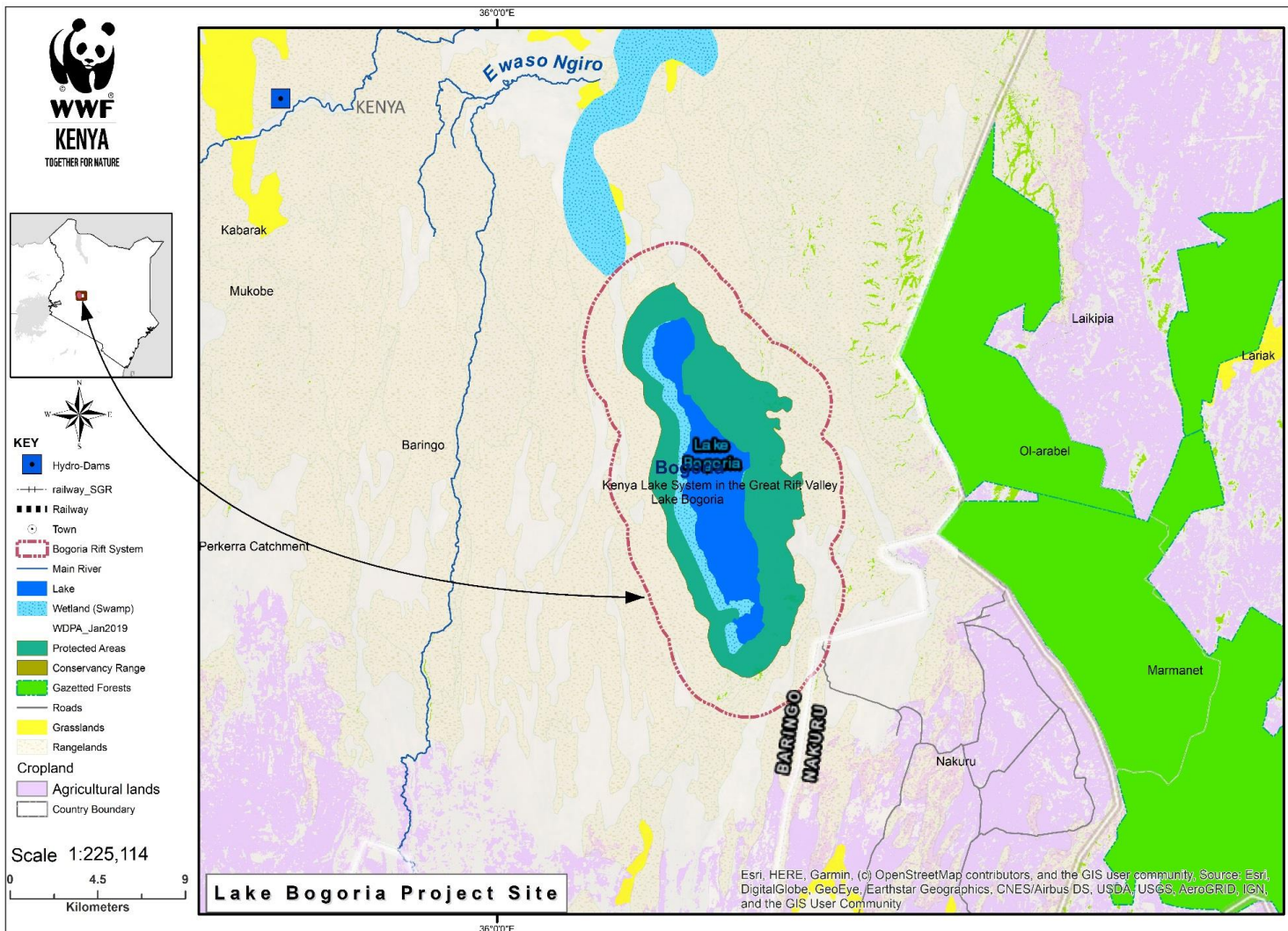
Key

- 1 - Shimoni-Vanga Production Seascape
- 2 - Lake Bogoria National Reserve and production landscape
- 3 - Samburu-Isiolo Conservation Area (Samburu-Buffalo Springs and Shaba National Reserves)

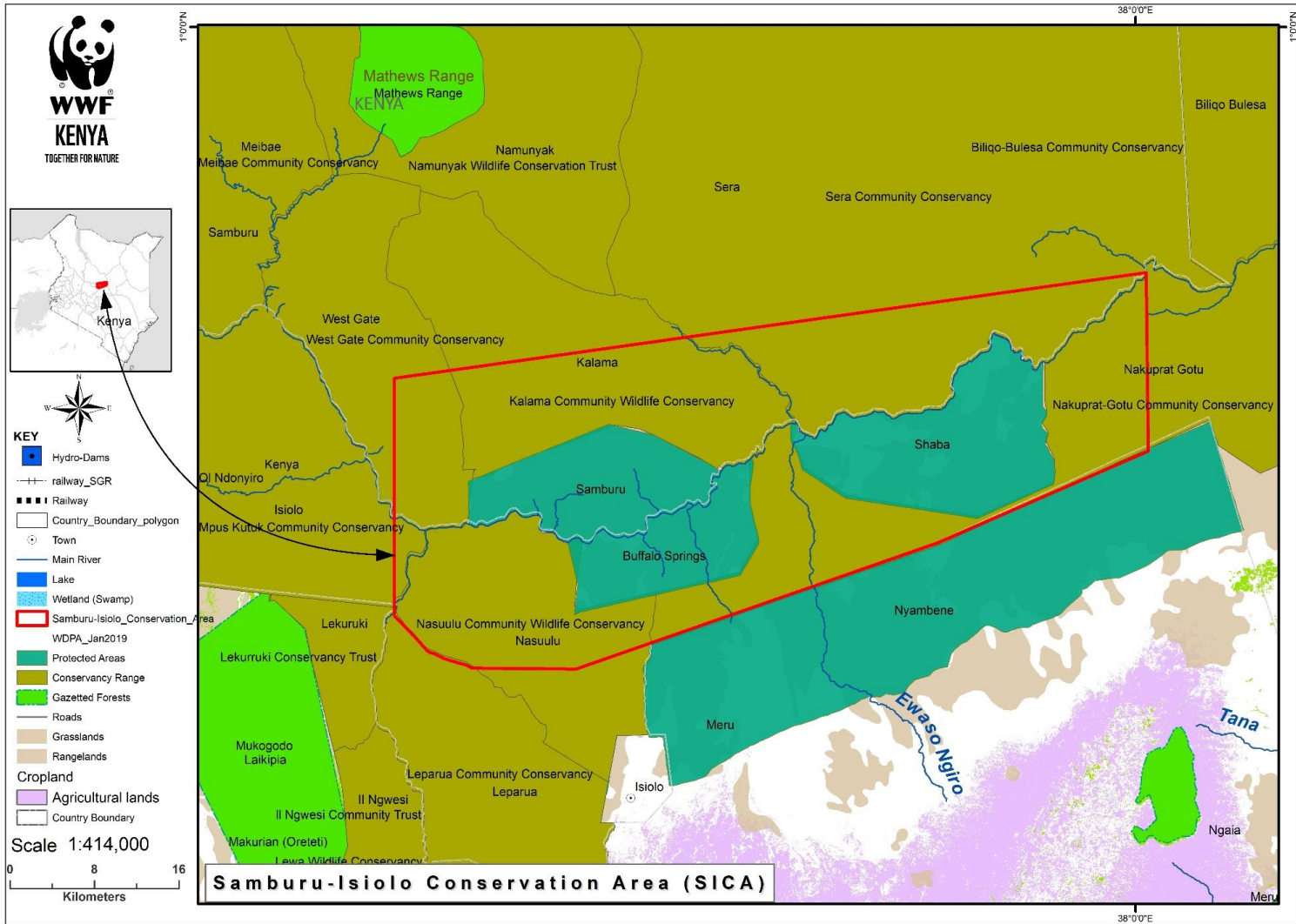
Shimoni-Vanga area, fishing grounds and Community Management Areas in Kenya's south coast



Kenya Great Rift Valley Lake System



Samburu-Isiolo Conservation Area (SICA)



	of biological corridors)																				
Outcome 1.2- The sustainability of production systems in the target landscapes is strengthened through integrated agro-ecological practices.	Output 1.2.1 Targeted community projects enhancing the sustainability and resilience of production systems, including soil and water conservation practices, silvopastoral and agroforestry systems, increased																				

	<p>on-farm arboreal coverage, conservation of agrobiodiversity; agro-ecological practices and cropping systems.</p>																			
	<p>Output 1.3.1- Targeted community projects promoting sustainable livelihoods, green businesses and market access, including ecotourism; ecological conversion of waste; beekeeping; green value-added agro-businesses integrated into value chains, micro-processing</p>																			
<p>Component 2</p>																				

	<p>Output 2.1.1- A multi-stakeholder governance platform in each target landscape develops and executes multi-stakeholder agreements for execution of adaptive landscape management plans and policies and enhanced community participation in land-use decision making and management</p>																				
	<p>2.1.2 A landscape strategy developed by the corresponding multi-stakeholder platform for each target landscape to enhance socio-ecological resilience through community grant projects.</p>																				

	Output- 2.2.1 Landscape/seascape learning supports community level project management, capacity building, project monitoring and learning			█	█	█	█	█														
	Output 2.2.2- Knowledge from community project innovations is identified during participatory evaluations, codified and disseminated to multiple audiences, for replication and upscaling.						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Component 3																						
Outcome 3.1- Project implementation and results effectively monitored and evaluated	Output 3.1.1- Protocols and procedures in place to facilitate participatory monitoring and evaluation.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

Knowledge Management Workplan

Activities	Year 1	Year 2	Year 3	Year 4	Objective	Audience
Peer to Peer exchanges					-Sharing best practices and lessons learned - building social cohesion -opportunities for capacity building and synergies	CSOs/CBOs, government
Participation in Knowledge Fairs					-showcasing achievements/results - connecting with other CSOs/CBOs, networking - Sharing best practices and lessons learned	CSOs/CBOs, private sector, Government
Annual presentations at multi-stakeholder platforms on innovations and pilots					-showcasing achievements/results - connecting with other CSOs/CBOs, networking - Sharing best practices and lessons learned -Networking	CSOs/CBOs, private sector, government
Development of case studies					-Documenting initiatives and results - Providing analysis for purposes of replication and/or learning lessons, and promoting sustainability of interventions - Upscaling initiatives	CSOs/CBOs, government
Training workshops					-Increasing knowledge, capacity building, skills development	CSOs/CBOs
Policy recommendations presented at county level					-Upscaling knowledge, promoting replication of successful activities and practices	Government

					- Mainstreaming biodiversity conservation and SLM	
South/South exchanges through SGP global network					-Sharing lessons learned, best practices - Capacity development - Strengthening global movement and actions for biodiversity conservation and SLM	CSOs/CBOs
Participatory videos/photo series					-Increasing public awareness -Documenting interventions and results achieved - Showcasing leaders in conservation and SLM for greater exposure and recognition	Broader public, CSOs/CBOs, government, private sector
Radio programmes					-Public awareness on biodiversity protection and SLM -highlighting work that is being conducted by grantees	Broader public

Annex 4- Monitoring Plan

Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency of reviewing achievements against indicators	Responsible for data collection	Means of verification	Risks/Assumptions
Indicator 1 Number of direct project beneficiaries disaggregated by gender (individual people)	Final: 15,000 (7,500 men; 7,500 women)	Number of beneficiaries that directly benefit from project interventions socioeconomically, environmentally, socially, developmentally, and/or organizationally.	Surveys, interviews, project reports, site visits	Annually Reported in DO tab of the GEF PIR	Project Management Unit	Reports and site visits	It may be difficult to have exact number of beneficiaries as grantees may have different ways of measuring/monitoring results. NSC should ensure that there is an adequate monitoring plan in each grant application, which is relatively consistent so data can be consolidated. Strategic partners will be key in generating this information on the ground. COVID may also present a challenge in conducting face to face interviews in the early years
Indicator 2 Number of indirect project beneficiaries disaggregated by gender	Final: 53,000 28,000 (men) 23,000(women)	Number of beneficiaries that indirectly benefit from project interventions socioeconomically, environmentally, socially, developmentally, and/or organizationally.	Project reports, site visits	Annually	Project Management Unit	Interviews, grantee reports	The final number may be much larger given the implications of building landscape resilience and may be challenging to monitor. Individual grantees will be

Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency of reviewing achievements against indicators	Responsible for data collection	Means of verification	Risks/Assumptions
<i>(individual people)</i>							<i>requested to elaborate how they intend to account for indirect beneficiaries.</i>
Indicator 3 <i>Area of land restored (hectares)</i>	<i>Final: 6,000 hectares</i>	<i>Area restored with indigenous and resilient plants/tree species, reforestation, riparian reforestation, pasture lands restored</i>	<i>Project reports, site visits; expenditure reports</i>	<i>Annually</i>	<i>Project Management Unit and individual grantees</i>	<i>GPS coordinates; drone imagery, site visits</i>	<i>Project management unit and strategic partners will be diligent in using GPS coordinates to monitor areas restored. Individual grantees will have to maintain effective communication with the strategic partners and PMU so that areas are properly monitored and accounted for. One risk is that restoration activities can be long-term before results are seen and can be highly vulnerable to and droughts.</i>
Indicator 4 <i>Area of landscapes under improved practices (hectares;</i>	<i>Final: 20,000 hectares</i>	<i>This includes area of land that is under improved agricultural/agroforestry, sustainable/conservation production practices.</i>	<i>Site visits, trainings, pilots, grantee reports</i>	<i>Annually</i>	<i>Project Management Unit</i>	<i>Site visits, interviews, reports</i>	<i>Grantees will be asked to document areas where sustainable agricultural measures are put in place. It may take time for</i>

Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency of reviewing achievements against indicators	Responsible for data collection	Means of verification	Risks/Assumptions
<i>excluding protected areas).</i>							<i>agricultural production to flourish. PCU will monitor what kind of agricultural production is carried out where in collaboration with strategic partners.</i>
Indicator 5 <i>Area of marine habitat under improved practices (excluding protected areas)</i>	<i>Final: 12,000 hectares</i>	<i>This indicator will measure the marine habitat that benefits from improved and sustainable practices as a result of this project.</i>	<i>Grantee Reports and Interviews</i>	<i>Annually</i>	<i>Project Management Unit</i>	<i>Site Visits, Expenditure Reports and GPS tracking</i>	<i>Grantees will have to monitor areas carefully to ensure appropriate monitoring.</i>
Indicator 6 <i>Total area under improved management</i>	<i>Final: 38,000 hectares</i>		<i>Grantee Reports, site visits, training schedules</i>	<i>Annually</i>	<i>Project Management Unit</i>	<i>Grantee Reports, site visits, GPS coordinates</i>	<i>Grantees will need to provide specific information in terms of the areas where work will be happening. In situations where grantees do not have the technical capacities to do this, they will have to indicate this in the proposal process so as to receive accompaniment/training from strategic partners.</i>

Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency of reviewing achievements against indicators	Responsible for data collection	Means of verification	Risks/Assumptions
Indicator 7 Number of community organizations participating in strengthening ecosystem services	Final: 45	Includes the number of community organizations that are actively engaged in sustainable development activities as a result of this project.	Reports, Interviews	Annually	Project Management Unit Strategic Partners	Reports, site visits, meeting minutes	It is assumed that this will be very likely to measure given the interest of CBOs and the capacities of Strategic Partners to document participation.
Indicator 8 Percentage of women with improved participation and decision-making in natural resource governance	40%	This indicator seeks to assess how women's level of participation and decision-making evolves in the life of the project.	Surveys, interviews	Annually	Project Management Unit	Site Visits	Participation and decision-making will have to be clarified in order to ensure that the same thing is measured throughout the life of the project. The project management team should articulate at inception how they will assess this; this should be reinforced within multi-stakeholder platforms.
Indicator 9 Number of farmers adopting sustainable practices,	Final: At least 400	This will capture the number of farmers adopting sustainable practices as a result of the project. It's a more downscaled indicator to get a sense of what transformations are	Surveys, site visits	Annually	Project management unit	Reports	This information will be captured in grantee reports as well as verified by Strategic partners when they report back to the Project Management

Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency of reviewing achievements against indicators	Responsible for data collection	Means of verification	Risks/Assumptions
<i>disaggregated by gender</i>		<i>happening at the community level.</i>					<i>Unit. Because there is active participation of the strategic partner at the landscape level it is anticipated that this information will be generated despite typically being difficult to gather.</i>
Indicator 10 <i>Number of small-scale community enterprises with improved market access</i>	<i>At least 8</i>	<i>This indicator is meant to measure whether there is any growth for small scale community ventures, in hopes that they become economically feasible. Market access has been identified as a challenge for many of these remote communities.</i>	<i>Interviews, Business Plans</i>	<i>Annually</i>	<i>Project Management Unit</i>	<i>Site Visits, Interviews</i>	<i>Small grants beneficiaries will have to report on how their market access has changed. This will require ongoing monitoring and improved business management.</i>
Indicator 11 <i>Number of landscape-based multi-stakeholder platforms established and operational</i>	<i>Final: 3-functional multi-stakeholder platforms with at least 30% women representation</i>	<i>The project aspires to establish three functioning multi-stakeholder platforms which includes a variety of stakeholders, that can develop coherent landscape strategies.</i>	<i>Minutes of meetings</i>	<i>Annually</i>	<i>Project Management Unit</i>	<i>Minutes, outputs from meetings</i>	<i>It will take time for multi-stakeholder platforms to coalesce, become effective and mutually agree to mandate, role and responsibilities.</i>

Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency of reviewing achievements against indicators	Responsible for data collection	Means of verification	Risks/Assumptions
Indicator 12 Number of women-led community organizations participating in multi-stakeholder platforms	Final: 15	This is to ensure not only the participation, but also to ensure that women-led organizations which may have different ways of looking at environmental/sustainability issues have a place at the table.	Minutes of meetings	Annually	Project management Unit	Minutes, outputs from meetings	The project will have to ensure that participation is meaningful and that access to women is facilitated (times/locations). It is anticipated that the numbers will be low, but establishing a baseline creates a basis and builds a requirement to show results on this issue.
Indicator 13 Number of landscape strategies produced through a multi-sectoral process	Final: 3	Landscape strategies will be developed to create a coherent framework through which development activities can be coordinated, be mutually beneficial with shared targets and objectives.	Landscape strategies, interviews, meeting minutes	Bi-annually	Project Management Unit	Landscape strategy documents	Landscape strategies may differ widely from landscape to landscape, based on the needs of the landscape and the individual character of the multi-stakeholder platforms.
Indicator 14 Number of landscape-level case studies	Final: 6	This indicator seeks to assess what knowledge has been gleaned from each landscape experience.	Case study documents, consultations	End of project	Project Management Unit	Case study reports	Near the end of the project, findings will be consolidated into case study reports that can be learned from, that can be used to share best practices, highlight achievements and challenges. CSOs must drive this process to

Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency of reviewing achievements against indicators	Responsible for data collection	Means of verification	Risks/Assumptions
							<i>identify what is most useful to them</i>
Indicator 15 <i>Number of Communications Strategy including a Knowledge Management component</i>	<i>Final: 3</i>	<i>This indicator is meant to ensure that effective communication methods are implemented to reach appropriate audiences, with appropriate messaging. This strategy is also meant to ensure that information is not lost and is collected in applicable ways.</i>	<i>Communications assessment, focus groups</i>	<i>Annually</i>	<i>Project management unit</i>	<i>Communication strategy</i>	<i>The communication strategy will have to be adaptive in nature to take into account different communication tools, lessons learned, and potential new audiences. It will have to include a usable knowledge management component that ensures that information is not lost. The implementing Partner and strategic partners will be key in this process.</i>
Indicator 16 <i>Number of cross-landscape peer-to-peer capacity building exercises</i>	<i>Final: 4</i>	<i>This indicator is to ensure that horizontal learning is happening, and that people can benefit from peer learning, based on different groups' comparative advantage and expertise.</i>	<i>Training reports, meeting report.</i>	<i>Annually</i>	<i>Project Management Unit</i>	<i>Interviews, expenditure reports</i>	<i>COVID-19 may act as an impediment for peer-to-peer capacity building exercises, especially across landscapes. It will be essential to map out potential opportunities despite these challenges throughout the project cycle. Electronic means, or trainings through</i>

Indicators	Targets	Description of indicators and targets	Data source/Collection Methods	Frequency of reviewing achievements against indicators	Responsible for data collection	Means of verification	Risks/Assumptions
							<i>proxies can be considered.</i>
Indicator 17 <i>Number of evaluations</i>	<i>Final: 2</i>	<i>A midterm and terminal evaluation will be conducted to assess to what degree the project is achieving its outcomes.</i>	<i>Evaluation reports</i>	<i>Twice during project duration</i>	<i>Project Evaluators who will report back to UNOPS, UNDP, Project Team and key stakeholders</i>	<i>Evaluation Reports</i>	<i>COVID-19 may make it difficult for evaluators to travel to remote areas and observe the work being carried out by community organizations.</i>
Indicator 18 <i>Number of National Steering Committee meetings</i>	<i>Final: 10</i>	<i>National Steering Committee meetings are opportunities to review proposals, activities, make adaptive decisions, and ensure that the project is meeting its objectives. It is also the time to review the risk register and follow up on safeguards.</i>	<i>Meeting minutes</i>	<i>Annually</i>	<i>Project Manager</i>	<i>Meeting Minutes</i>	

Annex 5- Social and Environmental Screening (SESP)

Project Information	
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1. Project Title	Seventh Operational Phase of the GEF Small Grants Programme in Kenya
2. Project Number	6448
3. Location	Kenya

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The GEF Small Grants Programme in Kenya aims to mainstream human rights into every aspect of its work, following the principles of the country’s overarching commitment to human rights, both at an international and national level. According to the respective international conventions of the UN System ratified by Kenya, all forms of discrimination and exclusion are strictly prohibited. The work of the United Nations in Kenya is aimed at strengthening the capacities of public institutions to guarantee the compliance of human rights and the implementation of the SDGs and the 2030 Agenda. SGP Kenya fully supports the implementation of these, though focusing more on the local level, through the following measures:

- Through local organizational strengthening, training and technical assistance, SGP enhances the availability, accessibility and quality of benefits and services for potentially marginalized individuals and groups, including women and youth and indigenous peoples, and seeks to increase their inclusion in decision-making processes that may impact them in the case of landscape platforms and local producer’s associations, women’s self-help groups and other local sustainable development associations.
- SGP Kenya supports the meaningful participation and inclusion of all stakeholders, in particular marginalized individuals and groups, in processes that may impact them including design, implementation and monitoring of the project, e.g. through capacity building, creating an enabling environment for participation, etc. (consistent with participation and inclusion human rights principle).
- SGP Kenya provides opportunities for otherwise smaller civil society organizations to test, pilot, and upscale sustainable development technologies and practices so that their resource limitations do not prevent them from advancing their activities.
- SGP Kenya provides opportunities for participatory discussions, mechanisms for collaborations, synergies and cooperation so as to build social cohesion, and build bridges among remote communities.
- SGP Kenya will provide oversight of grant applications to ensure that CSO/CBOs espouse human rights approaches and do not marginalize any communities or contribute to any conflict. Smaller community groups will be supported in the grants application process to include human rights considerations and find ways to monitor for them.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project focuses on gender-approaches and implementation to ensure that gains are made for improved gender equity and empowerment of women. In the food insecure and disaster-prone communities, women often bear the brunt of the vagaries of the weather, low productivity, and disrupted livelihoods. By focusing on tailored products that include gender-sensitive adoption strategies, the project ensures that women are empowered to benefit from the information and can cope with climate change impacts. Women are crucial in the translation of the products of a vibrant agriculture sector into food and nutrition security for their households. Women would benefit from increased awareness on biodiversity conservation and sustainable land management, and how to incorporate this knowledge in their trades thereby protecting their livelihoods and enhancing adaptive capacities. Climate change and COVID-19 impacts are not gender-neutral. Climate change impacts as well as coping opportunities, capacities and mechanisms for men and women are strongly dictated by the prevailing socio-cultural norms and gender stereotypes, poverty level including control over productive assets and resources, etc. Climate change is likely to magnify existing patterns of gender-based disadvantages. The Gender Action Plan provides suggested entry points for gender-responsive actions to be taken under each component of the project. The following are some of the areas that the project is likely to improve in terms of gender equality and women's empowerment: participation in consultation to ensure adequate responses to needs and challenges, gender mainstreaming in existing policies, sensitizing National level policy makers to gender parity needs, tailored capacity building, women's inclusion in technical trainings, provision of access to markets, pricing policy and climate information, and creation of financing mechanisms that promote and ensure women's involvement. The following specifics have been considered to design a gender-responsive project.

- Gender has been considered throughout this project's design and implementation. The project design prioritizes work with women's groups, as well as girls' groups and sets measurable indicators related to gender equality and women's empowerment. The results framework includes: (a) special measures/outputs, and (b) indicators to address gender inequality issues. A Gender Action Plan has been designed to specifically address how gender implications are to be built into activities, and monitored for results. A gender analysis has been carried out to take note of gender's intersection with the environmental, development and livelihood issues.
- The Kenya SGP Country Programme team has adopted a specific strategy to engage women/girl's groups as primary actors in landscape and resource management and micro and small enterprise development.
- The Country Programme team will name a gender focal point on the National Steering Committee to help identify potential project ideas for initial discussions with women's and girls' groups and further actions on gender strengthening and awareness in communities, as well as ensure gender sensitivity in all projects for approval.
- Gender-sensitive CSOs will be engaged to support women/girls' groups in defining grant project objectives and designing grant project activities, as needed.
- CBOs submitting proposals will be asked to include gender considerations as part of their proposals. For support strategic partners will help them in identifying gender considerations in their activities.
- Women/girls groups will evaluate their projects' performance to identify lessons and knowledge for adaptive management as well as gender specific policy recommendations. Systemizations of gender-focused projects will be undertaken.

- The project design scores a 2 as per the ATLAS Gender Marker, according to the OECD Gender marker which indicate that project outputs have gender equality as an important and deliberate objective.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The premise of the GEF Small Grants Program is that communities will adopt environmentally sustainable practices that produce global environmental benefits if the financial risk of innovation can be lowered with a small grant and technical assistance from SGP and its partners. The SGP finances community organizations to design and implement sustainable development projects using a participatory multi-stakeholder, multi-sectoral landscape management approach that involves government, private sector and civil society. Lessons learned from projects and implementation of landscape management strategies are codified and presented to authorities for discussion and possible use in policy reform.

The SGP aims to strengthen environmental management capacities of country partners at the community level, facilitating the implementation of improved management practices, sustainable utilization of natural resources, and community collaborative management of critical ecosystems.

Moreover, all GEF SGP proposals are reviewed and approved by the National Steering Committee comprised of experts in different fields, including biodiversity conservation, ecosystem service, sustainable resource management and others. The project strategy includes engaging with specialized civil society partners through awarding thematic strategic grants to provide an additional layer of technical assistance and support.

- The SGP design is clearly marked within the framework of the country commitments under Multilateral Environmental Agreements (MEAs) and supports the on-the-ground implementation of these at the community level, especially the CBD (and the Aichi targets), the UNFCCC, UNCCD and the national planning instruments relevant to these sectors and the SDG goals.
- SGP aims to strengthen environmental management capacities of country partners at the community level and the engagement of these with national authorities, facilitating the introduction of improved management practices, landscape restoration and reforestation efforts, aligned with the country's development plans.
- SGP is a school for innovation and by generating synergies with on-going and planned impact projects, it aims to scale-up best practices.
- Communities close to critical habitats, and an assessment of environmental needs and risks were assessed during the PPG
- All GEF SGP proposals will be reviewed by a National Steering Committee comprised of experts in different fields, including biodiversity conservation, ecosystem service, sustainable resource management, and others. Project implementation will be monitored by the National Coordination team, as well as NSC members who often accompany monitoring visits. Expert NGOs, identified as strategic partners will be contracted to provide an additional layer of technical assistance and support.
- Successful initiatives will be replicated, upscaled and shared with other landscapes and communities through various peer-sharing opportunities. The NSC networks will be leveraged to upscale activities at a broader policy level.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>	<i>Comments</i>	<i>Description of assessment and management measures as reflected in the Project design.</i>

<p>Risk 1: Project may potentially reproduce discriminations against women based on gender</p>	<p>P = 2 I = 3</p>	<p>Moderate</p>	<p>Women play a major role in family-based agriculture. However, they are under-represented in decision-making bodies, due to long-standing social and cultural norms.</p>	<p>The project conducted consultations with women in every target landscape and was able to identify avenues to increase women’s participation in leadership activities. A Gender Action Plan has been designed to reflect these opportunities. Specifically, the project has established targets to include participation and representation.</p> <p>The project seeks to promote women’s socially-based enterprises, which will support their economic opportunities and livelihoods. SGP allows them to test sustainable activities that they would ordinarily not be able to, providing the opportunity to see what is viable and establish the networks as needed.</p> <p>The small grants process will also require that all community proposals include gender considerations. These will be followed up with country project management team to ensure that gender-based support is provided to smaller CSOs which may not be capacitated in this regard.</p> <p>A gender-responsive approach was undertaken during project design to identify gender risks and design a gender action plan especially in times of Covid-19. These are supported by a comprehensive gender analysis to assess relevant gender dynamics and inequalities with attention to the differences across diverse groups of beneficiaries. The gender action plan and strategy takes into account representation of marginalized women, and is designed to mitigate risks of reproducing or exacerbating gender inequalities. This includes ensuring that</p>
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				<p>project entry points for beneficiaries and corresponding incentives for environmental services are adequately assessed and designed. The plan include relevant baselines and indicators to be monitored, disaggregated by gender and by group of beneficiaries, more stringent with respect to the impact of Covid-19.</p> <p>The Project will also prioritize work with women's groups, as well as girls' groups; as primary actors in landscape and resource management and micro and small enterprise development; this will be a core part of the process when designing landscape strategies and establishing multi-stakeholder platforms.</p> <p>All GEF SGP proposals are reviewed and approved by a National Steering Committee comprised of experts in different fields, including a gender and development expert.</p> <p>Gender-specific barriers will be considered throughout the life of the project. Specifically, timings of meeting, distance, safety-risks to women for participation, any added labour that project activities may impose, will be considered to ensure a gender-sensitive approach.</p> <p>Rates of gender participation and sex-disaggregated data will be provided throughout the life of the project to monitor rates of engagement, change, and adaptive activities if needed, to enhance female participation.</p>
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<p>Risk 2: Poor site selection within or adjacent to critical habitats and/or environmentally sensitive areas, such as public protected areas and private reserves may enable harvesting of natural resources and forests, plantation development or reforestation.</p>	<p>P = 2 I = 3</p>	<p>Moderate</p>	<p>Due to the fact that the target landscapes include areas of importance to biodiversity, some projects are likely to take place within or adjacent to critical habitats or sensitive areas such as parks, wetlands and other key biodiversity areas.</p>	<p>Part of the selection process for small grants involves screening out projects that have potential for negative environmental impacts. The projects proposed under this project are by design to mitigate and reverse the impacts of environmental degradation. The process of establishing multi-stakeholder platforms is to mainstream the need for landscape resilience with other stakeholders that may not otherwise be carrying out sustainable activities. The project is purposefully linked to sites that are vulnerable, so as to build their resilience. This includes vulnerable wetlands, mangroves forests, corridors for wildlife.</p> <p>Biodiversity conservation-related community grants will be primarily carried out in partnership with expert organizations, e.g., conservation agencies, protected area management administrations. Specific activities will be designed through collaborative arrangements with these organizations. Utilization of natural resources, e.g., within buffer zones, will be carried out sustainably and according to relevant regulations. Restoration/rehabilitation activities will be carried out in accordance with management plans developed through participatory processes.</p> <p>No invasive alien species will be used; as per GEF guidelines, preference will be given to native species. And project interventions will not entail logging of primary forests or other areas of high conservation value. Further, the project will only be supporting</p>
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				<p>indigenous/resilient crops, restoration efforts as per GEF-biodiversity recommendations. The communities where the projects will be unfolding have received numerous trainings on invasive species; the government is also very active on promoting their invasive species plan so there is good understanding of the risks, as it is a popular issue of discussion. If anything, the project will be mitigating against by promoting indigenous crops. Further, all crops promoted by the project are first vetted by agricultural experts from both the government and an agricultural research institute to ensure that they do not pose risks.</p> <p>Conservation outcomes can sometimes result in unintended consequences of increased human-wildlife conflicts. Local communities will be trained on how to safely manage such conflicts, especially in meeting eco-tourism objectives.</p>
<p>Risk 3: Potential outcomes of the Project are sensitive or vulnerable to potential impacts of climate change, including extreme climatic conditions, leading to increased vulnerability to subsidence, landslides, erosion, or flooding, which may</p>	<p>P = 3 I = 3</p>	<p>Moderate</p>	<p>Coastal ecosystems and communities as well as the northern rangelands are highly vulnerable to the vagaries of the weather and human induced climate change.</p> <p>Extreme and frequent weather events associated with climate change such as floods, droughts are prevalent in the landscapes. These will exacerbate degradation, biodiversity loss as</p>	<p>A climate assessment has been carried out during project design to account for current climate risks, adaptation and mitigation potential of the project, in all the landscapes/seascape. As part of the project design and implementation, climate change adaptation and resilience has been mainstreamed across key project intervention areas. The project is expected to yield direct and indirect climate change benefits across the landscapes. The risk of climate change is one of several reasons that the project has chosen to</p>

<p>affect community-based conservation and sustainable production initiatives and undermine efforts to arrest biodiversity loss and land degradation.</p>			<p>well as affect livelihoods and thus likely to affect community based conservation efforts under the project.</p>	<p>emphasize landscape-level management and coordination in productive landscapes. The project will promote a variety of adaptive biodiversity and land resource planning and management actions in forests, pastures and other agroecosystems. The project aims to foster a greater understanding and capacity building of the links between biodiversity conservation, ecosystem services and climate change to resilience socioeconomic development at a local level. The project team together with project partners will monitor closely climatic conditions in order to identify emerging threats. Small grant projects usually provide for contingencies within their budgets to better adapt to potential events.</p> <p>CBOs will be required to include an assessment in the project proposal documents on the risks of climate and geophysical hazards on proposed infrastructure and assets, and describe what measures are proposed to reduce and manage the risks. Moreover, the design and implementation of project interventions will be guided by the Programme Management team and the National Steering Committee (NSC) and supported by the multi-stakeholder landscape platforms.</p>
<p>Risk 4: The Project may potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous communities</p>	<p>P=2 I=3</p>	<p>Moderate</p>	<p>Moderate risk due to potential impacts on indigenous rights, lands, territories and traditional livelihoods</p>	<p>As part of project preparation, consistency of activities with indigenous peoples' standards were ensured as indigenous communities will design and carry out their own activities during project implementation.</p>

