United Nations Development Programme

Project title: Sixth Operational Phase of the GEF Small Grants Programme in Sri Lanka		
Country: Sri Lanka	**Implementing Partner: UNOPS**	**Management Arrangements:** Agency Implemented

UNDAF/Country Programme Outcome: 4.1: Policies, programmes and capacities to ensure environmental sustainability, address climate change mitigation and adaptation, and to reduce disaster risks in place at national, sub-national and community levels

UNDP Strategic Plan Output: Environmental Sustainability and Disaster Resilience

UNDP Social and Environmental Screening Category: Low risk	**UNDP Gender Marker: GEN 2**
Atlas Project ID/Award ID number: 00085746	**Atlas Output ID/Project ID number:** 00093273
UNDP-GEF PIMS ID number: 5529	**GEF ID number: 9093**
Planned start date: 30 November 2016	**Planned end date: 30 November 2020**

LPAC date: Planned 15 November 2016

Brief project description: The goal of this project is to support the achievement of global environmental benefits and the protection of the global environment through community and local solutions that work in harmony with local, national and global action. To that end, the objective of this project is to enable community organizations to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation, and evaluation of grant projects for global environmental benefits and sustainable development in three ecologically sensitive landscapes: the Knuckles Conservation Forest and its buffer zone, the coastal region from Mannar Island to Jaffna, and the Colombo Wetlands. This will be carried out through participatory, multi-stakeholder, landscape management using the COMDEKS approach. The proposed interventions are aimed at enhancing social and ecological resilience through community-based, community-driven projects to conserve biodiversity, optimize ecosystem services, manage land (particularly agro-ecosystems) and water sustainably, and mitigate climate change. The pilots will build on experience and lessons learned from previous SGP operational phases, and lessons learned from the COMDEKS Programme, to assist community organizations in carrying out and coordinating projects in pursuit of outcomes they have identified 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 potential scaling up efforts during this project's lifetime.

FINANCING PLAN

GEF Trust Fund	USD 2,497,078
UNDP TRAC resources	USD 100,000
Cash co-financing to be administered by UNDP	USD 100,000
(1) Total Budget administered by UNDP	**USD 2,597,078**

PARALLEL CO-FINANCING (*all other co-financing that is not cash co-financing administered by UNDP*)

UNDP	USD 400,000 (in kind)
Government	USD 700,000 (in kind)
Sri Lanka Nature Forum, Chair of SGP National Steering Committee	USD 1,100,000 (in cash)
Sri Lanka Nature Forum, Chair of SGP National Steering Committee	USD 1,000,000 (in kind)
(2) Total co-financing	**USD 3,200,000**
(3) Grand-Total Project Financing (1)+(2)	**USD 5,797,078**

SIGNATURES

Signature: print name below Udaya R. Senevi	**Agreed by Government**	Date/Month/Year: 19 January 2017
Secretary Ministry of Mahaweli Development and Environment No: 500, T.B. Jaya Mawatha, Colombo 10		
Signature: print name below PETER BATCWNA REGIONAL MAT & OVERSIGHT ADVISOR	**Agreed by Implementing Partner**	Date/Month/Year: 25/01/2017
Signature: print name below Una McCauly	**Agreed by UNDP**	Date/Month/Year: 18/1/17

2

Table of Contents

ACRONYMS AND ABBREVIATIONS

ACM	Adaptive Collaborative Management
APR	Annual Progress Report
CEA	Central Environmental Authority
COMDEKS	Community Development and Knowledge Management for the Satoyama Initiative
CPM	Country Programme Manager
CPMT	Central Programme Management Team
GEF	Global Environment Facility
GEF Sec	Secretariat of the Global Environment Facility
GIZ	German Society for International Cooperation
CSO	Civil Society Organization
IUCN	International Union for Conservation of Nature and Natural Resources
KCF	Knuckles Conservation Forest
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MEA	Multilateral Environmental Agreement
MMDE	Ministry of Mahaweli Development and Environment
NGO	Non-Governmental Organization
NPD	National Project Director
NSC	National Steering Committee
PIF	Project Identification Form
PIR	Project Implementation Review
RCU	Regional Coordinating Unit
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SAARC	South Asian Association for Regional Cooperation
SGP	Small Grants Programme
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification and Drought
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services
UNPDF	United Nations Partnership for Development Framework

A.   SITUATION ANALYSIS

1.   The goal of this project is to support the achievement of global environmental benefits and the protection of the global environment through community and local solutions that work in harmony with national and global action. To that end, the objective of this project is to enable community-based organizations to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation, and evaluation of grant projects for global environmental benefits and sustainable development in three ecologically sensitive landscapes: the Knuckles Conservation Forest and its buffer zone, the coastal region from Mannar Island to Jaffna, and the Colombo Wetlands. This will be carried out through participatory, multi-stakeholder, landscape management using the COMDEKS landscape planning and management approach[1]. The proposed interventions are aimed at enhancing social and ecological resilience through community-based, community-driven projects to conserve biodiversity, optimize ecosystem services, manage land (particularly agro-ecosystems) and water sustainably, and mitigate climate change.

2.   The three pilots will build on experience and lessons learned from previous SGP operational phases, and lessons learned from the COMDEKS Programme, to assist community-based organizations in carrying out and coordinating projects in pursuit of outcomes they have identified 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 potential scaling up efforts during this project's lifetime.

A.1   Global Environmental Values of Project Landscapes

3.   Sri Lanka has significant biodiversity. More than 35% of the flora is endemic to the country, while more than 65% of flora found in the wet zone is endemic. Standing out among the fauna are 59 endemic species of land/fresh water crabs, while more than 50% of land snails, amphibians, and reptiles are endemic. The majority of the endemic species are found in the wet zone. Sri Lanka, along with the Western Ghats of India has been classed as one of the 35 "Biodiversity Hotspots" by Conservation International.

4.   This project will focus on three key landscapes, which were selected by the SGP National Steering Committee. These landscapes are: a) the Knuckles Conservation Forest (KCF) and its buffer zone, b) the coastal region from Mannar Island up to Jaffna and c) the Urban Wetlands of Colombo.

5.   The **Knuckles Conservation Forest** enjoys an IUCN category of protection "1a" and is located in the Knuckles Massif, which lies to the northeast of Kandy (Sri Lanka's second largest city) and is separated from the Central Massif by the Kandy Plateau and the Dumbara valley. This landscape is made unique by the aggregation of at least 35 spectacular peaks of the highest being the Gombanigala, which is (1904m) in height. Gombanigala, followed by Knuckles (1862m), Kirigalpoththa (1646m), Umbanagala (1642m), Kalupahana (1628m), Wamarapugala (1558m), Dothalugala (1553m), Kehelpothdoruwagala (1528m), Pathanagala (1514m), Thelambugala (1331m) and Lakegala (1317m). The average annual rainfall at Knuckles range lies between 3,000-5,000 mm while the temperature ranges   between 5.5 and 35°C. The KCF comes under the administrative districts of Kandy and Matale of the Central Province which belongs to Agro-ecological regions of IM1b and IU1. The KCF is covering approximately area of 21,000 ha including 17,830 ha of Conservation Forest and 1880ha of forest plantations. It constitutes approximately 0.03% of islands total land area. Annex 10 provides a map of the KCF and buffer area. Although the KCF covers a relatively small fraction of Sri Lanka, the wide ranging climate, altitudinal variation and the heavily

---

[1] For information on the COMDEKS program, please see https://comdeksproject.files.wordpress.com/2014/10/communities-in-action-comdeks-web-v2.pdf

dissected terrain provide the basis for a high level of habitat partitioning. This has resulted in an exceptionally high biodiversity relative to other Sri Lankan forests.

6.   Several vegetation types, including tropical montane forest, tropical sub-montane forest, and lowland semi-evergreen forest, are found in the area. The Knuckles Conservation Forest is one of the foremost areas in terms of woody species and faunal diversity in Sri Lanka. This forest is home to 14 of Sri Lanka's 23 species of endemic birds, a large number of butterflies and reptiles, and more than 50% of Sri Lanka's endemic fish (Breuste & Dissanayake, 2014). A total of 1,033 species of flowering plants (15 % of the country's endemic flowering plants) have been recorded in the KCF. This area also contains 3% of nationally threatened species and provides a habitat for nationally and globally endangered faunal species, such as the Sri Lankan leopard. This mountain range also provides watershed services to lowland populations, especially for the farmers living on the plains. In 2011, the Knuckles Mountain Range was declared the Central Highland UNESCO World Heritage Site.

7.   The wide ranging climate, the altitudinal variation and the heavily dissected terrain provide highly variable habitats, in an exceptionally high faunal diversity relative to other Sri Lankan forests. There are 92 vertebrate families, 231 genera and 338 species represented in the KCF. Remarkably diverse wetland fauna also present, which includes 24 species of indigenous freshwater fishes, of which 11 (46 %) are endemic. Eighty-five species of reptiles (51% are endemic), 10 shrub frogs genus (of which at least five are found only in KCF), 41 species of mammals, and 160 species of birds (5 globally threatened of which four are endemics), 50 species of land snails (of which 78% are endemic), and 60 species of butterflies (include 2 endemic species). There are 28 species of globally threatened vertebrates listed in the 2006 IUCN Red List found in KCF. Overall, there are 92 faunal families consist of 231 genera and 338 species, of which 29% are endemic. The rich faunal and floral diversity in the area is threatened by habitat loss, mainly due to anthropogenic activities such as forest encroachment, seasonal fires, illegal logging, gem mining, and cardamom plantations. Massive destruction has also been inflicted by plantation and hotel projects undertaken in close proximity to the forest. Invasive flora in the Knuckles region is also a major threat to this unique ecosystem.

8.   Forest fire is a major threat to the Knuckles forest during the dry seasons. These fires are set often in the Pathana Grasslands and acacia and pine plantations, for slash and burn cultivation, amusement, hunting animals, and to encourage growth of young shoots for fodder. These fires spread rapidly in the acacia plantations, which span about 158 ha, as well as in the pine plantation with an area of about 1,174 ha. The fires are made more intense by the location of plantations next to grasslands and due to an abundance of dry acacia and pine leaves in the understory.

9.   Rapid, disorganized expansion of tourism is another major threat to the Knuckles Conservation Forest. The forest has been degraded by tourist resorts constructed in a) private forest lands, b) forest lands leased on long-term lease bond, c) forest lands owned by the LRC, and d) forest lands granted by statutory grants scattered in the forest area. Many hotels have been built or are being constructed in the forest areas in the Kandy District (including Geeris Watte, Kosgolla Watte, Kumbukgolla Watte, Lul Watte, Cobet's Gap and the road connecting Attalawettuwa and Thangappuwa). Four hotels have also been constructed in Riverston and Gonamada Watte in the Matale District. In addition to the construction of these hotels, illegal activities like bush meat trade, disposal of chemical effluents from hotels, and dumping waste material into water ways continue to damage the forest ecosystem. Aside from these threats, land degradation and climate change also threaten this forest and buffer area. Currently, the buffer zone around the KCF is experiencing reduced crop productivity due to continued soil erosion and land degradation.

10.   The **coastal region from Mannar Island up to Jaffna** is located in the north west of Sri Lanka, in the Districts of Mannar (2,002 km^2) and Kilinochchi (1,237 km^2). These areas belong to the dry climatic zone (agro-ecological regions of DL3 and DL4) and are characterized by a diversity of habitats such as estuaries, lagoons , mudflats, beaches, dunes, forests (tropical dry-mixed evergreen forests, tropical thorn forests and scrub forests), coral reefs, seaweed communities, sea grasses, salt marshes, and mangroves. Other ecosystems include inter tidal habitats including coral reefs, algal communities and sea grass meadows.

Additionally, terrestrial and freshwater ecosystems such as villus, rivers and manmade tanks populate the area. Annex 11 provides a map of this region. This coastal region, especially the mangroves, provide protection from wind, floods, saline water intrusion and coastal erosion and provide habitats for migratory species and breeding grounds for coastal and marine life (IUCN, 2011).

11.   This region boasts significant biodiversity. The ecosystems of the Gulf of Mannar/Palk Bay area are known to harbor over 3,600 species of flora and fauna including the endangered Dugong. A recent IUCN survey recorded a total of 583 plant species in Mannar Bay and the coastal belt from Kalpitiya to Puttlalam. Among them, eight species are endemic and 11 species are nationally threatened (IUCN Sri Lanka and Ministry of Environment and Natural Resources, 2007).

12.   Sri Lanka's coastal ecosystems harbor a large number of migratory bird species during the winter migratory period (IUCN, 2011); a total of 166,300 individual birds (213 different types) have been recorded in this region. Along with birds, vertebrates including freshwater fishes, amphibians, reptiles, and mammals are prominent; 398 species have been recorded by IUCN. Among the vertebrates are 31 endemic species, 66 migrant bird species, two introduced freshwater fishes and eight domesticated mammal species. Of the recorded species, five are Critically Endangered, 10 are Endangered, 31 are Vulnerable, and 36 are Near Threatened (IUCN Sri Lanka and Ministry of Environment and Natural Resources, 2007). Ninety-eight invertebrates were also reported within the six coastal Divisional Secretariats divisions in the Gulf of Mannar (IUCN, 2011).

13.   Aside from floral and faunal diversity, this region provides valuable ecosystem services such as food, water, fuel wood, nutrient cycling, prevention of soil erosion, flood control, and cultural services such as recreation and supporting services. These ecosystem services support the livelihoods and sustainability of communities.

14.   Like the Knuckles Mountain Range, the coastal region from Mannar Island up to the Jaffna is also facing anthropogenic threats. Due to the conflict that spanned nearly three decades, economic and livelihood activities in the three districts were badly disrupted, and a large number of families were displaced. This displacement resulted in adverse impacts to fauna and flora, while the use of land mines resulted in considerable damage to terrestrial ecosystems. This problem has been further compounded by the resettling of displaced groups after 2009. To aid the resettlement of displaced families, the authorities issued lands in sensitive ecosystems in an ad hoc manner, one of which was the hugely controversial settling of a large community in the Wilpattu Wildlife Park. The overall impact of resettlement on land, wildlife, and habitats in the coastal and marine environments has not yet been determined. Similarly due to the 30 year conflict in this region, there is a lack of detailed information in particular on demographic including socio-economic status, land degradation and climate change.

15.   Agricultural development and limited water availability are also driving environmental damage. Due to a lack of water during the dry season, communities resort to resource-destructive and environmentally harmful practices such as forest clearing, overgrazing of livestock, and overfishing, and the use of harmful fishing gear. In a number of areas, the rate of groundwater extraction has already begun to exceed the recharge rate, resulting in a high buildup of nitrate concentrations.

16.   Climate change is also contributing to a number of threats to this coastal area. Climate change is predicted to result in the salinization of low lying areas due to sea level rise, storm surges, and salt water intrusion. Changes in salinity of lagoons and estuaries could affect ecosystem services and the species they contain. Loss of coastal land due to sea level rise and increased coastal erosion due to more frequent and intense storm surges is also expected to occur. Changes in coastal and marine systems due to global warming and ocean acidification will have major impacts on coral reefs, and other organisms, including fish stocks. Rising ocean temperatures and El Nino events are predicted to cause coral bleaching and damage coral reef systems, including reef dwelling species of commercial and environmental value.

17.   The **Urban Wetlands of Colombo** are located in the Colombo administrative district. The total extent of wetlands in the Colombo districts is around 2,000 hectares (2.9% of the total land area of Colombo

District). The wetlands consist of seven major vegetation types including marshes, lentic flora, shrub lands reed swamps, grasslands, streambanks and mangrove forests. A total of 209 species of vertebrate fauna were recorded in this area. Of the total number, 17 are endemic, while 26 are nationally threatened (IUCN Sri Lanka, 2000). Among the endemic vertebrate species, 60% are threatened nationally. These include four species of dragonfly, two species of butterfly, four species of land snails, two species of freshwater fish, two species of amphibians, two species of reptiles, and four species of mammals, including two endangered species: the fishing cat (*Prionailurus viverrinus)* and the otter (*Lutra lutra)*.

18. A total number of 252 plant species including nine endemic, nine nationally threatened and 11 nationally near threatened plant species were recorded in the wetlands in the Colombo area. About 30% of the recorded plant species are exotic to the country indicating that the vegetation in these wetlands is highly disturbed by human activities. The wetlands also support a critically endangered plant, the tree climber (*Agano peheptaphylla)*. This plant has only been recorded at three sites in Sri Lanka, two of which are the urban wetlands of Beddagana Biodiversity Park and Kolonnawa Marsh.

19. In general, wetlands provide very important ecosystem services for Sri Lanka. Wetlands assist in delivering food security. Rice cultivation in the paddy lands is a well-established practice in the Colombo area. In addition to rice, wetlands provide for cultivation of other vegetables, products from poultry, cow milk, and native plants that are foraged. Fishermen are also active in the wetlands across the region. Over 87% of all the wetland areas provide food to the citizens of Colombo contributing to food security across the city. Wetlands also provide effective protection from flooding. During intensive rainfall events, the wetlands are able to store tens of millions of cubic meters of water. The wetlands are mitigating global climate change as well. Estimates suggest that the wetland soils contain approximately 1.43 million metric tons of carbon (almost 90% of the annual carbon emissions from the Colombo Metropolitan Region).

20. Unfortunately, Colombo's wetlands face many threats. While rates of loss vary across the district, in a number of areas the loss of wetlands since the 1980s has been as high as 60%. Currently, the rate of wetland loss is estimated to be 1.2% annually. Without action to address the drivers of loss, Colombo Wetlands could be reduced by one-third by 2038 and by half by 2070 (Wetlands: Providing more than a billion livelihoods, 2016).

21. Degradation is largely due to pollution and siltation from unsustainable land use practices including deforestation, waste disposal, agricultural run-off, over-extraction of water for irrigation, illegal sand mining, the spread of monocultures, salinity intrusion into coastal areas, unsustainable fishing practices, unauthorized encroachment, land reclamation, and coral mining.

22. Wetlands are threatened by natural phenomena as well. Prolonged drought can result in the drying up of streams, salt marshes and lagoons, leading to die-off of several wetland animal species. Climate change also threatens wetlands. The rise of seawater temperature due to climate change results in the bleaching of coral reefs, especially in the southwestern part of Sri Lanka.

23. Overall, the most acute problems threating this landscape are a) the fragmented wet zone forests where loss of forest connectivity has led to restricted natural dispersal of species and increased vulnerability to erosion, edge effects, local extinction and climate change; b) ad hoc reclamation of wetlands and landfills in urban wetlands, which also make adjoining areas more prone to flooding; and c) loss of coastal lands due to unplanned development.

A.2   Livelihoods and Socio-economic Factors

Knuckles Conservation Forest and its buffer zone

24. The Knuckles forest was declared the Knuckles Conservation Forest in 2000. In 2011, the Knuckles Mountain Range was declared the Central Highland UNESCO World Heritage Site. Under Sri Lanka law, a Conservation Forest designation offers the highest level of protection and allows only biodiversity conservation. This designation means humans cannot enter the forest unless they have special permission.

25.   A distinctive feature of the Knuckles range is its remoteness and inaccessibility. Most of the villages in this area are remote and lack access to social services such as health care and education. Without access to state forests (access that villagers once had, has been limited by the KCF's conservation status and its designation as a World Heritage Site), people are faced with no other option than to enter the forest and extract resources illegally. The most common source of income among villagers in the buffer zone areas is agriculture, but the earnings it generates are insufficient to sustain the population. In this region, 55% of the households in the 80 villages in the KCF live below the national poverty line (Lindström , Mattsson, & Nissanka, 2012).

26.   There are around 93 villages and 87 Grama Niladari Divisions associated with the Knuckles forest region.   Dandenikumbura, Poththetawela, Kahagala, Dammanthenna, Divulgaspathana, Atenwela, Walasmulla, RambukWewa, Udagaladebokke, Galamuduna, Pallegaladebokka, Meegahamada, Medekele, Meemure, Kaikawela, Gomare, Wadawalakande, Nellikele and Narangamuwa are some of the isolated villages constituting the plenitude.

27.   The communities are highly dependent on the forest for, land/physiological space for chena, cardamom cultivation and for grazing livestock, and non-timber forest products for subsistence and income source. Most of them use traditional methods based on indigenous knowledge.

28.   Currently, there are about 40 tea plantations in the Kandy-Matale region - a number of which are found in the buffer zone of the Knuckles range. The most significant economic contribution comes from the 1880ha of forest plantations and from non-timber forest products such as fuel wood, honey, medicinal plants, edible plants, roping material and bamboo. About 60% of the cardamom cultivation in the Knuckles range is located in potentially sensitive areas - above 1200m in elevation. These disturbed sites are highly susceptible to soil erosion. The eroded soil enters rivers, causing siltation problems in hydropower reservoirs.

29.   Forest fire is a major threat to the Knuckles Forest during the dry seasons. These fires are set often in the Pathana Grasslands and Acacia and Pine plantations, for slash and burn cultivation, amusement, hunting animals like sambur and to encourage growth of young shoots for fodder. These fires spread rapidly in the Acacia plantations that span about 158 ha as well as in the Pine plantation with a range of about 1174 ha. Further, dispersal of invasive flora in the Knuckles region is a major threat to this unique ecosystem which comprises 10 alien species threatening the forest ecosystems.

30.   The major economic activities in the periphery of the Knuckles range are also rice, chena, cardamom, and tea cultivation. Much of the original virgin forest area of the Knuckles forest was cleared during the 19th century for the cultivation of coffee, followed by the widespread cultivation of tea; soil degradation has followed. Currently, there are about 40 tea plantations in the Kandy-Matale region, a number of which are found in the buffer zone of the Knuckles range. During the 1960s, cardamom cultivation expanded considerably, resulting in the Knuckles forest becoming the country's highest cardamom producing area.

31.   Significant economic contribution also comes from the 1,880 ha of forest plantations and from non-timber forest products such as fuelwood, honey, medicinal plants, edible plants, rope material and bamboo. Local people also tap the flowers of the kitul palm, which provides a base for "toddy" and a "Jaggery" sugary substance that is used for making local sweets.

Challenges

32.   One of the major factors complicating conservation of the rich biodiversity of the Knuckles forest is the presence of different forms of land ownership over the forest. Ownership types include proposed forest reserves, crown lands, state forest lands in the custody of the Sri Lanka Land Reclamation and Development Commission, forest lands granted by ninety-nine-year lease bonds, statutory lands transferred by gazettes notified by the Sri Lanka Land Reclamation and Development Commission, and privately owned lands in the custody of the State Plantation Corporation. Intermittent clearing of the forest, especially those owned by the Sri Lanka Land Reclamation and Development Commission, the State Plantation Corporation, and lands granted on ninety-nine year lease agreements, results in degradation and fragmentation of forests in the surrounding area, including the KCF.

33.   During the PPG phase of this project, a questionnaire was used to obtain information about the effects of land degradation and biodiversity loss on the wellbeing and livelihoods of people living near the KCF. More details about the KCF appear in the Situational Analysis of the Knuckles Conservation Forest and Surrounding Communities (Annex 10). The questionnaires and discussions with many community leaders highlighted villagers' dissatisfaction with the unsustainability of community-based projects that were previously implemented, and also highlighted a number of reasons for such failures. These communities and stakeholders emphasized that the only solution to further degradation of natural ecosystems in this region is through alternative livelihoods as stated below.

34.   Based on a series of meetings with government agents at different levels and communities in these regions (through direct consultative meetings and surveys), the following issues were identified as the most pressing:

- Productivity fluctuations due to degraded landscape, climatic variations, lack of appropriate planting materials, inadequate knowledge, lack of advanced technological intervention, severe price fluctuations and lack of proper marketing avenues have caused these farming communities to remain marginalized, poor, and vulnerable
- Livelihood-related activities, including: encroachment of forest lands for agriculture, cardamom cultivation inside the forests and the resulting forest degradation, gem mining, unsustainable exploitation of non-timber forest products, deliberate setting of forest fires, cutting saplings for stakes for bean and tomato cultivation
- Soil and water pollution due to the application of high amounts of agrochemicals, soil erosion, and improper waste management (especially from unregulated tourism activities)
- Inaccessibility to farming lands inside the forest boundary, which villagers had been cultivating (especially paddy lands) before the KCF was declared a World Heritage site
- Ever increasing human-wildlife conflicts, mainly due to destruction of natural habitats.
- Spread of invasive species due to habitat change
- Expansion of cardamom cultivation in the absence of legal protection. In addition to continued removal of the understory, trees are cut for construction of barns for drying cardamom, which continue to degrade the biodiversity and value of the forest.
- Presence of forest lands under different forms of land ownership, which creates numerous types of unsustainable ad-hoc development of different land uses and multiplies the number of small scale enterprises such as plantations and hotel projects
- As a consequence of unsustainable land management (rice farming, *Chena* or shifting cultivation and tea cultivation) severe soil degradation is experienced causing reduced crop productivity and biological diversity.
- Large scale gem mining is a serious threat to the rivers and streams of the KCF. Mining causes damage to the fishes and amphibians endemic to KCF. These activities also block the natural elephant corridors connecting the KCF and Wasgamuwa National park.