<p>present in the project area</p>				<p>Consultations were carried out with indigenous community leaders during the PPG phase. Furthermore, prior to the selection of project proposals from Indigenous Peoples, a Free, Prior and Informed Consent (FPIC) assessment will be carried out to ensure that human, environmental, land and customary rights are respected and safeguarded within the potentially affected communities and that inclusive decision-making processes are upheld to guarantee the equal consideration of the various perspectives held within them. Recording or otherwise documenting traditional knowledge held by indigenous peoples populations will only be made upon free, prior and informed consent (FPIC).</p> <p>The National Steering Committee has demonstrated that indigenous people's rights, livelihood, culture and resources are fundamental concerns when assessing grant project proposals for approval for financing. Indigenous groups have benefited from SGP grants in the past, and the SGP process will continue to include indigenous groups in multi-stakeholder platforms, consultation groups and the NSC to give them a voice in the direction of SGP.</p> <p>The multi-stakeholder platforms that will be established in the landscapes will seek to have representation of indigenous peoples and women, and customary rights issues will be addressed in the landscape strategies and action plans. Indigenous peoples populations and other marginalized groups will also be engaged in decision-making.</p>
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				<p>The intersection of gender and indigenous groups is also considered—women may have different roles and responsibilities in different indigenous groups and these will be considered to ensure that gender-specific barriers to not prevent benefits to indigenous women, and that the project targets the socioeconomic activities that benefit women in specific indigenous communities.</p>
<p>Risk 5: Possible extension of the COVID-19 pandemic, as a result of eventual uncontrolled outbreaks, that may delay project implementation, affect the health of the beneficiaries, limit the areas in which the project can be implemented, limit face-to-face consultations among stakeholders and further exacerbate conditions of marginalized people who have limited access to resources and technology.</p>	<p>P=3 I=3</p>	<p>Moderate</p>	<p>COVID threats are uncertain during the project design and can have long-lasting impacts on people’s health, security, safety and economic conditions. While much of the pandemic is concentrated around the national capital and larger cities, there is always the chance that it could spread to more remote regions where there are less health facilities available.</p> <p>Given the characteristics of the pandemic both at a global and national level, it is not known yet when this disease will stop being a risk for humanity.</p> <p>It is likely that - at least in 2021 - some restrictions will still be applied to prevent pandemic outbreaks.</p>	<p>Due to the uncertain spread of the pandemic, risk mitigation procedures will be developed to address possible operational delays or pauses on an ongoing basis, to follow the latest guidance and advisories. Increased communication will be considered when consulting with local beneficiaries regarding possible impacts, and site-specific protocols will be followed. Changes in the scope or timing of planned activities may be necessary through workplan adjustments. The program, in close coordination with the local population, grantees and the SGP NSC, will consider the specific situation of each project in order to consider a flexible approach to the execution of some activities, such as established schedules’ and workplans’ deadlines.</p> <p>The UNDP office has established specific rules for participation and requires Project staff to have special permits for field visits. Due to the rapid spread of the pandemic, risk mitigation procedures will be developed to address potential operational delays or pauses on an ongoing basis, in order to follow the latest guidelines and warnings. The frequency of communication will be increased with local</p>

				<p>beneficiaries to ensure an ongoing presence and support; moreover, site-specific protocols related to potential impacts will be applied.</p> <p>To make up for possible delays due to the impossibility for SGP staff to visit the field, communication will be maintained through virtual means (WhatsApp, Skype, Zoom, etc.). The communication strategy must include specific considerations to facilitate interactions among staff members and support the exchange of information under such circumstances. In some cases, collaboration with smaller organizations may happen through proxy institutions that are in proximity and have access technology/communication tools that can be shared. The Project Management Unit will have to be mindful of the kind of resources that are available to beneficiary groups.</p> <p>The project will also take into account the gendered aspect of COVID-19, with women often being in caregiving positions in the domestic sphere, and being a core part of the informal economy. The project will ensure that project activities do not increase exposure to health risks and instead build resilience of marginalized communities.</p>
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<p>Risk 6: The project could potentially affect the cultural heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices.</p>	<p>P=3 I=3</p>	<p>Moderate</p>	<p>The SGP may support initiatives which seek to celebrate cultural handicrafts, cultural practices or attract eco-tourist activities, including those to cultural heritage sites.</p>	<p>All eco-tourism activities will have to demonstrate how they improve the status quo in terms of climate change adaption/mitigation, biodiversity protection and/or land degradation. Further, those activities will be assessed according to resilience indicators during the landscape assessments planned when the project starts the implementation phase. The Steering Committee will ensure that sustainability standards in eco-tourism (e.g. those produced by USAID) are adhered to. These considerations will have to be included in the grant proposals and will also go through a process of internal review, through landscape multi-stakeholder groups which include county representatives.</p> <p>The FPIC process will also ensure ongoing consideration of indigenous resources and ensuring that there is no appropriation of cultural practices and resources. Recording or otherwise documenting traditional knowledge held by indigenous peoples populations will only be made upon free, prior and informed consent (FPIC).</p>
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<p>Risk 7: The project involves support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)</p>	<p>P=2 I=4</p>	<p>Moderate</p>	<p>There is the possibility that CSOs which manage their grants, may use funds to finance employment/livelihood activities that do not meet national and international labour standards (particularly for positions of watchmen, or security guards).</p>	<p>The project does not finance any employment other than that of project staff or consultancies, and these will meet international labour standards.</p> <p>In order to ensure that proper livelihood standards are met, grant applications will have to detail what type of activities will be carried out, and provide clarity on the kind of compensation/costs associated with the tasks, to ensure that sub-standard pay or activities are not carried out. The grant review teams will diligently assess each application, and spot checks by the project management team will further reinforce standards and ensure that poor practices are not being carried out. These will be further reviewed during yearly PIRs and the midterm evaluation. The SGP team will also provide best practices and guidance when issuing calls for proposals.</p>
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QUESTION 4: What is the overall Project risk categorization?		
Select one (see SESP for guidance)	Comments	
<i>Low Risk</i>		
<i>Moderate Risk</i>	X	<p>The overall risk-rating for the project is “Moderate”.</p> <p>Eight (8) of the identified nine (9) project risks described through the SESP have been assessed as Moderate.</p>
<i>High Risk</i>		

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
Check all that apply		Comments
<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	
<i>Principle 2: Gender Equality and Women's Empowerment</i>	X	Moderate risk of positive discrimination against women due to affirmative actions and incorporation of a gender-focused approach to project selection and capacity development.
<i>1. Biodiversity Conservation and Natural Resource Management</i>	X	Moderate risk as the SGP expressly finances projects to conserve and use biodiversity sustainably. As part of project preparation, consistency of activities with biodiversity conservation standards has been ensured. The SGP National Steering Committee possesses high-level biodiversity conservation expertise in its membership; the NSC reviews all proposals for eligibility and then approves for funding if found eligible or approves funding to improve project design.
<i>2. Climate Change Mitigation and Adaptation</i>	X	Moderate risk: The project area is vulnerable to climate change effects and natural hazards. Project promotes adaptive biodiversity and landscape-level planning/management to counter potential effects of climate change, as well as more resilient agricultural systems.

	<p>3. Community Health, Safety and Working Conditions</p>	<p>X</p>	<p>Moderate risk. The COVID-19 pandemic may affect the health and well-being of project stakeholders and their ability to easily meet and work together, as well as have secondary effects on their local economic activities. The project will be vigilant to follow all safety protocols and ensure that the project does not expose any individuals and vulnerable groups to added COVID-19 risk.</p>
	<p>4. Cultural Heritage</p>	<p>X</p>	<p>Moderate Risk: The SGP may support initiatives which seek to celebrate cultural handicrafts, cultural practices or attract eco-tourist activities, including those to cultural heritage sites. However, all eco-tourism activities will have to demonstrate how they improve the status quo in terms of climate change adaptation/mitigation, biodiversity protection and/or land degradation. The FPIC process will also ensure ongoing consideration of indigenous resources and ensuring that there is no appropriation of resources or practices and that indigenous groups have autonomy over their own initiatives.</p>
	<p>5. Displacement and Resettlement</p>		
	<p>6. Indigenous Peoples</p>	<p>X</p>	<p>Moderate Risk: Effects on livelihoods of traditional peoples are anticipated to be positive. As part of project preparation, consistency of activities with indigenous peoples' standards will be ensured.</p>

	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	
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Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	NO
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?	NO
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	NO
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	NO
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	NO
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	NO
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	NO
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	NO
Principle 2: Gender Equality and Women's Empowerment		

1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	NO
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	YES
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	NO
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	NO
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	NO
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	YES
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods?	NO
1.4	Would Project activities pose risks to endangered species?	NO

1.5	Would the Project pose a risk of introducing invasive alien species?	YES
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	YES
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	NO
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?	NO
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	NO
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	NO
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	NO
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant greenhouse gas emissions or may exacerbate climate change?	NO
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	YES
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?	NO
Standard 3: Community Health, Safety and Working Conditions		

3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	NO
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	NO
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	NO
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	NO
3.5	Would the proposed Project be susceptible to or lead to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	YES
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	YES
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	NO
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	YES
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	NO
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)?	NO
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	YES

Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	NO
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	NO
5.3	Is there a risk that the Project would lead to forced evictions?	NO
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	NO
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	YES
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	YES
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	YES
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	NO
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	YES
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	NO

6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	NO
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	NO
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	YES
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	NO
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	NO
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	NO
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	NO
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	NO

Annex 6- UNDP Atlas Risk Register

Number	Description	Date Identified	Risk Category	Impact and Probability	Risk Treatment	Risk Owner	Status
1	Project may potentially reproduce discriminations against women based on gender	June 2020	Social Gender	P=2 I=3	<p>Women play a major role in family-based agriculture in the target region, contributing towards crop diversification and aiding transitions to more sustainable forms of farming: organic farming or agroecology, even within patriarchal systems. However, they are under-represented in decision-making bodies, due to long-standing social and cultural norms.</p> <p>The project conducted consultations with women in every landscape and was able to identify barriers and risks to women's participation. As a result a Gender Action Plan has been designed to reflect these opportunities. Specifically, the project has established targets to include participation and representation, and indicators for monitoring results. The project seeks to promote women's socially-based enterprises, which will give them economic tools, opportunities to test out sustainable activities that can support their livelihoods.</p>	<p>Project Management Unit</p> <p>National Steering Committee</p>	

				<p>The small grants process will also require that all community proposals include gender considerations. These will be followed up by the PMU to ensure that smaller CBOs with low gender analysis capacities can receive the tools and guidance necessary to account for gender.</p> <p>The Project will also prioritize work with women's groups, as well as girls' groups; the national coordination team will formulate a strategy to engage women/girls' groups as primary actors in landscape and resource management and micro and small enterprise development; this will be a core part of the process when designing landscape strategies and establishing multi-stakeholder platforms.</p> <p>All GEF SGP proposals are reviewed and approved by a National Steering Committee comprised of experts in different fields,</p>		
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					including a gender and development expert.		
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2	<p>Poor site selection within or adjacent to critical habitats and/or environmentally sensitive areas, such as public protected areas and private reserves may enable harvesting of natural resources and forests, plantation development or reforestation.</p>	June 2020	Social and Environmental	P=2 I=3	<p>Due to the fact that the target landscapes include areas of importance to biodiversity, some projects are likely to take place within or adjacent to critical habitats or sensitive areas such as parks, watersheds, coastal zones, wetlands, mangroves and other key biodiversity areas. The project will facilitate the reforestation and natural regeneration of degraded areas for landscape restoration in the target landscape, as well as small-scale sustainable harvesting of non-timber forest products. Supporting landscape connectivity and protection of environmental services are key concerns of the project, so results should be positive in this regard. Part of the selection process for small grants involves screening out projects that have potential for negative environmental impacts. The projects proposed under this programme are by very design to mitigate and reverse the impacts of environmental degradation. The process of establishing</p>	<p>Project Management Unit National Steering Committee</p>	
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					<p>multi-stakeholder platforms is to mainstream the need for landscape resilience with other stakeholders that may not otherwise be carrying out sustainable activities.</p> <p>In order to further ensure safeguarding against project risks, an Environmental and Social Management Framework will be developed at inception to ensure that the latest information on risks is incorporated in design, and then monitored through the lifetime of the project.</p>		
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3	<p>Potential outcomes of the Project are sensitive or vulnerable to potential impacts of climate change. including extreme climatic conditions, leading to increased vulnerability to subsidence, landslides, erosion, or flooding, which may affect community-based conservation and sustainable production initiatives and undermine efforts to arrest biodiversity loss and land degradation.</p>	June 2020	<p>Social and Environmental</p> <p>Safety and Security</p>	<p>P = 3</p> <p>I = 3</p>	<p>A climate assessment has been carried out during project design to account for current climate risks, adaptation and mitigation potential of the project. A progressively drier and warmer climate may enhance the possibility of fires, food insecurity, and droughts.</p> <p>The areas the project will be working in are semi-arid and highly prone to environmental degradation caused by climate change. In fact, one of the central premises of the project is to help communities combat the negative effects of climate change, while carrying out adaptive practices. While threats of drought cannot be avoided given the semi-arid nature of the landscape in question, the project will promote practices that mitigate and reduce risks for worsening vulnerability and impact. Multi-stakeholder platforms will integrate climate smart considerations in their strategies to reduce the threats, taking into account local practices, ensuring</p>	<p>Project Management Unit</p> <p>National Steering Committee</p>	
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				<p>containment, and promoting public awareness. Planting of native species which increase moisture in the soil will also be conducted to reduce kind of soil aridity. Agroecological practices such as mulching, use of tree crops will be used to increase the resilience of agricultural system in the face of climate change. Water harvesting and planting of resilient species will also be used. Restoration activities of diverse native species will be carried out to enhance soil fertility.</p> <p>Grant proposals will require CSOs to identify how they plan to address climate change risks in their proposals. If and when this is a challenge for CSOs to identify in their proposals, strategic partners will provide the technical guidance that can support identification of climate change risks and tools for mitigation of said risks. At the NSC level, the climate change expertise will be employed to vet and follow up on project proposals to</p>		
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					skill up through the proposal process.		
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4	The Project may potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous communities present in the project area	September 2020	Social	P=2 I=3	<p>As part of project preparation, consistency of activities with indigenous peoples' standards were ensured as indigenous communities will design and carry out their own activities during project implementation. Consultations were carried out with indigenous community leaders during the PPG phase. Furthermore, prior to the selection of project proposals from Indigenous Peoples, a Free, Prior and Informed Consent (FPIC) assessment will be carried out to ensure that human, environmental, land and customary rights are respected and safeguarded within the potentially affected communities and that inclusive decision-making processes are upheld to guarantee the equal consideration of the various perspectives held within them.</p> <p>The National Steering Committee has demonstrated that indigenous people's rights, livelihood, culture and resources are fundamental concerns when assessing grant project proposals for approval for financing. Indigenous groups have benefited from SGP grants in the past, and the SGP process will continue to include indigenous groups in multi-stakeholder platforms, consultation groups and the NSC to give them a voice in the direction of SGP.</p>	<p>Project Management Unit</p> <p>National Steering Committee</p>	
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5	Women's participation may be limited due to men's domination of resources, inputs and benefits associated with agricultural practices.	June 2020	Social	P=3 I= 3	<p>Men traditionally dominate decisions about land use, marketing of produce and other aspects of agricultural and livestock production, which can adversely affect women's ability to have control over their own activities and income.</p> <p>The project will ensure women's participation and inclusion through a variety of measures. These include training organizations with a gender-based approach including women-led organizations in the multi-stakeholder platform; supporting initiatives for small grants which include and benefit women, supporting smaller organizations to include gender considerations. The strategic partners in each n each landscape will be provided with specific gender training and tools to support smaller community organizations to include gender considerations in their proposals. A monitoring system with qualitative and quantitative indicators showing transformations in gender</p>	<p>Project Management Unit</p> <p>Strategic landscape partners</p> <p>Grantees</p>	
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					roles and relations will be established.		
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6	Low capacity and awareness of local NGOs and CBOs to address global environmental problems in selected geographical areas.	June 2020	Programmatic	P=2 I=4	Capacity building with CBOs and NGOs is an intrinsic part of the project, contributing to risk mitigation. The Kenya SGP Country Programme works with all grantees to help build capacities by identifying appropriate rates of disbursement, close and permanent monitoring, linking grantee partners to learn from each other (peer-to-peer), and working in a flexible manner that responds to the strengths and comparative advantages of grantees. The SGP Country Programme also reduces risk by supporting replication of good practices that have proven to deliver on GEF strategic priorities at the community level. The NSC with representation from civil society leaders, government institutions, and donors further provides support for defining adequate criteria to select projects. Further, umbrella organizations have been selected in each landscape to provide accompaniment and support to ensure successful implementation.	Project Management Unit Strategic Partner	
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					<p>Furthermore, the project will have one strategic partner in each landscape to provide accompaniment, support in monitoring for results, share expertise in administrative and organizational issues so that the smaller community groups may be capacitated.</p>		
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7	Climatic unpredictability, with periodic droughts and changes in rainfall distribution, will affect agroecology initiatives and undermine efforts to arrest biodiversity loss and land degradation.	June 2020	Programmatic	P=3 I=3	<p>Projects based on agroecological techniques may have reduced success if climatic factors such as drought are overriding. Both drought and fires related to extended dry seasons can result in significant setbacks to restoration efforts. At the same time, extreme events of rain may increase runoff and soil erosion, neutralizing positive effects of supported projects.</p> <p>Dealing with vulnerabilities including climate variability is a primary emphasis and objective of SGP. By working to develop capacities for appropriate landscape management and adoption of “social technologies” such as rainwater cisterns for water storage and slow infiltration, as well as agroecological techniques, the project will enable local communities to reduce vulnerabilities and increase ecosystem resilience and the potential to sustainably manage their land. This is an underlying premise and principle across all components.</p>	Project Management Unit	
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					<p>The risks, if and when encountered, will be managed by providing additional capacity building support to affected communities and allow relocation of projects' resources to deal with the situation. Experiences will be documented, analyzed and shared with all project partners to create awareness and share lessons learned. The related technical guidelines, partnerships, platforms, workshops, exposure, contacts to learn and share knowledge for and by grantees will provide the confidence, creditability and commitment to adapt in the face of CC and deliver landscape and project outcomes.</p>		
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8	Economic instability affects value chains	September 2020	Financial Social and Environmental	P=4 I=3	<p>COVID 19 may have disastrous impacts on national and local economies. Given Kenya's dependency on tourism, and agriculture, and how much of wildlife and conservation is rooted in tourism, this may have severe impacts on local communities.</p> <p>While this project cannot impact national economies, the project will work with local communities that are struggling with resource insecurity and are serving the most vulnerable, to enhance their livelihoods and resilience in a sustainable manner (See Annex 17 on COVID-19 Analysis)</p> <p>The concept of resilient landscapes also involves economic resilience. As such, the project envisions value chains that do not rely on single buyers or that steer producers principally toward commodity or international markets. By maintaining a mix of products from the landscapes and initiatives</p>	Implementing Partner	
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					that access local, regional and national markets, the project expects to support local economies, however these will not be immune to broader economic and possibly resulting social challenges which are outside the scope of this project.	
9	COVID-19 may delay project implementation, affect health of beneficiaries, limit areas in which the project can be implemented, limit face-to-face consultations among stakeholders, further marginalize the disenfranchised that have limited access to resources and technology	June 2020	Operational, Social Safety and Security Financial	P=3 I=3	COVID threats are prevalent during the project design and can have long-lasting impacts on people's health, security, safety and economic conditions. Due to the rapid spread of the pandemic, risk mitigation procedures will be developed to address possible operational delays or pauses on an ongoing basis, to follow the latest guidance and advisories. Increased communication will be considered when consulting with local beneficiaries regarding possible impacts, and site specific protocols will be followed. Changes in the scope or timing of planned activities may be necessary through workplan adjustments. In some cases,	

					<p>collaboration with smaller organizations may happen through proxy institutions that are in proximity and have access technology/communication tools that can be shared. Whatsapp and mobile phones, which many have access to, will be used for communication and exchange of information. The Project Management Unit will have to be mindful of the kind of resources that are available to beneficiary groups. The Communications Strategy should include specific considerations for communication, public awareness and exchange of information under these circumstances.</p>		
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Annex 7- Overview of Technical Consultancies

Terms of Reference for National Coordinator

IDENTIFICATION OF THE POST

Post Title:	National Coordinator
Organizational Unit:	Global Environment Facility – Small Grants Programme (GEF-SGP)
Country/Duty Station:	
Post Status:	New
Post Type:	Project-funded
Supervisor's Title:	UNDP GEF Global Coordinator SGP Level: Upgraded Country Programmes

II. POST'S ORGANIZATIONAL ACCOUNTABILITY:

<p>Effective technical, financial, and operational management of the Global Environment Facility's Small Grants Programme and its portfolio.</p> <p>Effective managerial function, by building an effective SGP Country Programme team and foster teamwork within the SGP Country Programme team, the National Steering Committee members, and with the UNDP Country Office team</p> <p>Mobilize and leverage financial and other resources as well as establish strong partnerships at the programme and project levels for sustained and scaled up initiatives.</p> <p>Effectively facilitate knowledge management, share and exchange knowledge on lessons learnt and best practices of SGP programme and projects.</p>
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III. KEY RESULTS EXPECTED/MAJOR FUNCTIONAL ACTIVITIES

	Key Results Expected/Major Functional Activities
1.	Project Management (PMC)

Supervise the SGP Country Programme team members and provide necessary guidance and coaching;

Promote and maintain effective teamwork within the SGP Country Programme team, the National Steering Committee members, and with the UNDP CO team;

Prepare and implement annual workplan, including strategic and/or innovative initiatives, with set delivery and co-financing targets; draft annual SGP Country Office administrative and project operational budget proposal

Set annual performance parameters and learning objectives for the SGP Country Programme team, assess their performance and provide feedback;

Plan and serve as secretary to the National Steering Committee meetings. Support and closely coordinate with the National Steering Committee and Technical Advisory Group where relevant, in the process of project proposal review, selection and approval, especially the initial appraisal of proposals and assessment of eligibility.