These meetings also led to several recommendations encompassing:
- Capacity building of communities on the roles played by natural forest ecosystems and the importance of conservation
- Sustainable harvesting of carbon and non-carbon benefits from forests
- Sustainable management of agro-ecosystems and value addition through organic and biodynamic farming
- In collaboration with the Forest Department, implement large-scale community-based cardamom cultivation under pine plantations in the region with the incorporation of proper soil and water conservation measures.
- Soil and water conservation measures established on farm lands and vegetable cultivation. Possible value addition to a few selected products introduced (tomato value-added products, frozen

vegetables), and new advanced product handling techniques introduced (such as setting up a cold storage facility)

- Promote organic farming, and promote organic certification and link it with leading market enterprises
- Promote pepper cultivation and provide community-based large scale processing facilities to produce value added pepper products

35.   The project will pursue several approaches to address these considerations (see project outputs and activities below). For example, ecosystem management activities are proposed that will have a direct impact on increasing biological diversity (through enrichment, *in-situ* and *ex-situ* conservation), reducing deforestation, forest degradation and forest fires (mobilizing community-based fire brigades), managing the spread of invasive species. If necessary, case by case commercial level livelihood improvement options will be assisted such as animal husbandry, floriculture and nursery management, mushroom cultivation, beekeeping, and handicraft preparation, where women can play a significant role. With livelihood improvement through these activities, it is assumed that the pressure on natural resources will be eased and with the building of capacity of all communities, the engagement of the communities in conserving and protecting natural resources will improve.

Coastal region from Mannar Island up to Jaffna

36.   The Manner to Jaffna landscape administratively covers two districts of Mannar (covering four DS divisions; Manthai West, Madhu, Nanaddan, Mannar) and Kilinochchi (covering one DS division; Poonagary). Annex 11 provides a map of this landscape. There are 30 GN divisions of which Papamoddai, Vidathaltheevu, Vellankulam, Illupaikadavai, Kalliyadi, Anthoniyarpuram, Thevanpiddy, Adampan, Mulankavil, Kiranchi, Pallavarayankaddu, Nachchikkuda, Kowtharimunai, Ponnaveli, Pallikuda, Kowtharimunai, Thiriketheeswaram, Erukkalampiddy, Pesalai are located in the selected landscape.

37.   Ecosystem goods and services play a dominant role in the socio-economic life of the communities in this region. Fishing and agriculture are the main occupations (fishing is the main livelihood for over 50% of the population). As the relatively wide continental shelf supports abundant fishery resources in the coastal waters off Jaffna and Mannar, these districts are a major supplier of sea foods such as prawn, crab, and cuttlefish for the rest of the country. They also contribute to the export of non-conventional, yet highly profitable marine resources such as sea cucumber and conch (IUCN, 2011). It is also being reported that destructive harvesting practices are affecting populations of coastal food fish and lobsters, marine and freshwater ornamental fish.

38. Agriculture is expanding in parallel to the rapid resettlement programme. Rice is the main crop followed by perennial crops and upland crops such as chili, red onion, black gram, green gram, and cowpea. With peace returning, abandoned paddy lands are being prepared for cultivation. Generally, all paddy lands are cultivated in the Maha season, but only 5% during Yala (there are two cultivation seasons namely, the Maha and Yala that are synonymous with two monsoons) as irrigation water is insufficient. A potential problem in the paddy lands in coastal regions is soil salinization due to coastal water intrusion. Spread of invasive species in water reservoirs (tanks) has enhanced siltation and reduced tank capacity, and increased maintenance costs. Agricultural based communities are faced with seasonal unemployment and hence have very low incomes during the Yala season (off season). This is a major problem that needs to be resolved. Livestock is a viable option available at present as an income source during the off season.

39. Pollution of inland freshwater and coastal wetlands and associated marshes due to contamination with fertilizers, pesticides, sewage, chemical compounds from shrimp farms in coastal areas, and dumping of untreated industrial wastes and solid waste are growing issues.

40.   Although suitable land is available for expansion of upland crops, the limiting factor is water. The use of ground water for irrigation is minimal in these areas as the water is saline. About 5% of the land is under perennial crops. Palmyra, coconut, cashew and mango are the main perennial crops. Coconut is cultivated on

a plantation scale on Mannar Island and in other areas, as well as in home gardens. Perennial crop produce is mainly sold as raw product.

Challenges

41.   One factor hindering conservation in this landscape is the lasting impacts of the war. The necessary cadres and other support services are inadequate. While the civil administration system is being strengthened to address the basic issues of the people, there are several challenges to overcome. For example, civil administrative systems in the area did not function properly during the war, and the shortcomings of the last three decades need to be addressed. Community-based Organizations have ceased to function for several decades. Additionally, infrastructure facilities, water, sanitation, waste management, and roads are lacking. Currently, infrastructure improvement is underway but it is struggling to keep pace with rapid development. Special attention is needed on waste management, as this will be a growing problem.

42.   Rapid resettlement is also driving land related issues in the area. There are claims that most of the lands in the Musali and Manthai West are being acquired by outsiders. People have lost their deeds in the war, and it is necessary to address these issues to prevent escalation of land related conflicts.

43.   Water has become the critical factor for agriculture in the area. Although the land is available, farm productivity is low. Three different state agencies are involved in irrigation water management in these areas. The Irrigation Department (central government), based in Murunkan, is responsible for the management of the major irrigation schemes. All maintenance and management decisions are taken by this department in consultation with other agencies including farming organizations.

44.   To ascertain more details on the effects of climate change, land degradation, and biodiversity loss on the wellbeing and livelihoods of people living in the coastal region from Mannar Island to Jaffna, a survey was carried out during the PPG phase of this project. More detail about this landscape appears in Annex 11. During the project preparation phase, consultations were also held. Socio-economic issues identified during stakeholder consultation meetings include:

- Impacts on coastal communities due to loss of livelihood from fishery related activities (illegal fishing by Indian fishermen)
- Rapid colonization by the invasive species of *Prosopis juliflora*
- Uncontrolled grazing/overgrazing of livestock by goats, cattle and donkeys
- Clearing of coastal habitats for new boat landing sites and illegal mining of coral
- Impacts of water scarcity on agricultural activities and drinking. Due to variable weather patterns, occurrence of dry spells and floods severely damage their crops, causing huge economic losses.
- Lack of sustainable/alternative livelihood opportunities, unemployment or underemployment.
- Lack of lands for cultivation
- People's land deeds have been lost in the war as a result of which there are many land related conflicts, for example there are claims that outsiders are acquiring villagers' lands
- Lack of opportunities for women based livelihood opportunities
- Exploitation by middle men in relation to their fishery and agricultural products
- No proper technologies available for post-harvest handing and value addition options
- Poor productivity of livestock based livelihood and income (lack of quality feeding materials)
- Poor government support for many of the issues
- Limited community members with the capacity to fight for their rights
- Though ecotourism potentials are high, there is no/limited capacity to handle tourism due to poor infrastructure, trained man power, and knowledge

Urban Wetlands of Colombo

45.   The total extent of wetlands in the Colombo districts is around 20 km^2 (2.9% of the total land area of Colombo District). Most wetlands in the Colombo district occur on state lands, but a number are either wholly or partly under private ownership. A number of the most important wetlands occur within protected areas managed by the Department of Wildlife Conservation. These include the Bellanwila-Attidiya Sanctuary and the Muthurajawela wetlands. The Bellanwila-Attidiya marsh lands (372 hectares) were declared a sanctuary on July 25, 1990. Despite its status as a sanctuary, the government's failure to protect has led to degradation and reduced the number of migrant and endemic birds. The wetland soils also store of carbon in the soil, helping mitigate climate change. The wetlands also have an aesthetic value.

46.   The wetlands in the south-east region of the districts have been selected as a pilot landscape for this programme. The area covers 14 wetlands and are located in the DS divisions of Maharagama, Kaduwela, Kolonnawa, Homagama and Sethawaka (See Annex 12 for a map of the selected sites), with approximately 32 villages. Thalawathugoda tank, DiyawannaOya, Thalangama tank, Kalapaluwawa Wet land, Welihinda Wet land, Palawatta lake, Oruwela Wet land, HaldummalaCanel, Pallewela Oya, Malambe Canal, Udumulla Wet, Weliwala Wet land Pusswel Oya Wet land are those that come under this landscape. Capacity of these wetlands vary in size in the range of 0.5 ha to about 350 ha. Majority of them are natural, a few are man made. Little attention has been paid to these wetlands in the past, and they are rapidly degrading due to anthropogenic activities. Living standards of the communities around these landscapes vary from low income to a majority of middle income and a few high income category. In some wetlands regions around 15% of the households are in the low income category who receives government subsidies.

47.   The rapid urbanization and subsequent heavy demand for lands in these areas is a major threat. The continued loss and degradation of wetland does not only impact on the native fauna and flora but also human well-being.   The impacts are most acutely felt by the relatively less well-off citizens who live in and around the wetland areas and depend on them directly for their livelihoods.

48.   Encroachment and filling of wetlands is increasing flood risks across the city. The water quality in the wetlands is also severely degraded. Discharging domestic waste water is a significant factor in the degradation of water quality. Dumping solid wastes into wetlands has also been on the rise and is a major concern.   In addition, spread of alien invasive species is a significant threat to the native biodiversity of these wetlands. Eleven species of alien invasive plants are currently known to be present in these wetlands.

Challenges

49.   There is an overall lack of awareness among the general public of the importance of wetlands; these areas are often considered as wastelands to be cleared and filled for other land uses or to be used as waste dumps. Large sections of these habitats have been lost due to landfill for housing and commercial and industrial development and conversion to agricultural land for growing crops. Siltation and pollution resulting in eutrophication and the prolific growth of water hyacinth and other aquatic weeds, have reduced the species diversity of wetlands. Additionally, over-fishing and poaching (mainly of birds) and the uncontrolled collection of ornamental freshwater fish for export have placed several endemic species under threat. In addition to the fish, water plants are collected and exported in bulk for the aquarium trade. One of these is *Cryptocoryne thwaitesii*, an endemic aroid, considered to be under threat. Although it is illegal to do so, fishermen continue to use beach seines to catch fish in some of the larger reservoirs.

50.   Another aspect that is increasingly being recognized as a crucial factor in wetland conservation is the impact of development activities that are geographically remote from a wetland area. Perhaps the most appropriate examples in Sri Lanka are the changes to the flow of rivers and connected natural waterways through construction of dams and diversion of waterways for irrigation purposes, and their impact on the supply of water to wetlands situated downstream of such activities. Pollution from agricultural and industrial run-off and household waste is another significant example of this very real link, which also brings into play a further range of agencies such as those involved in river basin management.

51.   These challenges have resulted in continued deterioration of the wetlands. The continued loss and degradation of wetland not only impacts the native fauna, and flora but human well-being suffers significantly. The impacts are most acutely felt by the relatively less well-off citizens who live in or around the wetland areas and depend on them directly for their livelihoods and indirectly for their overall well-being.

52.   To ascertain more details on the challenges in the project sites, a survey was carried out to obtain information about the effects of climate change, land degradation, and biodiversity loss on the wellbeing and livelihoods of people living near the Urban Wetlands of Colombo. More detail about the Urban Wetlands of Colombo Wetlands appears in the Annex 12. Based on a series of meetings with stakeholders in this region and through direct consultations and surveys, the following issues were identified as the most pressing:

- Illegal encroachments (settlements)
- Land filling
- Direct dumping of waste to wetland banks
- Direct discharge of waste water
- Sediment deposition due to erosion
- Erosion of river benches
- Salinization and sea water intrusion
- Sand mining
- Spreading of invasive species of flora and fauna and loss of biological diversity
- Threat to aquatic biotic components due to dumping of toxic chemical waste
- Loss of livelihood from fishery related activities.
- Lack of sustainable/alternative livelihood opportunities, unemployment or underemployment.
- Lack of opportunities for women's livelihoods
- Exploitation by middle men of fishery, agricultural products
- Poor government support for many of the issues faced.
- No trained community-based organizations to fight for their rights
- Though ecotourism potentials are high, there is no/limited capacity to develop them due to poor infrastructure, lack of trained man power and knowledge
- Risk of health hazards due to pollution and spreading of many diseases such as dengue

A.3   The GEF Small Grants Programme in Sri Lanka

53.   The GEF Small Grants Programme in Sri Lanka was launched as a pilot initiative in 1995. During the five subsequent GEF operational phases (1997-2014) the Sri Lanka SGP Country Programme funded 378 community led initiatives. A primary focus of the program has been to support initiatives in biodiversity conservation, in particular buffer zone management of nature reserves, watershed protection, and sustainable agriculture with the aim of developing successful models for replication and scaling up through multiple stakeholder organizations. After each phase, the Country Programme Strategy was adapted based on the outcomes of the previous phase, lessons learned and new information.

54.   The priorities and focal areas of the Sri Lanka SGP Country Programme have been determined through a consultative process involving community-based partner organizations, the National Steering Committee and others such as NGOs and academia that have expertise in local sustainable development and the GEF focal areas. In selecting grantee projects, the criteria for consideration included their fit with the GEF focal areas to ensure that global environmental benefits are generated while sustaining local level development benefits, especially enhanced incomes, food security and disaster risk reduction. In addition, proposed activities needed to be aligned with and/or contribute to national priorities as outlined in national policy documents. The capacities of civil society organizations to implement the projects were also necessary requirements.

55.   The GEF SGP National Steering Committee decided that the geographic scope of the Country Programme in GEF-1 and GEF-2 should cover the entire island, barring the districts suffering from civil

conflict at the time. Hence, the Country Programme was spread over 20 of 25 districts in the country during this period. During this time, over 50% of the initiatives fell under the biodiversity focal area of which the majority can be categorized as projects conserving agro-biodiversity through its sustainable use. The second largest category of projects was multi-focal, where proponents proposed a variety of activities in a single project to address environmental problems through a holistic sustainable development approach. Projects to prevent or mitigate land degradation also increased over time to address erosion and declining farmland productivity. Fewer projects were implemented in the climate change focal area due to weaker knowledge and technical capabilities of the CSO community to address the relevant issues through project interventions. Continuous efforts were undertaken in capacity building, including awareness and knowledge dissemination workshops covering over 20 districts to address the need for greater CSO capacities to better articulate and implement projects.

56. During GEF-3 and GEF-4, the Country Programme changed its strategy to concentrate funding on selected geographic regions. Accordingly, seven districts of the island, covering a contiguous area from ridge to reef, were selected in GEF-3. In GEF-4 the focus was similar, covering districts newly freed from the civil conflict. The main efforts in Phases 3 and 4 were focused on working with buffer zone communities around protected areas. Projects addressed sustainable use of natural resources, protection of threatened habitats, ecosystems and species, and benefit sharing. Biodiversity conservation, climate change mitigation and sustainable land management activities were integrated to improve performance of protected areas. To ensure community buy-in and project sustainability, livelihood development of communities formed part of all initiatives.

57. In keeping with SGP policy and best practice, a small percentage of the total Country Programme allocation was permitted for projects in other districts of the country to address specific critical and pressing environmental problems. Country Programme strategies made sure that projects were aligned with and contributed to national priorities and GEF strategic priorities. They also ensured that projects, however small, addressed objectives of the relevant global conventions and other development priorities such as the MDGs.

58. In GEF-5, the SGP strengthened the emphasis on ensuring measurable results and impacts. As such, the Country Programme strategy supported close project monitoring and guidance with the partners through three full grants approved for capacity building, facilitating technical guidance for the project portfolio, and knowledge management. This has improved not only project monitoring, but it has also enhanced linkages among stakeholders and projects, in part by bringing technical expertise from universities, government and private sector institutes.

59. The Country Programme in GEF-5 made a proportionally larger number of grants to biodiversity conservation projects. This shift was in keeping with the proportionality of Sri Lanka's STAR funding and underscored support to Sri Lanka's implementation of international obligations on biodiversity within local contexts. The Country Programme addressed climate change by, among other things, keeping civil society abreast of negotiations and emerging issues, developing projections together with estimates of economic and environmental costs to the country, and promoting energy efficiency. During this time, the Country Programme participated in a partnership with AusAID to support community-based climate change adaptation in communities exposed to extreme weather events. During Phase 4 and 5 of the GEF, the Country Programme addressed the vital issues of land and soil degradation by identifying key vulnerable areas and communities. Furthermore, grantee organizations supported by the SGP Country Programme have formed networks primarily along GEF thematic areas to share knowledge and technical know-how, resulting in synergies and better results.

60. The SGP in Sri Lanka has invested, in particular, in building the awareness of partner organizations in regard to the GEF focal areas, the global environmental conventions Sri Lanka is party to, and global dialogues on sustainable development and mitigation of and adaptation to climate change. The Country Programme has also focused heavily on building the capacities of partners to relate this new knowledge to project goals and objectives and address them through activity implementation. Projects are also designed to address gender and social equity by integrating them into Country Programme focal area strategies and

activities. Gender sensitive social and economic objectives are an important premise on which project guidelines, indicators and monitoring and evaluation have been built.

61.   The Sri Lanka Country Programme has built extensive portfolios in the GEF thematic areas, testing and adapting a variety of approaches in successful project implementation within community-based organizations with different levels of capacity. As part of its continual work based on lessons learned over time, the Country Programme has been working to consolidate its more successful community approaches with a focus on scaling up to achieve economic, social and ecological sustainability. Nevertheless, community-based organizations still often labor under significant difficulties, including underdeveloped strategic visions, weak planning and organizational skills, lack of adaptive management capabilities, limited capacities for sustained and systematic innovation, and ineffective linkages with other organizations for collective action across landscapes and sectors.

62.   Over the years, the Country Programme has developed distinct series of projects with similar objectives, methods, and impacts. These groups of projects have begun to acquire a critical mass of practitioner organizations and their initiatives that provides fertile ground for ecological and economic synergies.

A.4   The problem to be addressed

63.   The problem to be addressed by this project is that global environmental degradation proceeds unimpeded in the three selected landscapes of Sri Lanka – Knuckles Conservation Forest and its bufferzone, Coastal region from Mannar Island to Jaffna Peninsula, and the Colombo wetlands – 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. 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.

64.   The Sri Lanka Country Programme has built extensive porfolios in the GEF thematic areas, testing and adapting a variety of approaches in successful project implementation with community organizations with different levels of capacity. As part of its continual development of thematic and geographic lines of work based on lessons learned over time, the Country Program has been working to consolidate its more successful community approaches with a focus on upscaling to achieve economic, social and ecological sustainability. Nevertheless, community organizations still often labor under significant difficulties including underdeveloped strategic vision, weak planning and organizational skills, lack of adaptive management capabilities, limited capacities for sustained and systematic innovation, and ineffective linkages with other organizations for collective action across landscapes and sectors.

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

A.5   Proposed Solution

66.   The solution to the problem is for community organizations in rural landscapes in three locations of Sri Lanka - the Knuckles Conservation Forest and its bufferzone, the coastal region from Mannar Island to the Jaffna Peninsula, and the Colombo wetlands - to develop and implement adaptive landscape management strategies that build social, economic and ecological resilience built upon and maintained through the production of global environmental and local sustainable development benefits. 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, supported by multi-stakeholder agreements involving local government, the private sector, NGOs, academe and other partners, and evaluated periodically and systematically as part of the broader collective process of adjusting management strategies to new information, knowledge, capacities and conditions.

67.   During the Sixth Operational Phase, the Sri Lanka SGP will build on lessons and experiences of the previous operational phases, as well as community-based landscape management experiences from the Community Development and Knowledge Management for the Satoyama Initiative Programme (COMDEKS)2. This initiative is a global effort implemented by UNDP, in partnership with the Ministry of the Environment of Japan, the Secretariat of the Convention on Biological Diversity, and the United Nations University, and is delivered on the ground by the GEF SGP in 20 countries. This programme is designed to support local community activities to maintain and revitalize socio-ecological production landscapes and seascapes, and to collect and disseminate knowledge and experiences from successful on-the ground actions for increased replication by other communities. COMDEKS aims to build the capacities of community-based organizations to take collective action for adaptive landscape management in pursuit of social and ecological resilience.

68.   To achieve its goals, COMDEKS builds capacities for adaptive landscape management. The approach focuses on communities undertaking the following actions: a) assessing the social, economic, and ecological aspects of their landscape(s); b) identifying desirable outcomes (ecological, social, and economic); c) identifying and planning activities to enhance biodiversity conservation and ecosystem services, agroecosystem productivity and sustainability, alternative livelihoods and landscape governance; d) executing projects and measuring results; and e) adapting their planning and management practices to reflect lessons learned.

69.   During GEF-6, the SGP Sri Lanka Upgrading Country Programme will strengthen the linkages between NGOs and CBOs and already existing networks working in the field of environment and sustainable development to facilitate the exchange of experience, engage technical support and disseminate successful experiences and knowledge, which will help to replicate or scale up successful lessons in different areas. It will also establish new networks for CSOs implementing projects in the same focal and/or geographic area to strengthen cooperation, coordination and networking through a strategic approach. In GEF-6, the direct exchange of experiences between community-based organizations will be strengthened and improved. At the same time, dissemination of lessons learned will be carried out through specific forums and the media. Capacity development of community-based organizations will continue to be a high priority, particularly in relation to project management, monitoring, evaluation and redesign of follow-up actions.

A.6   Barriers to Achieving the Solution

Barrier 1: Community-based organizations have limited capacities to develop and implement landscape management plans and to collect and disseminate lessons learned from the experience

70.   Community-based organizations' limited capacities hinders development of an integrated long term vision and agreed framework for sustainable development across the landscapes. Limited capacity also hinders communities' abilities to innovate, experiment, and evaluate results.

---

[2] For information on the COMDEKS program, please see https://comdeksproject.files.wordpress.com/2014/10/communities-in-action-comdeks-web-v2.pdf

71.   Limited capacities also hamper adoption of best practice. In Sri Lanka's previous SGP phases, the Country Program funded a number of successful initiatives to develop a set of production systems and practices that benefited both the global environment and local sustainable development. These include organic agriculture; promotion of traditional rice varieties and seed production; livelihood development for buffer zone communities living around protected areas; non-timber forest products; medicinal plant production and craft making; and addressing animal-human conflict. However, these best practices and systems are yet to be broadly adopted in the three project landscapes.

72.   Another impact of weak capacities is that community-based organizations have limited ability to efficiently systematize and disseminate their experience with innovations and experimentation of new practices, methods and systems. Thus, the conclusions generated from analyses of community initiatives are rarely disseminated to other communities or to policy makers. As a result, evidence-based policy development related to ecosystem function and landscape management is weak.

Barrier 2: Stakeholders do not effectively coordinate

73.   To achieve a meaningful impact on ecosystems, including landscape resilience, community-based organizations must act collectively and in synergy. This requires coordination among communities within an agreed strategic framework, as well as interactions with external networks.

74.   Currently, multi-stakeholder partnerships in the critical landscapes need to be strengthened. Community-based organizations are relatively isolated and have no overarching landscape plan to facilitate communication and guide their work.

Barrier 3: Community-based organizations have limited financial resources

75.   Community-based organizations rarely have sufficient capital to take risks with innovations, methods or practices. Technology in the landscapes is outdated and funds are limited to update it. Financing also affects community-based organizations ability to motivate and support land and resource management practices and sustain or scale up successful experiences.

Barrier 4: Lack of environmental awareness

76.   Another factor limiting the ability to address environmental issues is the lack of awareness of decision makers and communities about the value of the environment. Due to this lack of awareness, environmental issues have not been made a priority, have not been considered as resources that are economically important, and have not been mainstreamed into economic sectors. A widespread lack of awareness and understanding among the public about numerous environmental issues, such as the value of wetlands, also inhibits conservation measures.

B.   STRATEGY

B.1   Project Rationale and Proposed Alternative Scenario

77.   The rationale for this project rests largely on the opportunity to enhance social and ecological resilience through community-based, community-driven projects to conserve biodiversity, optimize ecosystem services, manage land (particularly agro-ecosystems) and water sustainably, and mitigate climate change. This project will pilot at least three distinct landscape planning and management processes in three selected areas of Sri Lanka. The pilots will build on experience and lessons learned from previous SGP operational phases and the lessons learned from COMDEKS experiences. The project will assist community-based organizations to carry out and coordinate projects in pursuit of outcomes they have identified 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. The project will also take experience, lessons learned, and best practices from prior initiatives and implement a number of potential scaling up efforts during this project's lifetime.

78.   The reasoning behind this project lies in the conviction that community-based work at a landscape level can be an effective instrument to simultaneously meet local development needs and conservation goals. Thus, this project seeks to support community-based organizations to revitalize their landscapes through participatory land use planning. By empowering communities to identify priority needs and issues and providing the funding to carry out projects, the program aims to achieve landscape-level results. An important principle of the COMDEKS landscape approach is that communities must be the primary agents of change and must exercise ownership of the process; they cannot be only passive beneficiaries of change. A key part of the COMDEKS approach is learning-by-doing and adaptive management. Under this method, failures are viewed as opportunities to learn and adapt. Another important element of this project's (and COMDEKS') approach is the acknowledgment that achieving change is a long-term endeavor. Thus, this project focuses on developing community capacities, forming networks of communities across the landscape, disseminating lessons learned from community projects, and scaling up efforts, all of which are key elements to the adaptive management cycle that underlies the COMDEKS process (Mock, 2014).

79.   An essential feature of this project is the scaling up of successful initiatives that have been piloted during previous phases of the SGP Sri Lanka Country Programme. The premise of scaling up in this context is that the aggregate of community members who have adopted SGP-supported technologies, practices and systems from previous SGP phases have been slowly acquiring critical mass to reach a tipping point of broader adoption of adaptive practice and innovation by rural constituencies in general.

B.2   Baseline Scenario and Associated Baseline Projects

80.   The baseline scenario for the SGP is largely determined by the barriers and challenges in terms of capacities in the three targeted landscapes to generate and sustain global environmental benefits through the pursuit of environmentally sound socio-economic priorities. With respect to baseline projects, there are a number of associated programmes and projects upon which this Small Grants Programme will necessarily be linked (see section B.9). The baseline scenario is also made up of a number of civil society, community-based, and non-governmental organizations that have in the past and continue currently to carry out a wide set of capacity building activities (see section B.12).