Ensure formulation and implementation of the Country Programme Strategy (CPS), and its periodic review and update;

Manage the SGP grant allocations and country operating budget, maintain the financial integrity of the programme by ensuring adherence to SGP Standard Operating Procedures as well as UNOPS rules and regulations, and ensure timely and effective use of SGP resources;

Report periodically to UCP Global Coordinator on programme implementation status, including annual monitoring reporting, financial reporting, audit, and update the relevant UNOPS and SGP databases.

Undertake monitoring and evaluation of SGP Country Programme and projects, and grantmaker+ initiatives, in coordination with NSC and UCP Global Coordinator

Perform and coordinate administrative tasks (i.e. procurement, travel) adhering to SGP SOPs procurement rules and regulation; as required for programme implementation

Keep abreast of national environmental concerns and priorities as well as the socio-economic conditions and trends as they relate to the SGP, and assess their impact on SGP's work and programme.

Foster programme, project, and policy linkages between the SGP and the full or medium-sized GEF projects, planned or underway in the country, as well as those of other government, donors and development partners.

2.	<p>Ensuring Successful Implementation of Component 1- Resilient rural landscapes for sustainable development and contribution to global environmental protection (54% of time to managing Component 1)</p> <p>Oversee ongoing SGP grant projects under Component 1, and conduct periodic project monitoring field visits and provide technical and operational support and guidance to SGP grantees as required</p> <p>Document programme/project stories, lessons learned, and best practices under SGP programming under Component 1;</p> <p>Exercise quality control over the development of a portfolio of project ideas and concepts under Component 1, and closely monitor the programme implementation progress and results;</p> <p>Organize periodic stakeholder workshops and project development sessions for civil society organizations (CSOs) to strengthen capacities to implement grants under Component 1</p> <p>Work closely with CSOs and CBOs in preparation of project concepts and proposals to ensure that projects fit with the SGP Strategic Initiatives, Country Programme Strategy, and technical guidance notes under Component 1;</p> <p>Authorize and manage project planning grants under Component 1, as required.</p>
3.	<p>Overseeing and managing activities for successful implementation of Component 2- Landscape governance and adaptive management for upscaling and replication (36% of time managing Component 2)</p> <p>Support capacity building and networking of grantees to facilitate knowledge exchange, and promote uptake through Knowledge platforms, Knowledge fairs etc. and support multistakeholder platforms</p> <p>Establish and maintain close working relationships with stakeholders as well as promote the value, comparative advantages of the multistakeholder platforms and ensure visibility of the SGP.</p> <p>Support coordination between civil society, government and private sector partners</p> <p>Assess interest and priorities of key donors and other development partners and develop/update and implement the resource mobilization and partnership strategy to mobilize resources from and develop partnerships with the government, donors and other partners to best leverage SGP resources and develop programme level partnerships.</p> <p>Support SGP grantees in securing co-financing and project level partnerships and assist in identifying opportunities and resources for sustaining and scaling up projects.</p> <p>Access SGP and other global and regional knowledge, distill best practices and facilitate their dissemination and incorporation within SGP Country Programme and projects, UNDP CO, and to counterparts and partners;</p>

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IV. IMPACT OF KEY RESULTS / KEY PERFORMANCE INDICATORS

Sound SGP programme results and impacts, in alignment with national strategies and priorities and SGP strategy and approaches, that contribute to transformational change in society and economy to conserve the global environment and achieve the Sustainable Development Goals, Innovative, technically sound and socially inclusive grant portfolio is developed and implemented. Effective and efficient use of resources to create maximum project/programme impact. Increased trust by clients and donors and increased opportunities for visibility, partnerships and co-financing.

V. Qualifications & Skills Required

Education:	Advanced university degree in environment or natural resource management, Environmental Economics, Development, Business Administration or similar field.
Experience:	At least 3 years of relevant experience in environment and development work, which should include programme management, preferably with an extended specialized experience in any of the GEF-SGP thematic areas at the national level.
Managerial skills	Excellent teamwork, people management and interpersonal skills. Excellent analytical, writing, and communication skills Strong negotiation, conflict resolution and problem-solving skills.
Language requirements:	Fluency in the official national language and English is required. Knowledge of other UN languages is considered asset.
IT skills	Proficiency in standard computer software (word-processing, excel, presentations, databases and internet)

Programme Assistant

POST PROFILE

I. IDENTIFICATION OF THE POST

Post Title:	SGP Programme Assistant	Post Number:
Organizational Unit:	Global Environment Facility – Small Grants Programme (GEF-SGP)	Post Level: ICS-5

Country/Duty Station:			
Post Status:	New		
Post Type:	Project-funded		
Supervisor's Title:	National Coordinator	Level:	ICS-9

II. POST'S ORGANIZATIONAL ACCOUNTABILITY:

Effective day-to-day technical, administrative, financial, and knowledge management support to the SGP country programme to ensure effective and efficient operation and management of the GEF-SGP country programme portfolio with partners.

III. KEY RESULTS EXPECTED/MAJOR FUNCTIONAL ACTIVITIES

Key Results Expected/Major Functional Activities	
1.	<p>Supporting Project Implementation of Component 1- Resilient rural landscapes for sustainable development and contribution to global environmental protection (60% of time dedicated to implementing Component 1)</p> <p>Contribute to day-to-day support to programme/project implementation and ensuring conformity to expected results, outputs, objectives and work-plans related to Component 1;</p> <p>Assist the NC in prescreening project concepts and project proposals, and evaluate the financial part of the project proposals for Component 1; Assist the NC in development and revision of grant application forms and other management tools for Component 1</p> <p>Advise potential grantees on project preparation processes and guidelines, and report to NC and NSC on project development activities under Component 1, as required;</p> <p>Provide day-to-day support and guidance to new and ongoing projects under Component 1 and its grantees, as required; update the SGP database with new information regarding projects and grantees under Component 1</p> <p>Participating in field visits, recording minutes and meeting notes related to Component 1 activities</p> <p>Draft memos and other operational documents on behalf of NC, and respond to queries on SGP programme matter;</p> <p>Support and liaison among CSOs and small grant recipients that are working to restore degraded lands, restore connectivity, support innovation in biodiversity conservation (outputs under Outcome 1.1.) and those enhancing sustainability and resilience of production systems (outputs under Outcome 1.2) and promoting sustainable livelihoods (outputs under Outcome 1.3) to help organize pilots, meet</p>

	<p>deadlines, access technical support as needed; maintain minutes and document success rates and gender participation in pilots and demonstrations</p> <p>Draft routine correspondence and communications and establish filing system to record communications with local stakeholders for institutional records on Component 1 activities;</p> <p>Management of the Petty Cash account with proper documentation and proper tractable records for implementation of Component 1</p>
2.	<p>Supporting activities for successful implementation of Component 2- Landscape governance and adaptive management for upscaling and replication (40% of time managing Component 2)</p> <p>Enter, extract, transfer data from OneUNOPS and SGP database and produce reports as required for the effective functioning of multi-stakeholder platforms</p> <p>Process payment requests from grantees and vendors through obtaining necessary clearances and authorizations and ensuring payments are effected promptly, and in accordance with SGP Standard Operation Procedures for the implementation of Component 2;</p> <p>Provide guidance, review, and control the accuracy of supporting documentation of projects' interim and final financial reports, such as invoices, and advise the NC as required</p> <p>Maintain contacts and professional working relationship with NGOs, governmental institutions, donors, other SGP stakeholders;</p> <p>Prepare and maintain the grant disbursement table and multi-stakeholder governance calendar; as well as track the Country Operating Budget to ensure compliance with approved yearly budget;</p> <p>Follow up of travel arrangements and DSA payments for NC and NSC members to multi-stakeholder platform meetings; Provide logistical and administrative support to visiting missions, travel arrangements, adhering to SGP SOPs procurement rules and regulations;</p> <p>Management of the Petty Cash account with proper documentation and proper tractable records for implementation of Component 2.</p> <p>Actively support the SGP country office in the efforts on knowledge management, knowledge networking and visibility of SGP;</p> <p>In accordance with SGP branding guidelines, support NC and NSC in the efforts towards proper recognition of SGP in any KM & Communication material produced by SGP grantees or stakeholders.</p> <p>Facilitate organization of SGP advocacy events, workshops, stakeholders' dialogues and round-tables to strengthen multi-stakeholder collaborations and SGP's visibility;</p> <p>Maintain, update or provide valid SGP information for the SGP website, SGP Global database and UNDP CO website for use by multi-stakeholders and beneficiaries.</p>

3.	<p>Administrative Functions (cross-component)</p> <p>Procure office supplies, equipment, and furniture adhering to SGP SOPs procurement rules and regulation;</p> <p>Establish a proper filing system, maintain SGP country office administrative, financial, and management files and update them with original documentation or copy of the original documentation as necessary. Special focus on:</p> <ul style="list-style-type: none"> - Establish and maintain a separate folder with all NSC meetings signed minutes that approve new SGP granted project - Establish and maintain projects filing system containing original MOAs and amendments, original or copies of interim and final reports with all supporting documents, and mission reports or evaluation documents. - Establish and maintain financial folder for all SGP country office financial transactions. - Maintain personnel files, performance evaluation reports, leave records, and other pertinent personnel/consultant records - Prepare background information and documentation, update data relevant to the programme areas and compile background material for the NC and NSC; <p>Maintain and updated inventory of all physical assets and register all inventory in the asset inventory sheet.</p> <p>Assist NC in reporting regularly to the UCP Global Coordinator, CPMT, UNOPS and UNDP CO, and assist NC in timely preparation of the PIR, annual monitoring survey, and other CPMT / UNOPS surveys and reports as required;</p> <p>In collaboration with the NC, maintain financial integrity of the programme, implement and monitor accounting system and databases of SGP country operational budget;</p> <p>Provide other financial reports as required.</p>
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IV. Qualifications and Skills Required:

Education:	A high school diploma with additional experience is required. University degree, preferably in Business Administration or an environmental science field is desirable.
Nationality requirement:	Candidate should be a national or naturalized citizen of the country.
Experience:	At least 5 years of relevant experience in office management, including financial reporting;
	Previous working experience with a UN agency an asset.

Skills	Good communications and interpersonal skills essential; Excellent drafting and analytical skills required. Good knowledge of budget control and financial management.
Language requirements:	Fluency in the official national language, and English, French, or Spanish.
IT skills:	Excellent knowledge of MS Office, database and Internet use.

Technical Assistant in Baringo

POST PROFILE

I. IDENTIFICATION OF THE POST

Post Title:	Technical Assistant in Baringo	Post Number:	
Organizational Unit:	Global Environment Facility – Small Grants Programme (GEF-SGP)	Post Level:	UNV
Country/Duty Station:			
Post Status:	New		
Post Type:	Project-funded		
Supervisor's Title:	National Coordinator		

II. POST'S ORGANIZATIONAL ACCOUNTABILITY:

Effective technical support to the SGP country programme through capacity building, administrative support provided to Baringo CBOs.

III. KEY RESULTS EXPECTED/MAJOR FUNCTIONAL ACTIVITIES

Key Results Expected/Major Functional Activities
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1.	<p>Supporting Capacity Building and Technical Assistance for the Implementation of Component 1 in Baringo- Resilient rural landscapes for sustainable development and contribution to global environmental protection (60% of time dedicated to implementing Component 1)</p> <p>Support CBOs with capacity building particularly in writing progress reports, financial reports, tracking indicators to restore degraded land, improve connectivity, support innovation in biodiversity conservation and optimization of ecosystem services (including reforestation of riparian gallery forests, enhanced connectivity for wetlands, rangelands and priority conservation areas; water catchment protection; participatory monitoring of species; restoration of biological corridors) (Output 1.1.1); enhance the sustainability and resilience of production systems, including soil and water conservation practices, silvopastoral and agroforestry systems; agro-ecological practices and holistic grazing (Output 1.1.2); and promote sustainable livelihoods, green businesses and market access, including ecotourism; ecological conversion of waste; beekeeping; green value-added agro-businesses integrated into value chains, micro-processing (Output 1.1.3)</p> <p>Facilitate coordination, networking, demonstrations and pilots among CBOs in Baringo</p> <p>Visit project sites to assess whether milestones are being met, facilitating necessary technical supports to help keep CBOs on schedule, including the coordination of experts and consultants</p> <p>Liaise with other landscapes for knowledge sharing, data collection and opportunities for peer-to-peer learning</p>
2.	<p>Supporting technical assistance activities for successful implementation of Component 2 in Baringo- Landscape governance and adaptive management for upscaling and replication (40% of the time dedicated to implementing Component 2)</p> <p>Support the administration and functioning of multistakeholder governance platforms to ensure that the Baringo landscape develops and executes multi-stakeholder agreements for execution of adaptive landscape management plans and policies and enhanced community participation in land-use decision making and management (Output 2.1.1)</p> <p>Ensure participation of marginalized groups, indigenous communities to develop landscape strategies (Output 2.1.2)</p> <p>Engage grantee and communities in a mid-term review and an end-of-project evaluation (Output 2.2.2)</p> <p>Work with strategic partners in other sites to organize grantee workshops for experience exchange and information sharing as well as eco-fairs to display and communicate the outcomes of the complementary projects;</p>

IV. Qualifications and Skills Required:

Education:	A high school diploma with additional experience is required. University degree, preferably in Business Administration or an environmental science field is desirable.
Nationality requirement:	Candidate should be a national or naturalized citizen of the country.
Experience:	At least 5 years of relevant experience in office management, including financial reporting;
	Previous working experience with a UN agency an asset.
Skills	Good communications and interpersonal skills essential; Excellent drafting and analytical skills required. Good knowledge of budget control and financial management.
Language requirements:	Fluency in the official national language, and English, French, or Spanish.
IT skills:	Excellent knowledge of MS Office, database and Internet use.

Communications and Knowledge-Sharing UNV

POST PROFILE

I. IDENTIFICATION OF THE POST

Post Title:	Communications and Knowledge-Sharing UNV	Post Number:
Organizational Unit:	Global Environment Facility – Small Grants Programme (GEF-SGP)	Post Level: UNV
Country/Duty Station:		
Post Status:	New	
Post Type:	Project-funded	
Supervisor's Title:	National Coordinator	

II. POST'S ORGANIZATIONAL ACCOUNTABILITY:

Supporting the SGP Country programme by ensuring that knowledge generated is effectively captured, retained, applied and shared with relevant stakeholders.

III. KEY RESULTS EXPECTED/MAJOR FUNCTIONAL ACTIVITIES

	Key Results Expected/Major Functional Activities
1.	<p>Knowledge Management and Communications to Implement Component 1- Resilient rural landscapes for sustainable development and contribution to global environmental protection (60% of time dedicated to implementing Component 1)</p> <p>Make trips to the field in various parts of the country to engage SGP grantees and lead in the production of regular newsletters, development of case studies; production of land/sea-scape publications and videos.</p> <p>Prepare and conduct knowledge management and communications needs assessment to determine project information requirements for the implementation of Component 1.</p> <p>Develop, design and implement a knowledge management and communications strategy to support project implementation and share results with key stakeholders.</p> <p>Generate information from monitoring reports for translation into knowledge management products for various audiences and for dissemination in various websites, social media platforms, databases and knowledge management and learning systems</p> <p>Interact regularly with the Knowledge Management and Communications focal point at SGP Hq and at the UNDP CO to develop material for wide dissemination via respective websites, publications;</p> <p>Identify and work with radio and TV journalists at county and national level, who have an interest in environmental issues, and can feature SGP projects on a regular basis.</p> <p>Support efforts aimed at identifying and synthesizing best practices and lessons learned directly linked to SGP project activities</p>

2.	<p>Knowledge Management and Communications to Implement Component 2 - Landscape governance and adaptive management for upscaling and replication (40% of the time dedicated to implementing Component 2)</p> <p>Synthesize key learnings, and disseminate communications materials for effective functioning of multi-stakeholder consultation groups</p> <p>Work with SGP staff and strategic partners to organize learning eco-fairs, grantee exchange workshops, and discussions with county staff.</p> <p>Establish and maintain contacts with designers, printers, editors and other suppliers to ensure timely and quality production</p>
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IV. Qualifications and Skills Required:

Education:	A high school diploma with additional experience is required. University degree, preferably in Communications, Marketing, or an environmental science field is desirable.
Nationality requirement:	Candidate should be a national or naturalized citizen of the country.
Experience:	At least 5 years of relevant experience in office management, including financial reporting;
	Previous working experience with a UN agency an asset.
Skills	Good communications and interpersonal skills essential;
	Excellent drafting and analytical skills required.
	Good knowledge of budget control and financial management.
Language requirements:	Fluency in the official national language, and English, French, or Spanish.
IT skills:	Excellent knowledge of MS Office, database and Internet use.

Annex 8- Stakeholder Engagement Plan

Stakeholder Engagement Plan (SEP)

Seventh Operational Phase of the GEF Small Grants Programme in Kenya

Introduction

The Stakeholder Engagement Plan (SEP) is designed to ensure effective engagement between various stakeholders throughout the lifecycle of the Seventh Operational Phase of the GEF Small Grants Programme in Kenya. This plan will build on any other work which is being undertaken with regard to planning and impact assessment processes. The 7th GEF SGP project will aim to maintain dialogue with the relevant government ministries and parastatals, country governments and selected local community groups, **private sector** and NGOs and the international community. The plan takes into account the barriers and impacts of COVID-19 pandemic and hence calls for flexibility in the engagement approaches to adhere to changing protocols of distancing and safety.

The Seventh Phase of the GEF Small Grants Program in Kenya aims to empower communities and organizations to take collective action through a participatory landscape planning and management approach aimed at enhancing socio-ecological resilience by producing global environmental and local sustainable development benefits. The project will do so by strengthening adaptive management capabilities, increasing capacity building and technical know-how, developing planning and organizational skills, and strengthening innovation and experimentation capacities to enhance civil society's capacity in building landscape resilience. The project will also invest in strategic projects, which build knowledge and capacity, and generate synergies among other smaller local actions, with the aim of building long-term ecological social and economic resilience in landscapes. Strategic projects also serve a crucial role in the context of COVID-19. Given strategic partners slightly larger size and professionalized practices, they may be required to connect with smaller community partners to share electronic/digital technologies, house meetings and at times act as a conduit for information if the project management team is not allowed to travel to selected sites.

The aim of this project is to promote synergies, coordination and collaborations among local actions, to accrue results and acquire a critical mass to achieve landscape-level resilience. The project has a strong commitment to attending the specific needs of vulnerable sub-groups within the communities that often tend to be placed on the margin of social processes: women, youth and indigenous communities through supporting their productive and sustainable initiatives, and enhancing their participation in multi-stakeholder structures.

There are six outcomes foreseen from this initiative:

- Ecosystem services and biodiversity within targeted landscapes and seascapes are enhanced through multi-functional land-use systems.
- The sustainability of production systems in the target landscapes is strengthened through integrated agro-ecological practices.
- Livelihoods of communities in the target landscapes and seascapes are improved by developing eco-friendly, climate-adaptive, small-scale community enterprises with clear market linkages.
- Multi-stakeholder governance platforms strengthened/in place for improved governance of target landscapes and seascapes for effective participatory decision making to enhance socio-ecological landscape resiliency.
- Project implementation and results effectively monitored and evaluated

Knowledge from community-level engagement and innovative conservation practices is systematically assessed and shared for replication and upscaling across the landscapes, across the county, and to the global SGP network.

Legal requirements for public consultation in Kenya

According to Kenyan regulations, public consultation is included in the project development process where a given project may significantly affect the quality of the environment, and are part of the environmental impact assessment. However, for other projects which might involve policy and system set up, public participation and consultation is still necessary.

The most important Kenyan legal frameworks concerning public participation in the decision-making process are as follows:

1. The Constitution of Kenya 2010, Article 69, 1(d) empowers the state to encourage public participation in the management, protection and conservation of the environment.
2. The Environmental Management and Coordination (Amendment) Act, 2015 which sets out general principles and the principle of public participation in the development of policies, plans and processes for the management of the environment.
3. Climate Change Act 2016 which guides the development, management, implementation and regulation of mechanisms to enhance climate change resilience and low carbon development for the sustainable development of Kenya. The Act is applicable to all sectors of the economy by the national and county governments to facilitate capacity development for public participation in climate change responses through awareness creation, consultation, representation and access to information.
4. The Forest Conservation and Management Act, 2016 provides for community participation in forest management in the country through collaborative approaches. The Act provides for communities living adjacent to the forest, under the Participatory Forest Management Plan (PFMP), to enter into a collaborative Forest Management Agreement (FMA) with KFS.
5. The Wildlife Conservation and Management Act 2013, implementation principle (b) states; Conservation and management of wildlife shall entail effective public participation; it goes on to define "public participation" as active involvement by the citizenry in decision making processes through, inter alia, use of the national media, relevant consultative mechanisms and public hearings.
6. Environment Impact Assessment Guidelines and Administrative Procedures require public participation and disclosure of project information during EIA/ESIA procedures in the development of projects, policies, plans and programmes.

UNDP GEF-SGP Guidelines

All UNDP projects funded through GEF-SGP are required to meet best international practice and specifically the requirements for stakeholder engagement and public consultations, as specified in the UNDP Social Environmental Standards: Stakeholder Engagement Plan. Due to the COVID-19 pandemic, the project will facilitate the application of new ways of engaging with stakeholders without explicit requirement for physical meetings (virtual consultations, surveys, social media, web-based communication platforms, etc.), while ensuring that even in those, there is good representation of women, indigenous groups and vulnerable populations.

The project stakeholder engagement activities should be robust and enough disclosure on information should be made in order to promote better awareness and understanding of its strategies, policies and operations. During these disclosures, the project requires to:

- Identify people or communities that are or could be affected by the project as well as other interested parties;
- Ensure that such stakeholders are appropriately engaged on environmental and social issues that could potentially affect them, through a process of information disclosure and meaningful consultation; and
- Maintain a constructive relationship with stakeholders on an on-going basis through meaningful engagement during project implementation.

The stakeholder consultations are an on-going process taking place during the project life and during this process it is necessary to ensure that stakeholders are informed about environmental and social consequences of the project implementation and ensure the opportunity for feedback.

Identification of stakeholders for engagement and methods of communication

In order to ensure inclusive participation and consultation, the following stakeholders have been identified for consultation on on-going basis. The list includes the identified social groups and persons that are associated with the project in different ways at all stages:

- persons and social groups affected directly or indirectly by the outcomes of the project implementation,
- persons and social groups that participate in the project directly or indirectly,
- persons and social groups who are able to influence and decide the outcomes and the manner of the project implementation or make decisions based on the outputs of the project

Stakeholders have been identified in accordance with the above classification as shown below.

Stakeholders to be affected, directly or indirectly, by the outcomes of the Project implementation	Stakeholders that participate in the Project implementation	Stakeholders being able to influence and decide on the project implementation or use project outcome for decision making
<p>The project affects specific seascape/landscapes and therefore, all the communities in these areas are stakeholders. However, local CBO representatives, communities adjacent to the natural resources at Shimoni-Vanga, Lake Bogoria and SICA, vulnerable social groups (the elderly, the disabled, women and children) are the key stakeholders. Non-governmental organizations (NGOs) operating at the local, regional, national and international level (including environmental organizations) Local inhabitant-supporting organizations Local mass media</p>	<p>Project Staff GEF-SGP secretariat SGP National Steering Committee County Government Staff Central government staff Beach Management Units Community Forest Associations Water Resources Users Associations Community conservancy Management Boards Members of community conservancies Local and National CSOs and NGOs Multi-stakeholder platforms</p>	<p>National Government State Department of Fisheries and Blue Economy County governments NEMA Ministry of Environment and Forestry, Ministry of Energy and Petroleum, Ministry of Agriculture, Fisheries and Livestock, Ministry of Tourism and Wildlife management KFS, KWS, KMFRI, Private sector (Hotels, Travel agents, value addition companies)</p>

Stakeholder Concerns Analysis

The project will aim to collect and analyze stakeholder expectations and concerns as well as to taking appropriate responsive measures throughout the Project life in order to ensure that there is enough support for the project. The project has identified the following interests and concerns of the key stakeholder groups as presented in table below.

Key stakeholders Expectations and Concern Analysis

Stakeholder group	Key expectations	Key concerns	Recommendation
National and county governments	Project will improve on ecosystem services provision and biodiversity conservation Sustainability of production systems improved in target landscapes Livelihoods of communities enhanced Natural resource governance improved Knowledge for replication and sharing generated	Environment deterioration may occur due to project interventions Natural resources, including those in protected areas, may be over-exploited; COVID-19 pandemic may reduce government funding to ecosystem management and protection	Put in place mechanisms to ensure all environmental risks are known and mitigation measures put in place Ensure natural resource governance takes into account the need to protect natural resources across the whole landscape, including protected areas
Vulnerable groups (people living with disabilities, women, youth)	To be identified/analyzed and given more opportunity to interact with project and air their concerns	Impacts on their lifestyles brought about by project Not being given adequate opportunities to participate in the project; vulnerable communities may suffer further due to Covid-19—loss of income, illness, further marginalization	Ensure that there is clear communication with these groups and project impacts on marginalized groups, if any, are identified early and addressed. Identify appropriate partners through whom contact can be made with most remote groups in case of travel limitations.
NGOs and other CBOs	Improvements in the quality of the environment in the target landscapes. Using project-generated information and knowledge for replication and upscaling of interventions Support to address social threats as result of Covid-19	Transparency of the decision-making and communication processes. Transparency in reporting of progress in project implementation	Ensure there is free access to information about the project to various groups whenever they request for it. Deliberate efforts to ensure project activities are geared towards building strong community recovery/bouncing back/resilience
Government ministries and Semi-autonomous government agencies bodies (KFS, KWS, SDF&BE)	Key policy and technical guidance providers Users of learning from project for replication and upscaling	Effective implementation of policies relating to natural resources Quality of reporting on project outcomes	Ensure policy guidelines are followed effectively during project implementation Provide feedback to reports on progress in

			project outcomes achievement
PMU staff	Project implementation as planned Retention of employment	Project failure /closure Job security and transparency of recruitment policy; health and safety risks posed by COVID-19	Continue with consultations and dialogue. Communicate the labour policy early in the process; Establish incentives.
Multi-stakeholder platforms	Project implementation as planned, Using project-generated information and knowledge for replication and upscaling of interventions Drafting and ensuring adherence to landscape strategies Leading knowledge sharing Monitoring progress on a landscape level	Transparency of the decision-making and communication processes may be weak. Level of quality of projects implementation and impacts	Ensure there is free access to information about the project to various groups whenever they request for it. Ensure all interested groups are consulted and involved in project implementation Deliberate efforts to ensure project activities are geared towards building strong community recovery/bouncing back/resilience Ensuring participation of otherwise marginalized voices
SGP National Steering Committee	Submitted grantee projects are effectively reviewed and funded, monitored and reported on Provides oversight and accountability on project implementation GEF COVID 19 guidelines on project management will be effective to ensure project monitoring and reporting	Quality of submitted project proposals Inefficient utilization of funding for impacts at scale Inability to monitor project sites due to COVID-19 travel restrictions.	Capacity building of grantees to ensure high quality proposals Frequent monitoring of project implementation progress
Private sector	High quality of community products to support value chain development, Support thriving ecosystems to support wildlife, marine life and other resources for promotion of tourism facilities Support sustainable livelihood opportunities and create linkages at landscape level to share	Level of quality of products to meet market demand Weak community governance for sustainability of the interventions after project period. Lack of networks connecting private sector with CSO sector	Ensure proper consultations and technical support and inputs during products development. Provide mechanisms whereby private sectors and CSOs can collaborate and identify common objectives.

	in common biodiversity goals for mutual benefit.		
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Engagement methods

National Government protocols as well as GEF policy and guidelines will be adhered to. New ways of engaging with stakeholders without explicit requirement for physical meetings (virtual consultations, surveys, social media, web-based communication platforms etc.) and where physical meetings takes place social distancing and other safeguards will be followed.

Methods of communicating to stakeholders

Stakeholders group	Means of engagement	Rules for communication
Stakeholders to be affected, directly or indirectly, by the outcomes of the project implementation	Project website Brochures and national reports on state of environment/natural resources, local public meetings (<i>Barazas</i>)	Communication to be done by persons authorized to communicate. Public communication can be done through national reporting procedures
Internal stakeholders who are involved in project implementation	Meetings, exchange of minutes, memos and official letters	Communication to be done by persons authorized to communicate. Public communication can be done through national reporting procedures
Particularly vulnerable social groups (women, children, youth, indigenous communities)	Consultation meetings –providing information, exchange of documentation and correspondence associated with projects	In accordance with the rules for internal communication, group consultations, bilaterals, electronic communications if possible
External stakeholders who participate in the project implementation	Exchange of correspondence, meetings, training courses, design supervision	In accordance with the rules for internal communication, and the accepted custom. Direct communication, indirect through announcements issued to the public
County governments and state departments (SDF&BE, KWS, KFS, NEMA)	Progress reporting, project decisions and learning/knowledge usage decisions Official letters	In accordance with laid down government procedures for information exchange
Government ministries	Official letters	In accordance with administrative procedure requirements
Non-governmental organizations (NGOs) interested in the project	Direct meetings, Official letters, brochures/newsletters	During public meetings and on demand

Making Available Information

The project will endeavour to make information available to the public to allow stakeholders to get to know and understand the environmental and social risks and impacts associated with the project, as well as opportunities provided by the project. This will enable them utilize the information, learning and knowledge generated by the project data to make informed decision in areas associated with natural resources management for biodiversity, livelihoods and resilience.

On an ongoing basis, the project will have a routine disclosure and consultation session on the project's environmental and socio-economic performance including grievances and other new

emerging issues on the project. The disclosures will be done to all stakeholders through project briefs or annual reporting through brochures and other materials as may be appropriate. While providing this disclosure, the project will also provide:

- An update on the project achievements and how it is contributing to enhancing natural resources management and resilience building in the selected landscapes.
- An overview of the stakeholder engagement process and how affected parties can participate and provide feedback through meeting or other avenues.
- Project impacts on development and how the government is using the information or learning to enhance biodiversity conservation and the livelihoods of the people while building resilience for ecosystems and people.

Monitoring and Reporting

Monitoring is an integral component of project management as it tracks and assesses progress towards achieving tangible development results associated with the project being implemented. It is an essential management tool which provides an opportunity to determine whether results are being achieved as planned, what corrective action are needed to ensure delivery of the intended results and how they are making positive development contributions. This helps to detect problems early enough and coming up with appropriate measures to address them. Therefore, monitoring usually provides data used for analysis and synthesis prior to reporting for decision making.

Reporting format

	Parameter	Monitoring and reporting responsibility	Reporting period/frequency
1	Number of government agencies, civil society organizations, private sector, indigenous peoples and other stakeholder groups that have been involved in the project implementation phase	PMU	Annually
2	Number persons (gender disaggregated) that have been involved in project implementation phase	PMU	Annually
3	Number of engagement (e.g. meetings, workshops, consultations) with stakeholders during the project implementation phase	PMU	Annually
4	Percentage of stakeholders who rate as satisfactory the level at which their views and concerns are taken into account by the project	GEF-SGP Agency (external hire consultant)	Annually
5	Grievances handling mechanism – how grievances are received and results communicated to all stakeholders	PMU	Annually

Stakeholder Engagement Programme

Stakeholder group	Engagement method	Materials to be used	Location	Responsible organisation, person	Date/frequency
External stakeholders					
County governments	Inform on project implementation status,	Presentation s, Booklets and brochures,	PMU offices	Project head of PMU or communications Department	Annually

Vulnerable groups, NGOs, CBOs, private sector etc.	collect opinions and concerns during public meetings or other contacts; Register, analyze and address grievances or comments submitted	website postings, project reports			
National government ministries and SAGAs	Organize forums for information sharing and shared learning, reflection sessions	Baselines data, lessons learning and adaptive management	Authorities offices	Project team and communications department	Annually
County government, Multi-stakeholder platforms	Schedule meeting of reporting obligations	Presentations, reports	PMU offices	Head of PMU	Quarterly
Local communities and vulnerable groups	Consultation meetings and holding natural resources management related seminars; Grievances redress avenues and feedback Holding targeted group meetings, as necessary	Surveys and Public grievance forms	Local administrative centres	Representative of the project Stakeholder liaison officer	Bi-annually
Internal stakeholders					
PMU employees	Inform on the HR related issues; actual impacts on the local communities; Inform on the internal project development	Brochures, presentations, newsletters, website posting	Project site, PMU office	Project team, HR manager and communications department	Quarterly

	issues, success and challenges				
Consultants	Inform via direct meetings and reporting	Project progress reports, other project publications	PMU offices	Head of PMU	As appropriate during any consultancy work

List of stakeholders Consulted during PPG Process

A. Rift valley lakes-Lake Baringo Landscape

	Contacted person	Institutions	Date of consultation
1	Mr. James Kimaru	Senior Warden, Lk. Bogoria member of Multi-stakeholder platform under SGP-06	5/7/2020
2	Ms. Jeniffer Kipkazi	Director, Environment-County government	5/7/2020
3	Mr. Evans Kandie	Director, Tourism-County government	5/7/2020
4	Mr. Kidogo	Chief Officer-County government	5/7/2020
5	Dr. Maurine	County Executive Committee Member-County Government	5/7/2020
6	Lydia Tendeiwo	General Manager Lk. Bogoria hotel and Spa Member of Multi-stakeholder platform under SGP-06	6/7/2020
7	Peter Ken Otieno	Director, RECONCILE	8/7/2020
8	Prof. George Morara Ogendi	Egerton University Member of multi-stakeholder platform under SGP-06	8/7/2020
9	Dickson Kaelo	CEO, Kenya Wildlife Conservancies Association (KWCA) Member of multi-stakeholder platform under SGP-06	8/7/2020
10	Mr. Michael Korir	World Vision	8/7/2020
11	Laban Ngetich	Chairman-Friends of Nature Bogoria FONB	9/7/2020
12	Rebecca Kochulem	Vice Chair, Baringo County Conservancies Association Member of multi-stakeholder platform under SGP-06	9/7/2020
13	Martha	Secretary Twin Self-Help Group	9/7/2020