81.   There are currently no other small grants projects in the three landscapes that are aimed at building the capacities of rural communities to plan and manage their landscapes adaptively for global environmental benefits and socio-ecological resilience maintained through sustainable development. SGP projects from previous OP cycles developed multi-stakeholder partnerships with local governments, national agencies, ministries, CSOs, the private sector and others that have allowed these entities to facilitate support to community-based organizations implementing projects. At the same time, the SGP has been able to match community initiatives with government priorities and programmes where community participation is a priority of communities and government agencies. These partnerships and long-standing collaborative arrangements around sectoral initiatives in the rural landscapes constitute a dynamic baseline of programmes and relationships on which further efforts will be built.

82.   There are also currently no rural socio-ecological landscape management initiatives that take an integrated, participatory, community-based approach, in the three landscapes. The Government of Sri Lanka does implement a number of sectoral initiatives that pursue specific objectives regarding rural energy, irrigation, water management, hillside reforestation, protected area management, and agricultural production, however, there is no integrated approach that brings these initiatives together to produce synergistic benefits aimed at enhancing resilience. The focus of government initiatives is primarily on individual smallholders, so there are few if any initiatives to explicitly empower community-based organizations to take a lead role as decision making agents. Further, there are no current initiatives in the planning or implementation stages that focus on building capacities of community-based organizations and networks.

83.   In the coastal region of Mannar up to Jaffna, a Special Area Management strategy is being developed to promote integrated coastal management with the involvement of the local community and other stakeholder groups. This and other ongoing projects aimed at conserving threatened biodiversity are

addressing threats such as unplanned development, illegal mining of coral, fishing with explosives, dredging, siltation, and over exploitation of biological resources.

B.3 Project Goal and Objective

84.   The goal of this project is to support the achievement of global environmental benefits through community based solutions that work in harmony with actions at local, national and global levels. To that end, the objective of this project is *to enable community-based organizations to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation, and evaluation of grant projects for global environmental benefits and local sustainable development in three ecologically sensitive landscapes: the Knuckles Conservation Forest and its buffer zone, the coastal region from Mannar Island to Jaffna, and the Colombo Wetlands.*

B.4 Project Components, Outcomes, Outputs, and Activities

85.   This project is organized under one strategic component: **Resilient rural landscapes for sustainable development and global environmental protection**. Under this component, multi-stakeholder groups will be formed to undertake landscape management and governance, including the formulation of agreed landscape strategies for resilience, in three selected landscape of global significance; small grant community projects will be developed and implemented in pursuit of agreed landscape level outcomes; strategic projects will be developed to stimulate broader adoption in the selected landscapes of successful innovations from past operational phases; and policy innovations will be identified and discussed with multiple stakeholders from government and civils society based on participatory analyses of grant project successes and failures.

Outcome 1:   Multi-stakeholder partnerships in three ecologically sensitive landscapes develop and execute management plans to enhance socio-ecological landscape resilience and global environmental benefits

86.   To achieve this outcome, a multi-stakeholder group in each landscape will be organized to produce a landscape management strategy and formalize at least one agreement on implementation of landscape management. Each of the three landscapes (the Knuckles Conservation Forest and its buffer zone, the coastal region from Mannar Island to Jaffna Peninsula, and the Colombo Wetlands) will have its own strategy, multi-stakeholder agreement, strategic partnerships and participatory adaptive management plan.

Outcome indicators:

- A multi-stakeholder group on landscape planning and management organized for each of the selected landscapes
- A strategy to achieve greater social and ecological resilience for each landscape
- A typology of community level initiatives in each landscape needed to achieve landscape outcomes
- Formal cooperative agreements among stakeholders in each landscape to pursue the outcomes of each strategy through community and landscape level projects

Outputs and Activities:

1.1   <u>Organize formal multi-stakeholder groups for each landscape</u>. These groups will incorporate community-based organizations, second-level organizations, local government, national agencies, ministries, NGOs, the private sector and other relevant actors. These partnerships will provide strategic guidance, technical assistance, and financial support, where possible, to community-based organizations for individual community initiatives, as well as to landscape level projects and strategic upscaling projects. Under this output, activities will include stakeholder and expert consultations to draft multi-stakeholder group terms of reference for endorsement by the National Steering Committee. A preliminary assessment and detailed mapping of each project landscape will also be conducted to confirm boundaries, potential participants, and other factors identified during project preparation.

End of Project Target: *One multi-stakeholder working group per landscape with agreed TORs and confirmation of boundaries, participants, and other key factors*

1.2   <u>Produce a comprehensive socio-ecological baseline assessment for each of the three landscapes through participatory research and planning.</u> These participatory processes will generate an in-depth baseline analysis in each landscape that will build on and/or confirm project preparation results and strengthen community and other stakeholder ownership. These analyses will examine social and ecological trends and patterns affecting landscape resilience, as well as current governance frameworks, institutional programs and projects, and potential strategic partnerships.

End of Project Target: *Three (3) comprehensive socio-ecological baseline assessments*

1.3   <u>Develop landscape strategies and plans for each of the three landscapes.</u> Multi-stakeholder groups will develop these strategies based on four outcomes linked to biodiversity conservation and ecosystem services, sustainable land management, climate change mitigation, and water resource management, all of which are shaped and defined by their relation to local priorities for food security, income generation and the development of social capital for the global environment and socio-ecological resilience.   The adaptive management plans will build social, economic and ecological resilience, which will be achieved through the production of global environmental and local sustainable development benefits.

End of Project Target: *Three landscape management strategies and plans have been prepared and approved by the National Steering Committee*

1.4   <u>Develop and finalize the typology of community level projects and eligibility criteria for each landscape.</u> Under this output, multi-stakeholder discussions will be organized and convened to identify the types of projects that will be pursued by communities in each landscape during the Sixth Operational Phase of the SGP in Sri Lanka. The eligibility criteria for projects, which include gender considerations and indigenous peoples' involvement, will start from SGP Operational Guidelines and include country and landscape specific elements as relevant. 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.

End of Project Target: *Multi-stakeholder groups finalize landscape specific typologies of community level projects and eligibility criteria*

1.5   <u>Negotiate and sign formal multi-stakeholder agreements regarding projects pursuing long-term strategic outcomes in each landscape.</u> These agreements will be signed by communities and interested partners in the multi-stakeholder group in support of community projects aligned with landscape level outcomes. These agreements will clarify the commitments, roles and responsibilities of stakeholders that can provide expertise, knowledge, potential financing and technical assistance to help ensure effective planning, decision-making, and implementation.

End of Project Target: *Signed formal agreements among key social actors to strengthen their commitment, responsibility, and accountability to provide on-going support to sustainable landscape management outcomes*

Outcome 2:   Community-based organizations in landscape level networks build their adaptive management capacities by implementing projects and collaborating in landscape management

87.   The outcome will comprise a set of targeted activities to develop and implement projects in three selected landscapes of Sri Lanka. Depending on the estimated cost of the selected projects and other factors, the number of projects may vary. Projects are aimed at enhancing social and ecological resilience through community-based, community-driven efforts to conserve biodiversity, optimize ecosystem services, manage land (particularly agro-ecosystems) and water sustainably, and mitigate climate change. The capacities of community-based organizations will be strengthened through learning-by-doing in which the project itself is a vehicle for acquiring practical knowledge and organizational skills within a longer term adaptive management process. The lessons learned from these projects will be disseminated to other community organizations and networks as well as to the respective landscape level policy platform to inform policy discussions on key issues related to sustainable development and social and ecological resilience.

88.   Projects may include one or more of the following: farmer managed natural regeneration; agroforestry systems; reforestation; erosion control using gabions, check dams, gully plugs, terraces, etc.; sustainable harvest of NTFPs for handicrafts; ecotourism installations, including trails, lodging, and other elements; conservation of crop genetic resources through seed exchange, community seed banks, marketing of under-utilized varieties, sustainable fisheries, agro-ecological farming, improved grazing management, etc.

Outcome indicators:

- Increased area under protection or sustainable use that results in enhanced biodiversity conservation and ecosystem services
- Increased area under reforestation or farmer managed natural regeneration
- Increased area under improved grazing regimes
- Increased area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources
- Increased alternative livelihoods and innovative products developed through support for ecotourism, green value chains, sustainable fisheries, wetland and non-timber forest products, waste management projects, and access to markets

Outputs and Activities:

2.1   <u>Develop and implement community level small grant projects that conserve biodiversity and enhance ecosystem services</u>. Projects may address topics such as (but not limited to) the managed natural regeneration of lands for biological corridors; establishment of community conservation areas; ecotourism development, including basic business establishment; management of human-wildlife conflicts; species management for sustainable use, etc.

End of Project Target:	*At least 10,000 hectares under protection or sustainable use for biodiversity conservation or improved ecosystem function: community conservation areas, ecotourism development, NTFPs, human-animal conflicts, etc.*
End of Project Target:	*At least 7,000 hectares under reforestation or farmer managed natural regeneration*
End of Project Target:	*At least 3,000 hectares of degraded wetlands rehabilitated*
End of Project Target:	*At least 650 hectares of forest lands set aside for carbon sequestration leading to mitigation of at least 25,000 metric tons of CO2[3]*
End of Project Target:	*At least 250 members of local civil society organizations in each of the three landscapes have actively engaged in project preparation and implementation in pursuit of biodiversity conservation and enhancement of ecosystem services*

---

[3] The conservative estimate of carbon capture by tropical forest in Sri Lanka used here is 40 tons of CO2 per hectare per rotation of 20 years.

2.2   Develop and implement community level small grant projects that enhance productivity and sustainability of smallholder agroecosystems. These projects will carry out innovative agro-ecosystem vulnerability assessments to determine the most appropriate agro-ecological practices and systems to enhance agroecosystem sustainability and productivity. Projects may include one or more of the following examples: agroforestry, sylvo-pastoral systems, integrated crop-livestock systems, traditional rice cultivation and/or SRI, windbreaks, improved grazing and pasture management, permaculture, live fences, fruit trees in agroforestry systems, and mixed cropping.

End of Project Target: *At least 2,000 hectares of land rehabilitated through best practice soil conservation measures and agroforestry*
End of Project Target: *At least 2,000 hectares under improved grazing regimes*
End of Project Target: *At least 8,000 hectares of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources*
End of Project Target: *At least 250 representatives of local civil society organizations in each of the three landscapes have actively engaged in project preparation and implementation in pursuit of enhanced productivity and sustainability of their agroecosystems*

2.3   Develop and implement community level small grant projects that develop innovative alternative livelihood options and improve market access. Activities under this output seek to address challenges for many of the rural poor, who can be geographically isolated and suffer from lack of market opportunities. Under this output, community organizations will be encouraged to identify alternative livelihood options that support social, economic and ecological outcomes of the landscape strategies. To improve market access the SGP will finance cost-benefit and market analyses of specific livelihood options identified by community organizations. The SGP Country Program in GEF6 will support producers' organizations to access markets for sustainably produced goods and services.

Alternative livelihoods will be supported in the landscapes through the identification and development of innovative products and services with special attention to the needs of women and youth groups. Activities to be pursued may include the development of fisheries and value added processes, ecotourism (e.g., bird watching), cultivation and value added processing of under-utilized crops or crop varieties (favoring crop genetic resource conservation), value addition of non-timber forest products, and sustainable cultivation of wetland plants for sale and craft making.

End of Project Target: *At least five new ecotourism enterprises*
End of Project Target: *At least five new enterprises adding value to and marketing under-utilized crops or crop varieties*
End of Project Target: *At least four new waste management enterprises producing compost for sale*
End of Project Target: *At least three new enterprises based on the cultivation or sustainable harvest of wetland plans, value addition and marketing*
End of Project Target: *At least two new enterprises based on sustainable fisheries, value addition and marketing*
End of Project Target: *At least 250 representatives of local civil society organizations in each of the three landscapes have actively engaged in project preparation and implementation in developing new sustainable alternative livelihoods*

Outcome 3:   Multi-stakeholder partnerships develop and implement strategic projects that catalyze the broader adoption of successful SGP-supported technologies, practices, or systems

89.   This outcome seeks to accelerate broader adoption of technologies, practices, and systems developed under previous phases of the SGP. This will be achieved through first analyzing lessons learned, best practices, and successful innovations from previous SGP projects, and identification of potential innovations that are ripe for broader adoption by stakeholders in the different landscapes. This analysis will be followed by engagement of potential financial partners, policy makers and their national/subnational advisors and institutions, as well as the private sector. Based on the analysis, multi-stakeholder groups will develop strategies for scaling-up in each landscape or across landscapes, as well as a resource mobilization strategy. After the strategies are reviewed and finalized, one strategic project per landscape will be selected and implemented.