14	Winy Megri	Chairlady Sinyati Women's Group	9/7/2020
15	Wilson	Secretary Lake Bogoria Basin WRUA	10/7/2020
16	Joshua Komen	Chair, Irong' Conservancy	10/7/2020
	Contacted person	Institutions	Date of consultation
17	Hon Joanne Nyamasyo,	County Executive Member Agriculture Fisheries and livestock Member of multi-stakeholder platform under SGP-06	22/6/2020
18	Saumu Mahaja	County Executive Member Environment and Natural Resources	22/6/2020
19	Kiogora	Director of Fisheries Member of multi-stakeholder platform under SGP-06	23/6/2020
20	Paul Musila	Director of tourism	23/6/2020
21	Joseph Indo	Director of Environment	23/6/2020
22	Paul Wambi	Senior warden KWS-Shimoni Member of multi-stakeholder platform under SGP-06	24/6/2020
23	Mwaka Barabara	Kenya Fisheries Services Mombasa	24/6/2020
24	Dr. James Kairo	Senior scientist KMFRI	24/6/2020
25	Blessington Maghanga	Forester, Buda Station KFS Member of multi-stakeholder platform under SGP-06	24/6/2020
26	Patrick Kimani	Director-COMRED Member of multi-stakeholder platform under SGP-06	24/6/2020
27	Mika Muema	Base Titanium	25/6/2020
28	Mr. Yattin	Pilipippa	25/6/2020
29	Richard Bemaronda	CANCO	26/6/2020
30	Dishon Murange	Director, Seacology	26/6/2020
31	Mr. Haridhi	10 CSOs (BMUs, CFAs, women groups, youth groups) from Vanga Member of multi-stakeholder platform under SGP-06	29/6/2020
32	Josphat Biwot	DCC- Lunga Lunga sub-county	29/6/2020

		Member of multi-stakeholder platform under SGP-06	
33	Mwangira Mohamed	BMU	1/7/2020
34	Mzungu Mohamed Dosa	CFA	1/7/2020
35	Mwatuwe Keya Vuyaa	Youth Groups	1/7/2020
36	Khadija Adhmani Ali	BMU	1/7/2020
37	Julieta Metambili Rashid	BMU	1/7/2020
38	Elizabeth Wanje	BMU	1/7/2020
39	Khadija Moh'd Dosa	CFA	1/7/2020
40	Querean A. Samuel	CFA	1/7/2020
41	Mwanajumbe Mbaruk Ali	Women Group	1/7/2020
42	Pamela A. Odongo	Women group	1/7/2020
43	Hamadi Ali Shoka	BMU	1/7/2020
44	Meboi Chamira	CFA	1/7/2020
45	Omari Ali Muhidini	BMU	1/7/2020
46	Muhidin Musa Hamisi	BMU	1/7/2020
47	Mohamed Shebwana	CFA	1/7/2020
48	Rishadi Iki	BMU	1/7/2020
49	Omari Salim	BMU	1/7/2020
50	Mr. Maow	DCC-Isiolo	8/6/2020
51	Mr. Murugu Joseph	DCC Samburu East	8/6/2020
52	Mr. Louryen Yierar Warden Samburu	Kenya Wildlife Service	14/7/2020
53	MR. MBOTE Warden Isiolo	KWS	14/7/2020
54	Eric Adude	Senior Warden Samburu KWS	14/7/2020
55	Mr. Njoroge	Kenya Forest Service	14/7/2020
56	Richard Rantile	Compassion	14/7/2020
57	John Ojimbi Moses	Catholic Relief Services/Caritas Maralal	14/7/2020
58	Jacktone Otieno	Feed the Children	14/7/2020
59	KABALE	Nawili-Concern	14/7/2020
60	Dr. Hussein Isaac-	KIVULINI Trust	10/7/2020
61	Ole Kaunga-	Director Impact organization	10/7/2020
62	Halakhe-	Board member, Waso trust land	10/7/2020
63	Dr. Abdia Muhamud -	Isiolo Peace Link	10/7/2020
64	Isa Ibrahim	Isiolo Youth Conservation Trust	10/7/2020
65	Sofia Kabibi	WWF	14/7/2020
66	Halima Abgudo,	CECM- Tourism, Wildlife, Trade and Cooperative Development Isiolo county	14/7/2020
67	Julius Cheptei	Isiolo County –Director of Tourism	15/7/2020

68	Benson Lengelel	Director of Environmental-Sambur County	13/9/2020
69	Mathew Orguba	Machini WRUA	14/10/2020
70	Chris Lekupe	Manager West Gate Conservancy	14/10/2020
71	Tom Lelosoli	Manager Kalama conservancy	14/10/2020
72	Burton Lekusua	NRT Samburu County	

Two workshops were held with the multi-stakeholder platforms in Shimoni-Vanga and Lake Bogoria (August, September 2020).

Annex 9- Gender Analysis

Introduction

The Seventh Phase of the GEF Small Grants Program in Kenya aims to empower communities and organizations to take collective action through a participatory landscape planning and management approach. It aims to enhance socio-ecological resilience by producing global environmental and local sustainable development benefits while considering the particular needs, strengths and opportunities for women in the respective landscapes. Gender has been considered throughout the project's design and the project has gender equality as a significant objective.

SGP Kenya has prioritized the inclusion of women, youth and other minorities throughout the project design. This may be demonstrated by the various project preparation processes and consultations with key stakeholders as will be elucidated in the data collection methods and tools of this analysis.

SGP Kenya believes in fostering an implementation environment guided by gender equality considerations and will accordingly allocate financial resources aimed at helping to eliminate the identified barriers and elevate women's participation in conservation efforts in the project landscapes. This will be done through allocation of specific grants to women groups as well as ensuring the inclusion of women in various project actions. Indicators in consideration of gender equality are also provided in the Results Framework ranging from gender disaggregation of project participants to the inclusion of minimum quotas for the inclusion of women.

Legal Framework

Kenya's legal framework guarantees gender equality and provides for women's inclusion and participation in various platforms. Kenya's Constitution in particular is celebrated for its progressiveness owing to its very comprehensive bill of rights. Kenyans have the right to a clean and healthy environment which includes the right to have the environment protected for the benefit of present and future generations through legislative and other measures (article 42). The measures contemplated for the protection of the environment include:

- Ensuring sustainable exploitation, utilisation, management and conservation of the environment and natural resources, and ensure the equitable sharing of the accruing benefits;
- Work to achieve and maintain a tree cover of at least ten per cent of the land area of Kenya;
- Protection and enhancement of intellectual property in, and indigenous knowledge of, biodiversity and the genetic resources of the communities;

- Encouragement of public participation in the management, protection and conservation of the environment;
- Protection of genetic resources and biological diversity;
- Establishment of systems of environmental impact assessment, environmental audit and monitoring of the environment;
- Elimination of processes and activities that are likely to endanger the environment; and
- Utilisation of the environment and natural resources for the benefit of the people of Kenya.

Accordingly, the work to be undertaken in this project is envisaged in law as part of upholding the right to the environment. In the enjoyment of all rights, including the right to the environment, gender equality considerations are key and a constitutional imperative. In this regard, the Constitution has an elaborate equality and freedom from non-discrimination provision in article 27. This provision includes a general equality clause where every person is guaranteed equality before the law, equal protection and equal benefit of the law (article 27(1)). This formal equality provision is furthered with the affirmation that equality includes the full and equal enjoyment of all rights and fundamental freedoms (article 27(2)) and the express articulation of women's equality where it provides that women and men have the right to equal treatment, including the right to equal opportunities in political, economic, cultural and social spheres (article 27(3)). The Constitution also has a classic non-discrimination provision which prohibits direct or indirect discrimination including on the basis of race, sex, pregnancy, marital status, health status, ethnic or social origin, colour, age, disability, religion, conscience, belief, culture, dress, language or birth (article 27(4)). It is also worthwhile noting that the listed grounds are not exhaustive which is to say that discrimination can also be alleged on other grounds. In addition, the Constitution makes provision for the attainment of substantive or real equality by sanctioning positive discrimination wherein affirmative action measures can be taken to redress any disadvantage suffered by women and girls because of past discrimination (article 27(6)). This means that SGP Kenya can accordingly not be accused for discrimination wherein it has in place special or additional measures for women only. All these provisions equate to women's right to benefit from the utilisation of the environment and natural resources.

It is also worthwhile noting that the obligation to uphold constitutional rights and principles, including those on environmental protection and women's inclusion, applies to both state and non-state actors such as SGP Kenya and its beneficiaries. This is because the Constitutional bill of rights imposes an obligation on all persons and actors. Aiming to achieve gender equality in this project is therefore a constitutionally mandated imperative. Further, by virtue of the provision that any treaty or convention ratified by Kenya shall form part of the law of Kenya (article 2(6)), all international treaties and conventions and general principles of international law that favour women in matters environmental conservation also form part of the laws of Kenya. All the foregoing therefore lays a strong constitutional imperative and basis for women's right not to be discriminated in the enjoyment of natural resources and to be included in conservation activities.

Methodology

The research and analysis aimed to understand strategic approaches for the inclusion of women in the Seventh Phase of the GEF Small Grants Program in Kenya. Towards this end, the data collection employed the following mixed methods:

Literature review

This phase of data collection involved a comprehensive review of literature and materials on socio-ecological resilience and local sustainable development. In addition, the following project-specific documentation was also reviewed:

- GEF-7 Project Identification Form (PIF)

- UNDP Gender Strategy
- UNDP guidance note on gender analysis
- UNDP gender marker guidance note
- GEF materials/notes on gender mainstreaming
- Gender assessment methodologies and tools

Stakeholder engagement

In order to inform the landscape planning process, SGP prioritised stakeholder engagement of its potential beneficiaries and partners in implementation of GEF 7. From a gender equality perspective, this process included the following key actions:

Development of data collection tools

In order to inform the data collection process, two questionnaires were developed one targeted at state actors with the other targeted non-state actors. The tools incorporated gender equality considerations by asking questions with the following objectives:

To find out whether and if so how stakeholders prioritized the perspectives of women in their work

To find out the specific challenges that women face from an environmental, agricultural, social, or climate change perspective especially as linked to their livelihood sources

To explore potential solutions to the challenges raised by stakeholder while probing:

How the proposed solutions respond to the challenges faced by women in the area

How the proposed initiatives prioritise the strengths, capabilities and existing initiatives by women in their respective communities

Key informant interviews

Following the development of data collection tools, the stakeholder engagement was undertaken through the use of key informant interviews (KIIs). The KIIs primarily targeted community based organisations and groups involved in environmental conservation. County government actors were also interviewed. In each landscape, the perspectives of women were sort through engaging with women groups as well as probing all other stakeholders from a gender equality perspective.

Research check-ins

The SGP and its consultants undertook a number of research check-ins. These internal discussions were indispensable to the formulation of the project documents and at all times included discussions on how women could be most effectively included in the design and ultimately implementation of GEF 7.

All the foregoing data collection methods were utilised to gain insights on best practices and barriers leading up to the development of this gender analysis and the development of a specific Gender Action Plan.

Key Gender Issues in the Project Landscapes

GEF7 proposes to work in three landscapes, the Samburu-Isiolo Conservation Areas (SICA) in the arid rangelands of northern Kenya; the Lake Bogoria Ecosystem in the World Heritage Site of the Kenya Lake System in the Great Rift Valley Lakes Region; and the Shimoni Vanga seascape of southern coastal Kenya). Women in the three landscapes face similar challenges and prospects from a general women's rights perspective in Kenya context. Kenya has made significant advances in gender equality and women's empowerment particularly in the areas of constitutional protections. There's also improvement in access to healthcare, access to education and poverty reduction. However, the impact of legal and policy frameworks on the lives of women and girls has been undermined by weak

implementation and a lack of gender-responsive budgeting. Hence, women still face challenges, including the ability to participate effectively in conservation efforts and organisations owing largely to compromised decision-making and leadership spaces. The foregoing situation is exacerbated by social and cultural norms that are biased against women's effective participation in social, economic, and political arenas. Harmful practices and sexual violence also restrict women's freedom and equal access to opportunities. Overall, impunity and weak accountability measures, traditional justice systems, harmful attitudes, lack of systematic and credible data, as well as laxity to address women's rights violations continue to negatively affect the efforts to enhance the status of women's rights in Kenya.

In addition to the foregoing overall depiction, the stakeholder engagement revealed the following key gender issues in the project landscapes:

Unequal gendered relations, practices and attitudes: In all three landscapes, the root cause of many of the challenges that women face could be traced back to unequal gendered relations. Women in these landscapes which are largely traditional are still discriminated from social, economic and cultural perspectives and this in turn affects their access to resources as well as significant development initiatives such as conservation projects.

Exclusion of women in key conservation efforts: In all three landscapes, the proximity of women to restoration and conservation efforts seemed to be minimal. Where they are involved it is seen predominantly in the way of small economic engagements. Yet women possess skills, expertise and indigenous knowledge that can be harnessed and where needed enhanced in order to result in their meaningful participation in conservation efforts.

Capacity challenges among stakeholders: Worsening the exclusion of women in conservation efforts is the seeming limited gender competence among stakeholders such as implementers. While most could identify the challenges that women in their respective landscapes faced, such knowledge was mostly not followed with corresponding action. This challenge was similarly illustrated by county government actors as each landscape lacks a policy at the county level such as a Gender Inclusion Framework. The engagement of women is therefore arbitrary and not in pursuit of any policy objective.

Environment related challenges: Climate change and its resultant adverse effects such as drought or excessive flooding disproportionately affect women in the landscape since they bear the biggest brunt from a socio-economic perspective in terms of loss of livelihoods and an exacerbation of their unequal and unpaid labour burden. A few examples below illustrate this point:

In Lake Bogoria, scarcity of water impedes women's bee keeping efforts as bees relocate in search of water. To mitigate this challenge, they endeavour to provide water for the bees which is also a challenge since it makes the activity more time intensive taking away from their ability to undertake other activities.

In addition, in both Lake Bogoria and SICA landscapes, the burden of the search for water during drought is placed on women preoccupying significant amounts of their time and barring them from attending capacity building activities on good agro-ecological practices

Resource constraints: In all three landscapes, women reported resource constraints as a major limiting factor in the implementation of conservancy efforts or other good practices.

COVID 19: In all three landscapes, the impact of COVID 19 worsened the challenges that women were already undergoing resulting mostly in lost livelihoods.

In GEF 6, gender mainstreaming was a project consideration as evidenced by the presence of a GEN 2 gender marker, a narrative section illustrating the intention to mainstream gender and the project results framework contained gender indicators. The midterm review report however indicated that

the project did not include a specific analysis of gender issues in the target landscapes-seascape. And that whereas the landscape-seascape strategies included mention of giving priority to proposals that include issues associated with women empowerment, there were no specific gender mainstreaming targets in the landscape/seascape strategies. In GEF 6, the development of these strategies was led by the respective strategic partners (who are grantees), and guided by the use of a template that was developed under the Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS) programme. Although the land/sea-scape strategies did not include gender mainstreaming targets, the strategic partners supported women groups to develop proposals in response to the advertised Call for Proposals and submit them to the SGP office. In addition, the Small Grants Programme requires grantees to provide gender disaggregated data in their reporting.

In learning from and improving on GEF 6, in GEF 7, a gender analysis has been undertaken accompanied by a detailed, separate and specific Gender Action Plan that contains specific gender-related indicators and targets. In addition, the baseline studies preceding the development of the landscape/seascape strategies will now include gender as a main priority. In addition to resulting in gender responsive landscape/seascape strategies, these studies will also serve to stimulate and position the grantees to incorporate gender in their planning as well as implementation. In light of the Gender Action Plan, reporting in GEF 7 will also necessarily include performance on gender related indicators and results. In addition, in learning from GEF 6, the proposal template and the progress report template have been improved by revising the section on gender; to guide the local groups in thinking through and reporting on gender dimensions.

In GEF 7, the project includes a series of specific measures to contribute to empowering women in the areas of intervention and to help address social and economic inequality. These measures are categorized based on the following main objectives:

- a. Gender assessment: in order to facilitate SGP's and the implementers ability to identify and respond to specific gender needs and perspectives, comprehensive socio-ecological baseline studies will be undertaken in each of the landscapes in order to identify gender equality related status and gaps.
- b. Women's participation in governance and overall representation: in GEF 7 women will be targeted and included in all initiatives towards strengthening ecosystems including in: decision-making, environmental optimization and conservation initiatives. From a governance perspective, there is a strong desire to strengthen the governance of landscapes through the targeted and meaningful inclusion of women in multi-stakeholder platforms. In this regard certain minimum quotas are recommended and precise targets captured in the Gender Action Plan.
- c. Capacity building: GEF 7 includes capacity building initiatives tailored at enhancing women's skills to engage in sustainable agro-ecological practices particularly those resulting in income-generation. Capacity building and advocacy initiatives will focus on agro-ecological practices as well as improved market access.
- d. Knowledge management: one of the key targets for the GEF 7 project is the establishment of a knowledge management system. Women's participation in innovative initiatives will be

tracked with the objectives of documentation and to facilitate cross-learning across various groups and stakeholders as well as providing critical learnings for SGP to inform future projects. Documenting the experiences of young women and those utilizing indigenous knowledge systems will be prioritised.

Annex 10- Gender Action Plan

All targets of the gender action plan, even if not reflected in the results framework, will be monitored.