90.   Several lines of work may be potentially appropriate for scaling up under a strategic project approach. These include biodigestors; production, marketing and sale of underutilized crops or crop varieties; and value addition to products harvested sustainably from wetlands or forests.

Outcome indicators:

- Number of strategic projects supporting broader adoption of successful small grant projects

Outputs and Activities:

3.1   Detailed analysis of successful grant project portfolios and lines of work (e.g., crop genetic resource conservation) from previous SGP phases to identify lessons learned/best practice and market opportunities. This report will contribute to the knowledge materials to be prepared under the project (4.2). Multi-stakeholder groups will develop one report for each landscape.

>   *End of Project Target: Report of opportunities for scaling up successful grant projects from previous SGP phases for broader adoption, including initial technical, financial and other requirements*

3.2   Engage potential financial partners and public sector institutions in action research and planning. Public and private sector stakeholders will be engaged to review and discuss the individual reports emanating from Output 3.1, and to provide detailed advice and inputs regarding the strategies to generate broader adoption of successful innovations. An expert group of finance and economic experts may be formed to carry out more detailed technical analysis based on the findings and conclusions of the partners and stakeholders.

>   *End of Project Target: Potential financial partners and relevant public sector institutions identified and engaged*
>   *End of Project Target: Expert group of finance and economic experts established and review scaling up strategies and projects*

3.3   Identify scaling up requirements and opportunities, and develop a resource mobilization strategy to facilitate scaling up. Based on the detailed analyses of 3.1 and 3.2, a feasibility study will be prepared to evaluate opportunities for replication, scaling up and broader adoption of best practices. A resource mobilization and investment strategy will be developed including short, medium and long term scenarios and the corresponding needs and measures.

>   *End of Project Target: Feasibility study and replication strategy report for each target landscape*
>   *End of Project Target: Resource mobilization strategy for each target landscape*

3.4   Prepare and implement one (1) strategic landscape-level project for each target landscape for scaling up and broader adoption. Based on the results of the feasibility study, replication strategy and resource mobilization strategy, stakeholders will formulate at least one strategic project in each landscape for a maximum financing of US$ 150,000 per initiative.

End of Project Target:	*One (1) strategic project per landscape that replicates and scales up best practices from a successful small grant project*
End of Project Target:	*At least 250 local community representatives in each of the three landscapes have participated in the design and implementation of the scaling-up strategic project.*

Outcome 4:   Multi-stakeholder landscape policy platforms discuss potential policy innovations based on analysis of project experience and lessons learned.

91.   Based on analysis of the production of project outputs and activities, this outcome focuses on organizing platforms for diverse stakeholders and discussing lessons learned and the potential implications for policy instruments and development. This outcome focuses on ensuring long-term outcomes by collecting lessons learned and using them for improved decision making in the future. A platform will be developed in each landscape through multi-stakeholder workshops to analyze project performance and identify lessons learned and best practice. Stakeholders included in the platforms include the multi-stakeholder landscape management groups, local policy makers and their subnational/national advisors, academia, NGOs and CBOs.

Outcome indicators:

- Three multi-stakeholder governance platforms established corresponding to the three landscapes
- A case study for each target landscape summarizing lessons learned and best practices, based on evaluation of implementation results.
- Awareness and knowledge of best practices promoted through knowledge sharing and capacity building activities.

Outputs and Activities:

4.1   <u>Organize multi-sectoral policy dialogue platforms for each landscape.</u> These policy platforms will be established to analyze lessons learned from project and program performance in each landscape and identify and discuss potential policy reforms and applications. During the Sixth Operational Phase, SGP Sri Lanka will strengthen the linkages between academia, NGOs and CBOs and already existing networks working in the field of environment and sustainable development to facilitate exchange of experience, engage technical support, and disseminate successful experiences and knowledge, which will help to replicate or scale up successful lessons in other landscapes as well as of the country. Policy dialogue platforms serve as one method to increase linkages and information sharing and bring on-the-ground experience and lessons to the direct attention of government officials and other actors.

End of Project Target:	*Multi-sectoral policy platforms are convened at least once per year and institutionalized to ensure post-project rendering of services*

4.2   <u>Systematize and codify relevant project and portfolio experiences for dissemination to policy platform participants, community-based organizations and networks, and second level organizations</u>. The project will generate knowledge, practices, methods, and management systems in the landscapes for the purpose of replication, development and integration of initiatives in other areas. Under this output, the results of the policy platforms and information obtained from other community projects and other sources will be organized for dissemination. This dissemination of information and knowledge will be a valuable contribution to policy formulation at the national and regional levels. While there would be lessons learned reports prepared as an awareness-raising tool during project implementation, a final report should be prepared to outline the collective lessons learned (in particular from those projects that sought to replicate and scale up past best practices) under the program.

End of Project Target: *Publications documenting lessons learned from SGP-supported projects distributed*

End of Project Target: *Communication strategy is developed and operational*

B.5 Project's Target Contribution to Global Environmental Benefits

92. The Small Grants Programme contributes to global environmental benefits in both the short term and long term. SGP supported projects will also contribute directly and indirectly to global environmental benefits.

93. For the Sri Lanka SGP Upgrading Country Program, small grant projects will directly contribute to global GHG reduction through the adoption of better landscape management practices (such as reforestation, soil conservation and improvement). The project will indirectly reduce GHG emissions through informing policy processes resulting in national or local measures that lead to reduction of GHGs. For biodiversity and land degradation, direct benefits include conservation of critical ecosystems through local initiatives that promote sustainable community-based activities and sustainable use of forest, wetland, and coastal resources. The small grants will indirectly result in benefits by informing national and local policy processes.

94. Global environmental benefits generated by the Sri Lanka SGP Country Program can be estimated over the short term as aggregated impacts from individual grant projects. During implementation, once projects and strategies have been developed by the communities in each landscape, a more detailed prediction of potential global environmental benefits can occur. Individual project documents will describe GHG targets as well as the species and land area (hectares) the projects intend to conserve (Nordic Agency for Development and Ecology and GEF Evaluation Office, 2007; Gitonga, 2005).

95. Given the nature of the SGP, a project's contribution to the global environmental benefits cannot be measured by simply looking at the results achieved during a single project's implementation. Although the contribution of a single community project might be small in terms of global impact, the cumulative and synergistic effects of projects at landscape level can be large and sustained. Thus, to ascertain the total impact Sri Lanka's OP-6 SGP had on global environmental benefits, a more long-term analysis is necessary.

96. This project will contribute to lasting global environmental benefits by assisting communities to manage their landscapes adaptively to enhance socio-ecological resilience. This work is expected to result in landscapes that are adaptively managed for global environmental benefits and local sustainable development. Larger scale, long-term benefits will arise from synergies created between various small grants projects through programmatic approaches such as the landscape management approach proposed here. The effectiveness of the SGP in creating global environmental benefits stems from combined efforts at the local and national levels to raise public awareness and mobilize local activities in support of national and global environmental problems

Corporate Results	Replenishment Targets	Project Targets
1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society	Improved management of landscapes and seascapes covering 300 million hectares	*20,000 hectares*
2. Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)	120 million hectares under sustainable land management	*15,000 hectares*
3. Promotion of collective management of transboundary water systems and implementation of the full range of	Water-food-ecosystems security and conjunctive management of surface and groundwater in at least 10 freshwater basins;	*Number of freshwater basins: 0*

policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services	20% of globally over-exploited fisheries (by volume) moved to more sustainable levels	*Percent of fisheries, by volume: 0*
4. Support to transformational shifts towards a low-emission and resilient development path	750 million tons of CO_{2e} mitigated (include both direct and indirect)	*25,000 metric tons*[4]
5. Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern	Disposal of 80,000 tons of POPs (PCB, obsolete pesticides)	*0 metric tons*
	Reduction of 1000 tons of Mercury	*0 metric tons*
	Phase-out of 303.44 tons of ODP (HCFC)	*0 ODP tons*
6. Enhance capacity of countries to implement MEAs (multilateral environmental agreements) and mainstream into national and sub-national policy, planning financial and legal frameworks	Development and sectoral planning frameworks integrate measurable targets drawn from the MEAs in at least 10 countries.	*Number of Countries: 0*
	Functional environmental information systems are established to support decision-making in at least 10 countries.	*Number of Countries: 0*

97.   Additional global environmental benefits will be generated by the project's effort to scale up successful past initiatives. Multi-stakeholder partnerships will develop strategic projects to scale up successful SGP-supported technologies, practices or systems identified from previous phases of the SGP Sri Lanka Country Programme. This scaling up is crucial to ensuring that the global environmental benefits achieved under the grants will continue.

B.6   Resource Mobilization Strategy

98.   The long-term sustainability of the SGP programme, with its grant making role, is only realizable with guaranteed co-financing both in cash and in-kind. For this reason, this project includes a specific activity on resource mobilization to address the issue of financial sustainability.

99.   The project's resource mobilization strategy will explore the kind of resources needed to sustain project results and identify realistic sources from both domestic and international sources. By strengthening the institutional and individual capacities through pilot and demonstration activities, the replicability of the project is significantly enhanced as the learning curve is greatly reduced. Finally, to promote sustainability of outcomes, the project will aim to capture lessons learned and institutionalize approaches so that they reach a point of operational sustainability by the end of the project.

100. The National Steering Committee will help attract new members who will enhance access to new and additional financial resources. Another important member of the SGP is the Technical Advisory Group (TAG), which reports to the NSC. The TAG and the NSC will both help communities and CSOs develop proposals to access other donors and funding facilities. While the funds may not go directly to the SGP, this activity will be part of resource mobilization ensuring increased flow of resources to SGP stakeholders.

101. The SGP has been long recognized as an efficient delivery mechanism in Sri Lanka. Swedish, Norwegian and other donor funding has been channeled through the SGP through several initiatives such as the Community Water Initiative, the South-South Grants Facility, and Community-Based REDD+. The

---

[4] This involves regrowth and protection of 650 hectares of forest land. The conservative estimate of carbon capture by tropical forest in Sri Lanka used here is 40 tons of CO2 per hectare per rotation of 20 years.

strategy for the Sixth Operational Phase is to enhance the confidence of donors by demonstrating the efficiency and dedication to transparency of the SGP delivery mechanism. This will be accomplished by sharing both the impact of past SGP projects, with quantitative and qualitative results, and the improved quality of life of communities. In the Sixth Operational Phase, the project will develop opportunities for increasing the potential for private sector funding.

B.7   Knowledge Management

102. Each SGP grant project is designed to produce three things: global environmental and local sustainable development benefits (impacts); organizational capacities (technical, analytical, etc.) from learning by doing; and knowledge from evaluation of the innovation experience.

103. In the case of knowledge, each grant project will have as a primary product a case study or summary of lessons learned based on evaluation of implementation results and their contributions to GEB, local development objectives and landscape level outcomes, including the development of social capital. This knowledge will be further systematized and codified for dissemination at the landscape level through policy dialogue platforms, community landscape management networks and multi-stakeholder partnerships, and knowledge fairs and other exchanges; at the national level through the National Steering Committee, strategic partnerships and their networks, and national knowledge fairs where appropriate; and globally through the SGP global network of SGP Country Programs and UNDP's knowledge management system. The individual grant project case studies will be anticipated at project design and based on a participatory methodology, so that the production of the case studies strengthen the community organization's capacities for reflection and action through learning-by-doing. Development of the case studies will require external support, with costs covered under the respective project budget. These are not expected to exceed 500 per project. Production of these case studies will occur at the end of each grant project's implementation i.e. there will be a continuous flow of case studies throughout the life of the FSP.

104. At the broader landscape level, the Sri Lanka Country Program will produce a case study of the landscape planning and management experience in each of the four selected landscapes (three marine and one terrestrial). These four case studies will highlight the processes of stakeholder participation, as well as the progress toward the targets selected during landscape planning, using the Satoyama Resilience Indicators5. A detailed analysis will be produced of the successes and failures in each landscape in regard to the generation of synergies between individual community projects around landscape level outcomes, lessons learned, and future efforts to strengthen the landscape planning and management processes. These case studies will be developed in the third quarter of the last year of implementation and will require expert guidance and input. While the pro bono assistance of SGP's academic and government partners will be anticipated, it is expected that the costs of these case studies will not exceed USD 2,000 – 2,500 per study. The results of these studies will be published and disseminated throughout the country through print and digital media and SGP's institutional partners, NGOs, SGP-supported CSO networks, universities and others.

105. Project funding has been set aside for potential "strategic projects", in line with SGP's global guidelines. 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 FSP implementation, as feasible, and may focus on such things as improving the production and marketing of marine or agricultural products, ecotourism, or improving the production and marketing of underutilized or endangered crop genetic resources. Each of these strategic projects will produce a case study highlighting the process, obstacles to and opportunities for upscaling. Each case study will be produced at the end of implementation of the

---

[5] UNU-IAS, Bioversity International, IGES and UNDP. 2014. Toolkit for the Indicators of Resilience in Socio-ecological Production Landscapes and Seascapes (SEPLS).

strategic project, with the costs of external experts and participatory analysis workshops incorporated into each strategic project's budget.