GENDER ACTION PLAN							
Project Objective: To enhance and maintain socio-ecological resilience of selected landscapes and seascapes through community-based initiatives in selected ecologically sensitive areas of Kenya for global environmental benefits and sustainable development.							
Project Component 1: Resilient rural landscapes for sustainable development and contribution to global environmental protection							
Outcome 1.1: Ecosystem services and biodiversity within targeted landscapes and seascapes are enhanced through multi-functional land-use systems.							
Expected results: Women are targeted and included in strengthening ecosystems through participation in decision-making, environmental optimization and conservation activities							
Project level gender related activity	Indicator	Target	Baseline	Data Source/ Reporting Mechanism	Timeline	Responsibilities	Related Outputs
Undertake comprehensive socio-ecological gender responsive baseline studies undertaken for each landscape. Study will utilise a gender responsive baseline tool and will assess women's involvement/gaps in: improving usability, sustainability and income generation from ecosystems	Number of baseline studies	3 baseline studies (1 for each landscape)	Nil	Gender responsive baseline study tool Baseline study reports	Year 1	SGP, M&E team	1.1.1
Implement advocacy initiatives (informed by baseline study) targeting women's groups to increase their involvement in conservation and optimization of the ecosystem	Number of women benefitting from advocacy activities conducted by	At least 250 farmers	Baseline is nil for SICA & to be determined by end term evaluation for Shimoni Vanga & Lake Bogoria	M&E Reports	Years 1-3	SGP, Women groups	1.1.1

	women's groups						
Develop gender training tools and Implement capacity enhancement training modules integrating priorities and needs of women and youth	Number of capacity enhancement sessions conducted	At least 3	Nil	M&E Reports Training modules/ tools Training reports	Years 1-2	SGP, strategic partner organisation in each landscape, Women groups	1.1.1
Outcome 1.2: The sustainability of production systems in the target landscapes is strengthened through integrated agro - ecological practices.							
Expected results: Women's capacity to engage in sustainable agro-ecological practices is enhanced							
Implement capacity enhancement sessions on sustainable agro-ecological practices	Number of women benefitting from capacity enhancement sessions	At least 300 women (being women members of groups receiving SGP support)	Baseline is nil for SICA & to be determined by end term evaluation for Shimoni Vanga & Lake Bogoria	M&E Reports	Years 1-2	SGP, strategic partner organisation in each landscape, Women groups	1.2.1
Women's groups are supported to ensure the uptake and actualization of learned sustainable farming practices	Number of women farmers adopting sustainable practices	At least 300 women (being women members of groups receiving SGP support)	Baseline is nil for SICA & to be determined by end term evaluation for Shimoni Vanga & Lake Bogoria	M&E Reports	Years 1-2	SGP, strategic partner organisation in each landscape, Women groups	1.2.1
Outcome 1.3: Livelihoods of communities in the target landscapes and seascares are improved by developing eco-friendly, climate-adaptive, small-scale community enterprises with clear market linkages							

Expected results: Women's agro-ecological skills are built while enhancing their income-generating abilities							
Systemization and enhancement of women community enterprises with clear access to market linkages	Percentage of women community enterprises with improved market access	At least 40%	To be determined by end term evaluation	M&E Reports Case studies	Years 1-last	SGP, strategic partner organisation in each landscape, women groups	1.3.1
Facilitating women's groups to implement innovative and sustainable income generation activities that benefit larger project objectives directly or indirectly e.g. by replacing previous environmentally harmful income generation activities	Number of women benefitting from economic benefits and services from SGP projects	At least 300 (women members of groups receiving SGP support)	To be determined by end term evaluation	M&E Reports Case studies	Years 1-last	SGP, strategic partner organisation in each landscape, women groups	1.3.1
Project Component 2: Landscape governance and adaptive management for upscaling and replication							
Outcome 2.1: Multi-stakeholder governance platforms strengthened/in place for improved governance of target landscapes and seascapes for effective participatory decision making to enhance socio-ecological landscape resiliency							
Expected results: Strengthened governance of the targeted landscapes and seascape that prioritises the inclusion, participation and leadership of women							
Project level gender related activity	Indicator	Target	Baseline	Data Source/ Reporting Mechanism	Timeline	Responsibilities	Related Outputs
Undertake gender responsive baseline assessments on: women's participation in governance of landscapes and seascapes; and the various gender perspectives in the respective landscapes/ seascapes	Number of baseline assessments	3 baselines assessments (1 for each landscape)	Nil	Baseline assessment reports	Year 1	SGP, M&E team	2.1.2

Representative multi-stakeholder platforms that include women's groups including in the development of multi-stakeholder agreements that will inform landscape management	Number of women's groups included in the governance of multi-stakeholder platforms	At least 30% women representation in 3-functional multi-stakeholder platforms 15 women-led community organizations participating in multi-stakeholder platforms	Of the 65 groups under GEF-6, 9 are purely women's groups; 6 are women-led. Exact representation in multi-stakeholder platforms TBC by End Term Evaluation	Meeting reports Multi-stakeholder governance & meeting documents Multi-stakeholder agreements	Year 1	SGP, strategic partner organisation in each landscape, respective multi-stakeholder platform, women's rights groups	2.1.2
Multi-stakeholder platforms develop landscape strategies in each landscape that integrate women's perspectives, challenges and prospects and contribute to closing gender gaps related to the governance of landscapes and seascapes	Number of landscape strategies developed	At least 1 landscape strategy for each of the 3 landscapes	Nil* *Unclear from MTR whether GEF 6 landscape strategies included gender perspectives	M&E Reports Case studies	Year 1	SGP, strategic partner organisation in each landscape, respective multi-stakeholder platform, women's rights groups	2.1.2
Outcome 2.2: Knowledge from community level engagement and innovative conservation practices is systematically assessed and shared for replication and upscaling across the landscapes, across the county, and to the global SGP network							
Expected results: Established knowledge management and cross-learning practices that are gender responsive							
Undertake documentation and publication of women's participation in innovative initiatives. They should feature women's participation in	Number of publications in widely	At least 1 publication about gender	Nil	M&E Reports	Years 1-3	SGP, strategic partner	2.2.1

<p>innovative initiatives and good practices in ecosystem governance, services and conservation endeavours</p>	<p>accessible formats</p>	<p>responsive innovative practices and experiences (with priority given to the experiences of young women)</p>		<p>Research plan including data collection plan, mapping of participants methods</p> <p>Publication(s) in at least 2 accessible formats</p>		<p>organisation in each landscape</p>	
<p>Case studies undertaken on indigenous knowledge systems and disseminated to the other landscapes/ other appropriate audiences.</p> <p>The case studies should prioritise the knowledge of women from traditional communities</p>	<p>Number of documented/ recorded case studies</p> <p>Number and means of dissemination</p>	<p>At least 3 documented/ recorded case studies carried out, 1 per landscape</p>	<p>Nil</p>	<p>M&E Reports</p> <p>Research plan including data collection plan, mapping of participants methods</p> <p>Publications/ audio-visual records of case studies</p> <p>Dissemination strategy & report</p>	<p>Years 1-3</p>	<p>SGP, strategic partner organisation in each landscape</p>	<p>2.2.2</p>

Annex 11- Procurement Plan – for first year of implementation especially

Budget Item	Item/Description	Estimated Value Year 1 (USD)	Estimated Value Year 2 (USD)	Estimated Value Year 3 (USD)	Estimated Value Year 4 (USD)	Anticipated Procurement Process	Components
Personnel (Staff and Consultants)							
71800	National Coordinator	62,000	62,000	63,000	63,000	Open call for proposals	1,2, PMC
71800	Programme Assistant	33,600	33,600	33,600	33,600	Open call for proposals	1,2
71800	Technical Assistant Baringo (UNV)	20,000	20,000	20,000	20,000	Open call for proposals	1,2
71800	Communications and Knowledge-Sharing Assistant (UNV)	20,000	20,000	20,000	20,000	Open call for proposals	1,2
71300	Monitoring & Evaluation, Gender and Safeguards Specialist (UNV)	20,000	20,000	20,000	20,000	Open call for proposals	M&E
71300	Consultant: provide specialized technical support to the SGP secretariat, promoting the delivery of the biodiversity portfolio and generating appropriate indicators to assess progress in biodiversity conservation; development of community-monitoring tools; measuring socio-economic indicators, supporting biodiversity-related interventions and demonstrations	3,000		3,000	0	Open call for proposals	1
71300	Consultant: Technical Assistance on agricultural value chain development	3,000	0	3,000	0	Open call for proposals	1
71300	Consultant: Business Development Services; accessing microlending	3,000	3,000	3,000	3,000	Open call for proposals	1
71300	Consultant: Development of safeguards strategy and framework for	2,500	2,500	2,500	2,500	Open call for proposals	2

	environmental and social impact						
71200	International Consultant (2 contracts) to conduct Midterm and Terminal Evaluations		20,000		22,000	International Call for proposals	M&E
Supplies, Commodities and Materials							
74200	Audiovisual, film, internet, and printed materials	12,000	9,500	9,500	18,000	Request for quotation	1,2
72800	IT Equipment, cameras, computers, mobiles, printers, ink	6,500	5,250	5,250	3,492	Request for quotation	1,2, PMC
71600	Travel: Cost of domestic travel (land, fuel, accommodations)- appraisal visits to biodiversity project sites; participation of personnel at workshops and meetings; meetings with potential/current partners to develop/strengthen synergies and to engage in resource mobilization efforts; travel for smaller/remote CBOs to demonstrations/meetings.	14,000	23,000	23,000	18,000	Request for quotation	1,2
71600	Travel: Hire of 2 vehicles (i) for the MTR and the (ii) Terminal Evaluation for 10 days each @ 200 per day.	0	4,000	0	4,000	Request for quotation	M&E
Contract Services							
73100	Rental for premises	15,292	17,292	17,292	17,292	Request for quotation	PMC
75700	Venues for inception and terminal workshops	2,500			2,500	Request for quotation	M&E

Annex 12- SGP Operational Guidelines

Please click on the following link: [Operational Guidelines](#)

SGP operates in all participating countries under the common Operational Guidelines, which outlines the governance structure and grant-making processes, among others.

Annex 13- Climate Change Report (attached)

Annex 14- GEF Core Indicators

Core Indicator 1	Terrestrial protected areas created or under improved management for conservation and sustainable use				<i>(Hectares)</i>		
		<i>Hectares (1.1+1.2)</i>					
		<i>Expected</i>		<i>Achieved</i>			
		PIF stage	Endorsement	MTR	TE		
Indicator 1.1	Terrestrial protected areas newly created						
Name of Protected Area	WDPA ID	IUCN category	Hectares				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
		Sum					
Indicator 1.2	Terrestrial protected areas under improved management effectiveness						
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score			
				Baseline		Achieved	
					Endorsement	MTR	TE

		Sum						
Core Indicator 2	Marine protected areas created or under improved management for conservation and sustainable use						(Hectares)	
	Hectares (2.1+2.2)							
				Expected		Achieved		
				PIF stage	Endorsement	MTR	TE	
Indicator 2.1	Marine protected areas newly created							
Name of Protected Area	WDPA ID	IUCN category	Hectares					
			Expected		Achieved			
			PIF stage	Endorsement	MTR	TE		
		Sum						
Indicator 2.2	Marine protected areas under improved management effectiveness							
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score				
				Baseline		Achieved		
				PIF stage	Endorsement	MTR	TE	
		Sum						
Core Indicator 3	Area of land restored						(Hectares)	
	Hectares (3.1+3.2+3.3+3.4)							
				Expected		Achieved		
				PIF stage	Endorsement	MTR	TE	
				6,000	12,000			
Indicator 3.1	Area of degraded agricultural land restored							
	Hectares							

			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
				6,000		
Indicator 3.2	Area of forest and forest land restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
				2,000		
Indicator 3.3	Area of natural grass and shrublands restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 3.4	Area of wetlands (including estuaries, mangroves) restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
				4,000		
Core Indicator 4	Area of landscapes under improved practices (hectares; excluding protected areas)					(Hectares)
			Hectares (4.1+4.2+4.3+4.4)			
			Expected		Expected	
			PIF stage	Endorsement	MTR	TE
			15,000	43,000		

Indicator 4.1	Area of landscapes under improved management to benefit biodiversity					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
			15,000	35,000		
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations					
	Third party certification(s):		Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 4.3	Area of landscapes under sustainable land management in production systems					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
				8,000		
Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided					
	Include documentation that justifies HCVF		Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 5	Area of marine habitat under improved practices to benefit biodiversity				16,000 Hectares	
Indicator 5.1	Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations					

Third party certification(s):		Number				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
Indicator 5.2	Number of large marine ecosystems (LMEs) with reduced pollution and hypoxial					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.3	Amount of Marine Litter Avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 6	Greenhouse gas emission mitigated				<i>(Metric tons of CO₂e)</i>	
			Expected metric tons of CO ₂ e (6.1+6.2)			
			PIF stage	Endorsement	MTR	TE
	Expected CO ₂ e (direct)			283,797		
	Expected CO ₂ e (indirect)					
Indicator 6.1	Carbon sequestered or emissions avoided in the AFOLU sector					
			Expected metric tons of CO ₂ e			
			PIF stage	Endorsement	MTR	TE
	Expected CO ₂ e (direct)			283,797		

	Expected CO2e (indirect)					
	Anticipated start year of accounting			2022		
	Duration of accounting			20 years		
Indicator 6.2	Emissions avoided Outside AFOLU					
			Expected metric tons of CO ₂ e			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
	Expected CO2e (direct)					
	Expected CO2e (indirect)					
	Anticipated start year of accounting					
	Duration of accounting					
Indicator 6.3	Energy saved					
			MJ			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 6.4	Increase in installed renewable energy capacity per technology					
		Technology	Capacity (MW)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 7	Number of shared water ecosystems (fresh or marine) under new or improved cooperative management					(Number)
Indicator 7.1	Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation					
			Rating (scale 1-4)			

		Shared water ecosystem	PIF stage	Endorsement	MTR	TE
Indicator 7.2	Level of Regional Legal Agreements and Regional Management Institutions to support its implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.3	Level of National/Local reforms and active participation of Inter-Ministerial Committees					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.4	Level of engagement in IWLEARN through participation and delivery of key products					
		Shared water ecosystem	Rating (scale 1-4)			
			Rating		Rating	
			PIF stage	Endorsement	MTR	TE
Core Indicator 8	Globally over-exploited fisheries Moved to more sustainable levels					(Metric Tons)
Fishery Details			Metric Tons			
			PIF stage	Endorsement	MTR	TE
Core Indicator 9	Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products					(Metric Tons)

		Metric Tons (9.1+9.2+9.3)			
		Expected		Achieved	
		PIF stage	PIF stage	MTR	TE
Indicator 9.1	Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type)				
POPs type		Metric Tons			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE
Indicator 9.2	Quantity of mercury reduced				
		Metric Tons			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE
Indicator 9.3	Hydrochlorofluorocarbons (HCFC) Reduced/Phased out				
		Metric Tons			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE
Indicator 9.4	Number of countries with legislation and policy implemented to control chemicals and waste				
		Number of Countries			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE

Indicator 9.5	Number of low-chemical/non-chemical systems implemented particularly in food production, manufacturing and cities					
		Technology	Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.6	Quantity of POPs/Mercury containing materials and products directly avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	PIF stage	Endorsement
Core Indicator 10	Reduction, avoidance of emissions of POPs to air from point and non-point sources					(grams of toxic equivalent gTEQ)
Indicator 10.1	Number of countries with legislation and policy implemented to control emissions of POPs to air					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 10.2	Number of emission control technologies/practices implemented					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE

Core Indicator 11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment				(Number)	
			Number			
			Expected		Achieved	
		PIF stage	Endorsement	MTR	TE	
	Female	3,000	7,500			
	Male	3,000	7,500			
	Total	6,000	15,000			

Annex 15- GEF Taxonomy

Project Taxonomy Worksheet

Level 1	Level 2	Level 3	Level 4
<input checked="" type="checkbox"/> Influencing models			
	<input checked="" type="checkbox"/> Strengthen institutional capacity and decision-making		
	<input checked="" type="checkbox"/> Convene multi-stakeholder alliances		
	<input checked="" type="checkbox"/> Demonstrate innovative approaches		
	<input type="checkbox"/> Deploy innovative financial instruments		
<input checked="" type="checkbox"/> Stakeholders			
	<input checked="" type="checkbox"/> Indigenous Peoples		
	<input checked="" type="checkbox"/> Private Sector		
		<input checked="" type="checkbox"/> Financial intermediaries and market facilitators	
		<input checked="" type="checkbox"/> SMEs	
		<input checked="" type="checkbox"/> Individuals/Entrepreneurs	
	<input checked="" type="checkbox"/> Beneficiaries		
	<input checked="" type="checkbox"/> Local Communities		
	<input checked="" type="checkbox"/> Civil Society		
		<input checked="" type="checkbox"/> Community Based Organization	
		<input checked="" type="checkbox"/> Non-Governmental Organization	
		<input checked="" type="checkbox"/> Academia	
	<input checked="" type="checkbox"/> Type of Engagement		
		<input checked="" type="checkbox"/> Information Dissemination	
		<input checked="" type="checkbox"/> Partnership	

		<input checked="" type="checkbox"/> Consultation	
		<input checked="" type="checkbox"/> Participation	
	<input checked="" type="checkbox"/> Communications		
		<input checked="" type="checkbox"/> Awareness Raising	
		<input checked="" type="checkbox"/> Education	
		<input checked="" type="checkbox"/> Public Campaigns	
		<input checked="" type="checkbox"/> Behavior Change	
<input checked="" type="checkbox"/> Capacity, Knowledge and Research			
	<input checked="" type="checkbox"/> Capacity Development		
	<input checked="" type="checkbox"/> Knowledge Generation and Exchange		
	<input checked="" type="checkbox"/> Learning		
		<input checked="" type="checkbox"/> Theory of Change	
		<input checked="" type="checkbox"/> Adaptive Management	
		<input checked="" type="checkbox"/> Indicators to Measure Change	
	<input checked="" type="checkbox"/> Innovation		
	<input checked="" type="checkbox"/> Knowledge and Learning		
		<input checked="" type="checkbox"/> Knowledge Management	
		<input checked="" type="checkbox"/> Innovation	
		<input checked="" type="checkbox"/> Capacity Development	
		<input checked="" type="checkbox"/> Learning	
	<input checked="" type="checkbox"/> Stakeholder Engagement Plan		
<input checked="" type="checkbox"/> Gender Equality			
	<input checked="" type="checkbox"/> Gender Mainstreaming		
		<input checked="" type="checkbox"/> Beneficiaries	
		<input checked="" type="checkbox"/> Women groups	
		<input checked="" type="checkbox"/> Sex-disaggregated indicators	
		<input checked="" type="checkbox"/> Gender-sensitive indicators	
	<input checked="" type="checkbox"/> Gender results areas		
		<input checked="" type="checkbox"/> Access and control over natural resources	
		<input checked="" type="checkbox"/> Participation and leadership	
		<input checked="" type="checkbox"/> Access to benefits and services	
		<input checked="" type="checkbox"/> Capacity development	
		<input checked="" type="checkbox"/> Awareness raising	
		<input checked="" type="checkbox"/> Knowledge generation	
<input checked="" type="checkbox"/> Focal Areas/Theme			
		<input checked="" type="checkbox"/> Food Security in Sub-Sahara Africa	
			<input checked="" type="checkbox"/> Sustainable Production Systems
			<input checked="" type="checkbox"/> Agroecosystems
			<input checked="" type="checkbox"/> Land and Soil Health
			<input checked="" type="checkbox"/> Diversified Farming
			<input type="checkbox"/> Integrated Land and Water Management
			<input checked="" type="checkbox"/> Smallholder Farming
			<input checked="" type="checkbox"/> Gender Dimensions
			<input checked="" type="checkbox"/> Multi-stakeholder Platforms

		<input checked="" type="checkbox"/> Food Systems, Land Use and Restoration	
			<input checked="" type="checkbox"/> Landscape Restoration
			<input checked="" type="checkbox"/> Integrated Landscapes
	<input checked="" type="checkbox"/> Biodiversity		
		<input checked="" type="checkbox"/> Protected Areas and Landscapes	
			<input checked="" type="checkbox"/> Terrestrial Protected Areas
			<input checked="" type="checkbox"/> Coastal and Marine Protected Areas
			<input checked="" type="checkbox"/> Productive Landscapes
			<input checked="" type="checkbox"/> Productive Seascapes
			<input checked="" type="checkbox"/> Community Based Natural Resource Management
		X Mainstreaming	
			<input checked="" type="checkbox"/> Agriculture & agrobiodiversity
			<input checked="" type="checkbox"/> Fisheries
		X Species	
			X Illegal Wildlife Trade
			X Threatened Species
			<input type="checkbox"/> Wildlife for Sustainable Development
			<input type="checkbox"/> Crop Wild Relatives
			<input type="checkbox"/> Plant Genetic Resources
			<input type="checkbox"/> Animal Genetic Resources
			<input type="checkbox"/> Livestock Wild Relatives
			<input type="checkbox"/> Invasive Alien Species (IAS)
		<input checked="" type="checkbox"/> Biomes	
			<input checked="" type="checkbox"/> Mangroves
			<input checked="" type="checkbox"/> Coral Reefs
			<input checked="" type="checkbox"/> Sea Grasses
			<input checked="" type="checkbox"/> Lakes
			<input checked="" type="checkbox"/> Tropical Dry Forests
			<input type="checkbox"/> Temperate Forests
			<input checked="" type="checkbox"/> Grasslands
			<input checked="" type="checkbox"/> Desert
	<input checked="" type="checkbox"/> Forests		
		<input checked="" type="checkbox"/> Forest and Landscape Restoration	
		<input checked="" type="checkbox"/> Forest	
			<input checked="" type="checkbox"/> Drylands
	<input checked="" type="checkbox"/> Land Degradation		
		<input checked="" type="checkbox"/> Sustainable Land Management	
			<input checked="" type="checkbox"/> Restoration and Rehabilitation of Degraded Lands
			<input checked="" type="checkbox"/> Ecosystem Approach
			<input checked="" type="checkbox"/> Community-Based NRM
			<input checked="" type="checkbox"/> Sustainable Livelihoods
			<input checked="" type="checkbox"/> Income Generating Activities
			<input checked="" type="checkbox"/> Sustainable Agriculture
			<input checked="" type="checkbox"/> Sustainable Pasture Management

			<input checked="" type="checkbox"/> Sustainable Forest/Woodland Management
			<input checked="" type="checkbox"/> Improved Soil and Water Management Techniques
			<input checked="" type="checkbox"/> Sustainable Fire Management
			<input checked="" type="checkbox"/> Drought Mitigation/Early Warning
		<input checked="" type="checkbox"/> Land Degradation Neutrality	
			<input checked="" type="checkbox"/> Land Productivity
			<input checked="" type="checkbox"/> Land Cover and Land cover change
			<input checked="" type="checkbox"/> Carbon stocks above or below ground
		X Food Security	

Annex 16- Theory of Change (attached)

Annex 17- COVID-19 Analysis and Action Framework

In response to GEF Secretariat guidance on COVID-19 considerations for project design, and in alignment with the SGP guidance on COVID-19 response, recovery, and adaptive management, this annex presents an analysis and action framework for the Seventh Operational Phase of the GEF Small Grants Programme in Kenya, analyzing the risks associated with the crisis and identifying associated risk mitigation measures, and assessing potential opportunities under the project to strengthen ecological and socioeconomic resilience as national and local governments move into recovery phases.

COVID-19 Situation in Kenya – Socioeconomic Impacts

As of February 12, 2021, there have been 102,353 positive COVID-19 cases in Kenya and 1,794 deaths.²⁸ The impact and spread of infections are feared to be exacerbated by the huge number of people living in poverty, a weak health infrastructure; overcrowding in informal settlements and poor accesses to services.²⁹ The latest economic update in Kenya notes that the pandemic has eroded progress on poverty indicators and has forced more than 2 million Kenyans into poverty.³⁰ Unemployment has doubled compared to the pre-COVID context. Wage workers—and especially women—who are still employed, face a reduction in working hours and earnings. Almost 1 in 3 household-run businesses are not operating, with revenues decreasing across all sectors. Remittances have fallen, and few households have benefitted from direct cash assistance. Youth are also negatively affected by the pandemic, with revenues and profits strongly reduced for micro-enterprises run by young entrepreneurs, with only few of them making use of government and non-governmental organizations (NGO) support programs.³¹

²⁸ WHO: available online at: <https://covid19.who.int/region/afro/country/ke>

²⁹ Development Initiatives: Socioeconomic Impact of COVID-19 in Kenya. Available online at: <https://devinit.org/resources/socioeconomic-impacts-covid-19-kenya/>

³⁰ World Bank: Kenya Economic Update, Navigating the Pandemic, available online at: <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/957121606226133134/kenya-economic-update-navigating-the-pandemic>

³¹ Ibid.

Kenya's economy contracted for the first time in 12 years.³² There has been reduced economic activity compounded by supply chain disruptions, limited access to intermediate goods, labour and sales channels. Local businesses are facing challenges in accessing cash and credit.³³ According to the Kenya Private Sector Alliance, agriculture, transport, manufacturing and tourism sectors were the hardest hit by the pandemic.³⁴

There have been disproportionate social impacts as well. Only few children have had access to their teachers during school closures and continued to be involved in meaningful educational activities, something that rural and vulnerable households are especially struggling with. Access to healthcare has been significantly impeded, with three in 10 households reporting less access to healthcare than before the pandemic.³⁵

It is also expected that women may face additional challenges and barriers due to the pandemic. Often tasked with care-giving roles for households, and with added stressors of ill relatives and children, it is anticipated that women face both physical and mental health risks—this is in addition to the loss of labour or livelihoods that may have resulted from the pandemic.

The World Bank notes that support is needed for the “new poor”, whose livelihoods have been affected specifically by the pandemic. It also notes that it is critical to ensure continued support to vulnerable households, while safeguarding human capital through expanded access to digital technology, combined with better access to information to mitigate usage of negative coping strategies (i.e. asset liquidation) and combat food insecurity while offsetting the increase in poverty.³⁶

Livelihoods and Food Security

The COVID-19 pandemic occurred in the context of locust infestations and floods, which increased the vulnerability of people that were already facing extreme challenges. Some of the resources diverted to manage COVID-19, have taken away from some of the other extreme needs and crises.

Kenya experiences high rates of food insecurity, and the country depends heavily on food imports from neighbouring countries. As a result, border closures, limits to trade and access to food markets, have devastating effects on peoples' food security. According to a GeoPoll survey, 86% of Kenyans are worried about not having enough to eat. Further, changes in food-purchasing habits due to limited funds to spend

³² Bloomberg: Kenya's Economy Shrinks for the First Time in 12 Years Due to COVID-19. Available online at: <https://www.bloomberg.com/news/articles/2020-10-15/kenyan-economy-shrinks-for-first-time-in-17-years-due-to-virus>

³³ World Bank: Kenya Economic Update, Navigating the Pandemic, available online at: <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/957121606226133134/kenya-economic-update-navigating-the-pandemic>

³⁴ http://www.xinhuanet.com/english/2020-05/08/c_139038856.htm

³⁵ World Bank: Kenya Economic Update, Navigating the Pandemic, available online at: <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/957121606226133134/kenya-economic-update-navigating-the-pandemic>

³⁶ World Bank: Kenya's GDP Contracts Under Weight of COVID-19, Impacting Lives and Livelihoods. Available online at: <https://www.worldbank.org/en/news/press-release/2020/11/25/kenyas-gdp-contracts-under-weight-of-covid-19-impacting-lives-and-livelihoods>

on food items, makes the most vulnerable able to buy only the most essential items, presenting a threat to food security and nutrition.³⁷

Some of the measures in play to manage the spread of the virus, have resulted in job losses both for casual workers in the informal sector and the daily wage earners in the formal sector, which typically employ a high proportion of workers. The limitations on movement, and low demands for goods has resulted in redundancies. Those workers living at the poverty line, may not have the savings to manage loss of livelihoods.³⁸

In May 2020, a survey conducted by the Kenya National Bureau of Statistics noted that the labour participation rate has fallen significantly—there was a labour force participation of 75% pre-COVID (2019) and the rate fell to 56.8% in April 2020. Of these the women’s rate of participation in the labour sector has fallen to 48.8%.

Government Response

Since the start of the pandemic there have been a variety of measures undertaken to curb the spread of the virus, including, limiting movement in places with reported cases; closure of public spaces and schools, curfews and promotion of hygiene and social distancing protocols.³⁹

The government has deployed both fiscal and monetary policies to support the healthcare system, protect the most vulnerable households, and support firms to help preserve jobs, incomes and the economy’s productive potential. With a sharp decline in tax revenues due to the weakening in economic activity, and tax relief, and an increase in COVID-related spending needs, the fiscal deficit has widened, and debt vulnerabilities have risen. The fiscal deficit widened to 8.2 percent of gross domestic product (GDP), up from the pre-COVID budgeted target of 6.0 percent of GDP, and Kenya’s debt to GDP ratio has risen to 65.6 percent of GDP as of June 2020, up from 62.4 percent of GDP in June 2019.⁴⁰

In order to understand the shocks and disruptions experienced in Kenya, the government has established the National Coordination Committee on the Response to the Corona Virus Pandemic (NCCRCP) to assess the impacts and identify feasible recommendations for the economy.

The outlook for the economy is not all negative; it is anticipated under baseline assumptions, that the economy will rebound quickly in late 2021, lifting real GDP by 6.9 percent. Delayed availability of vaccines, the spread of new variants and prolonged social distancing and other needed COVID-19 countermeasures, could undermine the projected recovery in economic activity.⁴¹

³⁷ Development Initiatives: Socioeconomic Impact of COVID-19 in Kenya. Available online at: <https://devinit.org/resources/socioeconomic-impacts-covid-19-kenya/>

³⁸ Ibid.

³⁹ Development Initiatives: Socioeconomic Impact of COVID-19 in Kenya. Available online at: <https://devinit.org/resources/socioeconomic-impacts-covid-19-kenya/>

⁴⁰ Ibid.

⁴¹ Ibid.

In its annual budget, the government has allocated USD47 million to county governments to assist in the fight against COVID-19, and refurbishing hospitals, improving equipment, and strengthening health systems.

UNDP Response

The UNDP is supporting the national government's response to COVID-19 as the lead of the UN socio-economic response. Areas of intervention include strengthening health systems, inclusive and integrated crisis management and response, and socio-economic impact and recovery. Specifically the UNDP provided technical leadership in the development and implementation of the UN COVID-19 Socio-economic Response Plan; technical and financial support towards the Government of Kenya National Economic Recovery Strategy; enabled the deployment of 50 UN Volunteer frontline health workers to increase response capacity in 14 counties. In addition, the UNDP is supporting procurement of personal protective equipment (PPEs), provision of medical waste disposal equipment to facilitate safe management of waste in health facilities as well as promoting innovation and use of technology in COVID-19 response.

COVID-19 Risk and Opportunity Analysis

The COVID-19 pandemic has disrupted social and economic circumstances across the globe. Considering the unique risks associated with the pandemic and eventual recovery, the SGP-07 project in Kenya has considered ways in which the pandemic will not only pose threats, but can provide opportunities for building back better.

Active participation of local communities is an essential part of the project design, working with multiple stakeholders and developing participatory landscape strategies will help ensure local communities are actively engaged to design interventions that serve them better in the long-run. The government's arrangements with the telecommunications provider Safaricom, offers opportunities for using digital technologies to reach those that would previously not have been able to be connected with digitally.

There is also a risk that national and county governments will be preoccupied with tending to the COVID-19 pandemic and recovery efforts and placed a reduced level of importance to the project. However, county governments have provided substantial co-financing commitments to this project, during the pandemic, demonstrating the interest and need to continue sustainable activities in tandem with health interventions to achieve resilient livelihoods and resources. The timing of the SGP- 07 project is opportune, in that the project strategy focuses on promoting socio-economic resilience, thus contributing to the COVID-19 recovery efforts by facilitating cross-sectoral and multi-stakeholder collaboration strengthening capacities of local stakeholders to participate in community development and enhancing their resilience to cope with economic disruptions. As the local county governments are seen as central players in consolidating community support, the project will work in alignment with these bodies to ensure that activities strengthen socioeconomic resilience.

The vulnerability to people's livelihoods, and dependency on food from neighbouring countries, has revealed the need to have sustainable agricultural production and livelihoods within local communities. The lack of work opportunities due to limited travel, offers opportunities to invest within communities., which otherwise may not have attracted labour or commitment.

COVID-19 also provides opportunities in strengthening sustainable value chains, marketing in innovative ways and giving a digital presence to more local players. The government, in collaboration with telecommunications providers, have waived certain fees and are allowing a greater number of digital transactions without extra costs.

A prolonged or recurrent COVID-19 pandemic (or similar crisis) would create challenges for the implementation of the project, i.e., associated with activities involving physical stakeholder workshops, delivering training in the field, convening community meetings, etc. The project will institute adaptive management as needed to reduce the risks of community spread. For example, meetings will be held remotely using virtual platforms as much as possible, health hazard assessments will be required for gatherings of multiple people, and mitigation measures will be implemented, e.g., ensuring physical distancing, providing personal protective equipment, avoiding non-essential travel, delivering trainings on risks and recognition of symptoms, etc.

The COVID-19 pandemic can be an opportunity to foster improved awareness of healthy ecosystems and the services they provide. In crisis situations when people may turn to natural resource extraction to survive, opportunities and alternatives must be provided by the project to meet daily needs, while ensuring long-term sustainability. Given the loss of capital that many smaller associations and organizations are experiencing, SGP-07 provides the opportunity to some of those groups to keep delivering and innovating to ensure biodiversity protection and sustainable land management.

COVID-19 Action Framework

The project will institute adaptive management measures, building upon SGP's unique position in facilitating socio-economic resilience and delivering global environmental benefits through community-driven initiatives. Specific actions that facilitate opportunities associated with the COVID-19 pandemic are described below and integrated into the project design.

Integrating Resilience and Green Recovery Principles through Protection, Restoration, and Sustainable Use of Natural Resources

The project design is predicated on enhancing socio-ecological resilience. Facilitated by multi-stakeholder collaborative processes, the project strategy promotes landscape approaches for achieving sustainable management of natural resources. Bringing together cross-sectoral and multiple stakeholders into participatory processes will help enhance the knowledge of the risks associated with diseases like COVID-19 and how landscape management approaches can help mitigate the risks and build social and ecological resilience of local communities.

The project will also promote on-farm diversification and improved agro-ecological farming practices, conserving biodiversity which support ecosystem services, and contribute to increased food and income security of local communities, strengthening their coping capacities in response to the COVID-19 pandemic and other socioeconomic disruptions.

Proposed Actions	Corresponding project outputs
Revitalize and build capacity among local governance mechanisms, such as multi-stakeholder platforms and LGUs, to perform the role of conveners of multiple stakeholders through bottom-up development processes.	2.1.1, 2.1.2, 2.2.1
Promote sustainable natural resource management that limits encroachment into vulnerable ecosystems, thereby safeguarding critical habitats and natural resources	1.1.1
Increase awareness among local communities of the value of natural resources, including safeguarding the safety and health of local communities.	1.1.1, 1.1.2, 2.2.2
Promote indigenous crops and traditional practices to enhance sustainable land management and food security; support growing of medicinal plants and gathering ancestral knowledge related to health and epidemic response	1.2.1, 1.3.1
Provide capacity building of farm and non-farm collectives to enable aggregation of produce and linkages to market opportunities.	1.3.1
Deliver capacity building of women micro-entrepreneurs and self-help groups on local entrepreneurship opportunities, support to start/re-start enterprises and training on accessing digital financial services.	1.3.1

Raising awareness, Communications, and Knowledge Management

Communications and knowledge management are central aspects of the project strategy. The project communications and knowledge management strategies will include specific methods and messaging for raising awareness and disseminating information on COVID-19 risks. Considering that there will likely be increased use of virtual platforms for engaging with stakeholders, the project will work closely with governmental and non-governmental partners on developing and strengthening remote working arrangements. When field work is carried out, the project will integrate basic public health related awareness-raising into capacity building activities, e.g., demonstrating the use of personal protective equipment, promoting physical distancing, and communicating risks and symptoms of COVID-19. The global dimensions of the SGP also provide learning opportunities, e.g., sharing COVID-19 recovery and response approaches in other countries and by different organizations.

Proposed Actions	Corresponding project outputs
Incorporate COVID-19 related risks and issues into project communication and knowledge management strategies.	2.2.1, 2.2.2
Evaluate COVID-19 risks at the project landscapes and integrate risk mitigation measures into the landscape baseline assessments strategies.	2.2.2, 3.1.1

Proposed Actions	Corresponding project outputs
Facilitate regional and global learning in cooperation with the SGP Upgraded Country Programme and SGP Global.	2.2.2
Promote green recovery in line with the country's COVID-19 recovery strategies.	2.1.1, 2.1.2
Communicate social and ecological resilience through adoption of participatory landscape strategies.	2.1.2

Annex 18- FAO Ex-Ante Carbon Balance Tool (EX-ACT) (attached)