106. The project will create a knowledge management platform to facilitate links among communities, promote information sharing, and provide access to knowledge resources that are relevant to their individual projects. The knowledge obtained from project experiences and lessons learned will be socialized through SGP's well-established national network of stakeholders and SGP's global platform, and it will be used in upscaling successful initiatives. The increased capacity of community-level stakeholders to generate, access and use information and knowledge is expected to increase the sustainability of project activities beyond the life of the grant funding. Knowledge sharing and replication will help ensure that the impacts of the project are sustained and expanded, generating additional environmental benefits over the longer-term.

107. Project experiences will be systematized and knowledge generated for discussion and dissemination to local policy makers and national/subnational advisors, as well as landscape level organizations, NGOs and other networks. SGP will also provide funding to formulate community-based forest and coastal management policy papers distilling lessons from community experience, to raise the profile of community experiences at the national level and influence policy and planning. These policy papers will act as a reference for local government institutions (Forest Management Units and Community Coastal Management Units) to intervene in policy processes at the national level related to sustainable forestry and REDD and its consequences for communities; adaptation of the agriculture sector to climate change impacts; community-based initiatives for forest and coastal resources; community market product development; and the empowerment of women's groups.
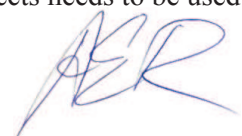
Communications Strategy

108. A communications strategy that will promote sharing and disseminating the lessons learned and good practices from past phases will be formulated. The strategy will serve to engage civil society, government, private, and other relevant stakeholders. In addition to documentation and dissemination, the strategy will encourage cross sharing of skills, ideas, technologies and knowledge and on-site visits between partners and their communities. Workshops and focus meetings will provide project partners with a common platform for cross learning and networking. This will result in creation of innovative ideas, improved visibility, and community oriented solutions/technologies/processes that would enable stakeholders to understand synergies and methodologies.

109. The knowledge products generated and shared would also provide a means to influence policy at local and national levels. The products would provide clear demonstrations of what works at community level, how to obtain cooperation and participation of communities in planning, implementation and monitoring of projects, sharing benefits, and sustainable management. The products will also lead to more productive partnerships between the non-government and government sector. Knowledge products will also be useful in persuading private sector agencies to invest in community initiatives as well as for product development and better marketing.

110. For the scaling up of projects, knowledge of successes and lessons learned (with quantifiable and qualitative results) will be documented and shared. Aspects such as local and indigenous expertise, innovative cost sharing methods, and networking, will be demonstrated in replicable model community-based projects. Additionally, initiatives that demonstrate a) access to resources from local and national level government sources and b) locally managed sustainable institutional arrangements (such as successful micro-financing schemes, Self Help Groups, links to institutions/banks for access to resources, and repayment schemes) will be promoted and highlighted.

Communications and visibility requirements

111. Full compliance is required with UNDP's Branding Guidelines. These can be accessed at http://intra.undp.org/coa/branding.shtml, and specific guidelines on UNDP logo use can be accessed at: http://intra.undp.org/branding/useOfLogo.html. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used.

For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: http://www.thegef.org/gef/GEF_logo. The UNDP logo can be accessed at http://intra.undp.org/coa/branding.shtml.

112. Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf.

113. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

114. The NSC will carefully review these guidelines during the Inception Workshop to ensure full awareness of these requirements and adherence to them during GEF6. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

115. The activities under this project are largely directed to strengthening capacities to develop and implement more innovative and other best practices for achieving global environmental benefits through local community development interventions. Various knowledge management products (e.g., reports) will be produced as well as undertaking numerous site visits of community development projects.

B.8   Consistency with National Priorities

116. Environmental protection is enshrined in the Constitution of the Democratic Socialist Republic of Sri Lanka that decrees: "The state shall protect, preserve and improve the environment for the benefit of the community". The overall legal framework for environmental management is provided in the National Environmental Act No. 47 of 1980. This law provides for the establishment of the main environmental regulatory body, the Central Environmental Authority and national EIA regulation that was formulated in 1988.

117. Sri Lanka adopted a National Environmental Policy in 2003 that aims to promote the sound management of Sri Lanka's environment, balancing the needs for social and economic development and environmental integrity. It also aims to manage the environment by linking together the activities, interests and perspectives of stakeholders and to ensure environmental accountability. Since then there have been a number of related environmental policies that were approved by the government. The National Environmental Outlook (2009) pointed to the need to update the 2003 policy taking in to account the new development context of the country. Aside from the National Environmental Policy, there are numerous other policies that govern many important environmental issues in the country.

118. The **National Red List, 2012 of Sri Lanka: Conserving Fauna and Flora** evaluated all known species of flora and fauna and identified priority areas for research and conservation. It highlighted the re-discovery of a thought-to-be extinct species of an amphibian from a sanctuary underscoring the importance of conserving areas that are threatened by negative impacts of climate change and anthropogenic influences. This is in line with the project goals of eco-system resilience and habitat conservation for human as well as all other species. It also states that one of the biggest limitations in conserving biodiversity of Sri Lanka is the lack of knowledge about what the country actually has mainly due to lack of trained taxonomists and the lack of initiative to explore the biodiversity of the country.

119. Sri Lanka also has numerous policies relating to climate change and land degradation. The **National Climate Change Policy of Sri Lanka** (2012) provides guidance and directions for all stakeholders to address the adverse impacts of climate change efficiently and effectively. It provides a set of guiding principles followed by broad policy statements on vulnerability, adaptation, mitigation, sustainable consumption and production, and knowledge management. Concerted action at all levels including civil

society is identified as a need to transform this policy into meaningful sets of actions to meet the challenges of climate change.

120. Key findings of the sector-based analysis of the **National Climate Change Adaptation Strategy for Sri Lanka: 2011 to 2016** were synthesized into an integrated framework, and structured into the following five Strategic Thrusts: Mainstream Climate Change Adaptation into National Planning and Development; Enable Climate Resilient and Healthy Human Settlements; Minimize Climate Change Impacts on Food Security; Improve Climate Resilience of Key Economic Drivers; Safeguard Natural Resources and Biodiversity from Climate Change Impacts. Under each of the Strategic Thrusts, key thematic areas for action, along with priority adaptation measures, have been identified. Under this framework, NGO and CBOs are involved in increasing canopy cover, preparing local level hazard maps, promoting land use planning and water saving technologies, integrated water resources and water shed management, ensuring access to seed stocks and promoting water-efficient farming methods.

121. The objective of the **National Action Programme for Combating Land Degradation in Sri Lanka** is to reduce land degradation and mitigate the effect of droughts, while increasing the participation of affected communities, public sector agencies, CBOs, NGOs, and the private sector. Activities such as promoting on-farm and off-farm soil and water conservation measures, participatory approaches to land resources management, proven low-cost soil improvement practices, vegetative conservation techniques, the development of appropriate agronomic practices and agroforestry systems in degraded areas through demonstrations and awareness creation programmes, implementation of organic farming and other nutrient management activities have been identified for NGO/CBO involvement.

122. The **National Physical Plan** (2011-2030) has identified a number of areas as environmentally sensitive and stressed the need to note these in developing physical infrastructure. The National Physical Plan also stresses the need to promote and regulate integrated planning of the nation's land taking into account the economic, social, physical and environmental aspects to protect natural amenities, to conserve the natural environment, and protect places of natural beauty.

123. Additionally, three key policies govern CCD areas of land use and land degradation. These are the National Land Use Policy, Forestry Sector Master Plan, and the National Agricultural Policy. In Sri Lanka nearly 80% of land is still held by various government agencies. Land tenure and use is a complex issue that has wide social, political and economic implications, especially in the post-conflict context. Land use planning and land management are still largely in the control of the central government and not provincial authorities. The government has lately accelerated the implementation of land alienation programmes, allowing more private claims and formalizing land tenure.

124. **Punarudaya** a National Programme for Environmental Conservation was prepared by the Ministry of Mahaweli Development and Environment with the view of fostering environmental sustainability with the active engagement of all relevant parties. It is expected to provide solutions to the major environmental problems within a period of three years from 2016 – 2018. The major environmental issues identified are environmental pollution, forest conservation and development, sustainable land management, human animal conflict, conservation of biological resources and promotion and restructuring of institutions related to environmental conservation.

125. Additionally, the government is committed to various initiatives under the **Haritha (Green) Lanka Programme of Action,** which provides short, medium, and long-term solutions for the period of 2009 – 2016 to meet current and emerging economic and environmental challenges. The ten broad missions covered by the programme include a) Clean Air - Everywhere, b) Saving the Fauna, Flora and Ecosystems, c) Meeting the Challenges of Climate Change, d) Wise Use of the Coastal Belt and the Sea Around, e) Responsible Use of the Land Resources, f) Doing Away with the Dumps, g) Water for All and Always, h) Green Cities for Health and Prosperity, i) Greening the Industries, and j) Knowledge for Right Choices. The goal of the programme is sustainable development for the affected communities.

B.9   Linkages with other Programmes and Projects

126. Over the course of the five phases of the SGP in Sri Lanka, the National Steering Committee has consistently promoted the collaboration of the Country Programme with GEF and government financed projects. Additionally, the SGP Country Programme has provided technical assistance to community components of selected GEF Full Sized Projects to increase the efficiency of uptake of project-promoted technologies and practices by community stakeholders. Members of the National Steering Committee endorse collaborative arrangements and partnerships to maximize the efficiency of the GEF SGP investment, as well, with SGP-sponsored technologies, experience and lessons learned disseminated and absorbed by government programmes and institutions.

127. At the beginning of project implementation, the SGP National Steering Committee will consult with the project managers and coordinators of all GEF-funded programmes and projects, as well as with donor representatives to review the current status of project activities and to negotiate their alignment to eliminate unnecessary overlap. These consultations will also ensure that GEF funds are not being duplicated and remain consistent with eligible GEF funding requirements. Information and knowledge will be shared with relevant, on-going initiatives as needed. Such continuous collaboration and exchanges are key to promote sustainability and replicability of the project. The Sri Lanka SGP Country Programme will analyze and confirm potential and/or continued cooperation with the initiatives listed below.

128. The GEF project **Enhancing Biodiversity Conservation and Sustenance of Ecosystem Services in Environmentally Sensitive Areas** will assist the Government of Sri Lanka to safeguard biodiversity in multiple land use areas of high ecological significance through the operationalization of a new land use governance framework called Environmentally Sensitive Areas, which will be primarily outside protected areas. One of the main outcomes of this project is biodiversity-friendly management at two sites (at least 200,000 ha).

129. The **Sri Lanka Community Forestry Programme** (with financing from the Government of Australia) is a four-year program that is expected to result in a substantial increase in the number of community forestry sites, and the area of forest within these sites. It is also expected to help reduce deforestation and forest degradation in the dry and intermediate zones. This is expected to enhance the livelihoods and reduce the incidence of poverty in those communities participating in the program. It is expected to improve the quality of 23,000 ha of forests under the community forestry approach in 18 districts. The proposed SGP project will cooperate with SLCFP in its activities in particular in improving the livelihood options available for the households and to build the capacity of communities to participate in sustainable community forestry management activities.

130. Another important project is the GEF's **Resilient and Integrated Urban Development for Greater Colombo**. The objective of this project is to improve climate resilience, water management and integrated sustainable urban development in the Greater Colombo area. This project is comprised of five components including: a) establishing an integrated resilience and sustainability planning framework, b) strengthening the management of natural ecosystems, c) investment in water management, d) development of financial mechanisms for sustainable urban investments, and e) improving knowledge management and partnerships.

131. The **United Nations Readiness Programme for Reducing Emissions through Deforestation and Forest Degradation** (UNREDD) seeks to establish an appropriate management structure for REDD+ Readiness and Implementation at national and sub-national levels and ensure their effective operation. Placing particular emphasis on the involvement of forest-dependent Indigenous Peoples (Veddhas) and other local communities, the Programme is developing and implementing a comprehensive system of stakeholder consultation, awareness and capacity building for the forest and land-use activities to be covered as part of the REDD+ Programme. The SGP partners with UNREDD through the Community-based REDD+ programme, which directly complements the UNREDD programme in Sri Lanka. The Community-based REDD+ programme will pilot ground level initiatives that feed into the UNREDD process as demonstrations of best practice, sharing experiences and lessons. Through this effective engagement, and consequent discussions, a national strategy will be developed and a framework for activity implementation.

132. The **Rehabilitation of Degraded Agricultural Lands in Kandy, Badulla and Nuwara Eliya Districts in the Central Highlands** (GEF financed) project aims to demonstrate feasible projects and best practices, arrest erosion and fertility degradation, and provide livelihoods for communities with enhanced incomes.

133. The goal of the **Information Management for Environment and Disaster Risk Reduction** (GEF financed) project is to strengthen capacity for environmental and disaster management data and information in Sri Lanka to improve national and local decision-making and ensure sustainable development through better design and enforcement of environmental policy. The project's strategy emphasizes a long-term approach to institutionalizing capacities to meet multilateral environmental agreement (MEA) obligations through a set of learning-by-doing activities that lay the foundation for effective decision-making and policy-making regarding global environmental benefits. The project will be implemented through two components, a) strengthening of environmental data and information systems including global reporting, and b) mainstreaming environment and climate change concerns/issues into awareness, planning, decision-making and socio-economic development. The inclusion of non-state stakeholders contributes to the adaptive collaborative management of project implementation and promotes long-term sustainability of project outcomes.

134. The goal of the **Promoting Sustainable Biomass Energy Production and Modern Bio-Energy Technologies** (GEF financed) project is to reduce greenhouse gas emissions from the use of fossil fuel for thermal energy generation in the industrial sector, by removing barriers to establish biomass plantations, increasing the market share of biomass energy generation mix and the adoption of biomass-based energy technologies. The project consists of a) policy-institutional support for effective implementation, b) removal of barriers to sustainable fuel wood production, c) creating an enabling environment for fuel wood suppliers, d) develop wood-based energy technology with the aim of improving operations and maintenance related services for industries to switch from fossil fuel to alternate sources. The SGP Partner NGOs have been involved in this project from project planning stage to establishing supply chains, and launch biomass energy units of their own to produce energy that is sold to the national grid. Through this project, the SGP partners have built their capacities and knowledge on biomass energy supply and use.

135. The **Strengthening the Resilience of Post Conflict Recovery and Development to Climate Change Risks in Sri Lanka** (Financed through the SCCF) project aims to build adaptability to climate change into the design and implementation of two mega development projects of the Government (Gama Neguma and Divi Neguma). This will include developing institutional capacities to assess risk, designing appropriate interventions and implementing adaptation actions with community participation. It also aims to conduct climate risk assessments to identify areas with greater risk, and at the village level, the project will support incorporation of climate risk assessments into every Grama Niladhari-level Village Development Plan. The project will deliver concrete adaptation measures in selected districts with high vulnerability to climate change, building on the Divi Neguma Rural Development Programme.

136. The objective of the **Strengthening the Resilience of Smallholder Farmers in the Dry Zone to Climate Variability and Extreme Events through an Integrated Approach to Water Management** project is to improve smallholder farmers', particularly women's, resilience to climate change through improved water management. The project will focus work in Sri Lanka's Dry Zone. The project is made up of three outputs including a) upgrading village irrigation systems and scaling up climate-resilient farming practices, b) enhancing water supply and management to deliver year-round access to safe drinking water, and c) strengthening the forecasting system to improve water management and the adaptive capacity of farmers to droughts and floods.

137. The objective of the **Northern Livelihood Development Project III** is to encourage local economic development through improving market-based livelihood opportunities for vulnerable communities. The project works in Jaffna and Sampoor (in the Trincomalee district). Project activities include mobilizing targeted communities to reactivate CBO networks, engaging community development, and creating sustainable livelihood opportunities.

138. The goal of the project **Ensuring Global Environmental Concerns and Best Practices Mainstreamed in the Post-Conflict Rapid Development Process of Sri Lanka through Improved Information Management** is to strengthen data and information management that underwrite policy development and improved implementation of the three Rio Conventions. The project is made up of two components: data and information management, and improved capacity to use data and information for planning, monitoring and decision-making.

139. The goal of the World Bank **Ecosystem Conservation and Management** project is to improve the management of ecosystems in two landscapes in Sri Lanka to achieve conservation and community benefits (Government of Sri Lanka, 2006). The project consists of four components: 1) pilot landscape planning and management, 2) sustainable use of natural resources and human-elephant co-existence 3) protected area management and institutional capacity, and 4) project management. Under Component 2 communities living adjacent to protected areas and other sensitive ecosystems will receive support to plan natural resource use and develop livelihoods. Participatory Community Action Plans will be used. The two landscapes will include a biodiversity rich wet zone and a dry and arid zone forest landscape both of which face different types of development pressures.

140. The objective of the World Bank's **Metro Colombo Towards a Flood Resilient Urban Environment** project is to enhance the capacity of the government to identify, assess, and reduce the urban environment's vulnerability to natural disasters. The project is made up of four components including a) Metro Colombo Integrated Flood Risk Assessment b) Metro Colombo Flood Risk Mitigation Strategy and Action Plans, c) Monitoring & Evaluation, and d) Project Management and Administration.

B.10   CSO-Government Dialogue Platforms

141. During implementation, the National Steering Committee will continue as the project's primary decision making body. This committee will be composed of government and non-government organizations with a non-government majority, a UNDP representative, and individuals with expertise in the GEF Focal Areas. The NSC will meet on a regular basis so that its members are aware of the progress of the project and contribute to the project. This can be considered one of the CSO-government dialogue platforms included in the project design. Other platforms for dialogues will help create a bridge to link the grassroots to high level national planners and policy-makers; these will be comprised of the multi-stakeholder groups and agreements in the selected landscapes. By including national stakeholders in multiple project activities, engagement will be improved and the lines of communication will be open and well established. With increased engagement and commitment at a national level, national planners and policy-makers will be in a better position to facilitate the uptake of good practices.

142. Lessons learned from the SGP will also be used to inform Sri Lanka's national reporting and policies, such as national communications and action plans. The CSO-Government Dialogue Platform established under this project is crucial to keeping stakeholders informed of project outcomes, which is critical to successful campaigning for policy change (Nyandiga & Jose, 2015).

B.11   Innovativeness, Sustainability, Replicability, and Lessons Learned

B.11.a Innovativeness

143. The innovativeness of this project stems from its strategy of engaging stakeholders from the local level to the top decision-making level. The project seeks to facilitate improved collaboration and engagement of community-based stakeholders with comparative expertise and knowledge. In addition to strengthening collaboration and coordination, the innovation comes about through testing new and improved knowledge and practices through multi-community initiatives, where a critical mass of producers can achieve economies of scale and weight in the market.

144. This project is transformative by virtue of catalyzing partnerships and collaboration that heretofore have been limited by narrow approaches to landscape management and decision-making. Perhaps more importantly, the strategic value of the project is to create technical capacities for interpreting best practices

from the region and more widely on how to structure and implement policy interventions that better respond to decisions from the Conference of Parties of the three Rio Conventions.

145. Innovation also stems from the COMDEKS approach of locally created solutions with communities acting as the primary agents of change. While other initiatives offer support for community-based activities, often the approach focuses on local organizations as beneficiaries, rather than partners. This project will build the capacity of communities through learning-by-doing projects.

B.11.b Sustainability

146. During discussions with community leaders during the development of the project, a common concern expressed was dissatisfaction regarding unsustainability of community-based projects that were previously implemented. During lengthy discussions with these communities, stakeholders emphasized that the only solution to further degradation of natural ecosystems in this region is through alternative livelihoods for these rural communities. This project will pursue several approaches to ensure outcomes achieved will be sustainable over the long term.

147. The project's fundamental approach to sustainability lies in building underlying capacities to make more informed decisions on best practice approaches for integrated global environmental and sustainable development. In fact, capacity development and learning-by-doing are the basis of all SGP activities.

148. The sustainability of landscape management processes and community initiatives is predicated on the principle, based on experiences gathered from the SGP, that global environmental benefits can be produced and maintained through community-based sustainable development projects. Previous phases of the Sri Lanka SGP Country Programme have identified and promoted clear win-win opportunities with community initiatives and clusters of initiatives in areas such as sustainable use of biodiversity and genetic resources (such as agro-biodiversity, watershed protection, and ecotourism), agro-ecological production practices and systems, sustainable land and water management, energy efficiency, and sustainable forest management.

149. The sustainability of landscape planning and management processes will be enhanced through the adoption of multi-stakeholder partnership agreements to pursue specific landscape level outcomes, and through involving local governments, national agencies and institutions, NGOs, the private sector, and others at the landscape level. NGO networks will be called upon for their support to community projects and landscape planning processes, and technical assistance will be engaged through government, NGOs, universities, academic institutes and other institutions.

150. The sustainability of outcomes will be further improved through the development of stakeholder participation mechanisms. Local communities will be empowered through their implementation of community-based project activities. Stakeholder engagement starts with baseline assessments, identification of landscape level outcomes and project identification, resulting in increased ownership and thus sustainability. Decisions must be negotiated that ensure that all stakeholders receive satisfactory levels of benefits and equity, which are also critical to sustainability.

151. The sustainability of project outcomes will also be strengthened by the project's attention to resource mobilization. To ensure the long term existence of project outcomes, a certain amount of new and additional resources, that are currently not available outside of the project's construct, are required. Thus, this project is being supported through external grants. The project's resource mobilization strategy will explore the kind of resources needed to sustain project results and identify realistic sources from both domestic and international sources. Additionally, the project includes potential support for piloting revenue generating instruments, as well as for addressing institutional barriers and perceptions of environmental economic value.

152. Related to resource mobilization is the project's attention to alternative livelihoods. This project will help build sustainability by developing and piloting community level small grant projects that develop innovative alternative livelihood options and improve market access. By directly addressing a driver of unsustainable use of natural resources, this project will enhance the sustainability of project outcomes.

153. Finally, to promote sustainability of outcomes, the project will aim to capture lessons learned and institutionalize approaches from pilot exercises so that they reach a point of operational sustainability by the end of the project.

B.11.c Replicability and Scaling Up

154. During implementation, stakeholders will identify opportunities for scaling-up, analyze and plan scaling-up activities, engage established microcredit and revolving fund mechanisms to finance scaling up activities, design and implement the program, 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. Resources will be made available through the SGP strategic grant modality to finance key elements of the scaling-up initiatives to reduce the risk to other donors and investors.

155. The replication and extension of project activities is further strengthened by the large number of stakeholders that the project envisages engaging. This includes working with NGOs and civil society associations that have a strong presence and extensive reach in local communities and/or are actively supporting related capacity development work. Project activities will be undertaken with the engagement of the private sector as well.

156. The resource mobilization strategy will also be a key feature of the project's replicability (and sustainability as outlined above), since activities under the project and future activities outside of this project will need continued financing.

157. Since its inception, the GEF SGP has contributed to scaling up of best practices through its linkages with and contribution to the development of GEF medium and full-sized projects. Another aspect of the Sri Lanka SGP Country Programme that helps to promote the replication and scaling up of good practices at the local level is that successful projects become demonstration sites of innovative methodologies and/or technologies where other communities, government officials and even private stakeholders can learn from project experiences.

B.11.d Lessons Learned

158. As for lessons learned, each grant project is designed to produce three things: global environmental and local sustainable development benefits; organizational capacities from learning by doing; and knowledge from evaluation of the innovation experience. In the case of knowledge, each grant project will have as a primary product a case study or summary of lessons learned based on evaluation of implementation results and their contributions to global environmental benefits, local development objectives, and landscape level outcomes, including the development of social capital. This knowledge will be disseminated at the landscape level through policy dialogue platforms, community landscape management networks and multi-stakeholder partnerships, knowledge fairs and other exchanges. At the national level, dissemination will occur through the National Steering Committee, strategic partnerships and their networks, and national knowledge fairs where appropriate. Globally, knowledge will be shared through the SGP global network of SGP Country Programmes and UNDP's knowledge management system.

159. At the end of this project, multi-sectoral policy dialogue platforms will be organized to analyze lessons learned from project and program performance and identify and discuss potential policy applications. Stakeholders will also systematize and codify relevant project and portfolio experiences for dissemination to policy platform participants, community-based organizations and networks, and second level organizations.

160. At the local level, the SGP works directly with the communities to a) capture their lessons; b) conduct knowledge exchanges; c) organize training workshops; d) establish and nurture networks of NGOs and CBOs; e) work with the government to achieve national environmental priorities; and f) help to scale up and replicate best practices and lessons learned.

B.12   Partnerships and Stakeholders

161. The SGP Sri Lanka Country Programme has from the initial phases of the GEF underscored the importance of forming partnerships with diverse groups, which has been a significant enabling factor for the success of the Programme over the years. The partnerships, largely built around specific themes, provide primary elements for scaling up. Key stakeholders and their indicative responsibilities for the implementation of the proposed project are outlined in Annex 1. Taking an adaptive collaborative management approach to execution, the project will ensure that key stakeholders are involved early and throughout project execution as partners for development.

162. The **primary stakeholders** of the SGP OP-6 are the community-based organizations and local communities in the three landscapes who will receive grants to produce benefits to local sustainable development and the global environment and ultimately improve the resilience of their communities and landscapes. Women, ethnic minorities and youth will be invited to participate in the landscape planning and management processes as well as to submit project proposals for specific initiatives.

163. Community-based organizations will be the principal participants in landscape planning exercises; first-order partners in the multi-stakeholder partnerships for each landscape; signatories to community level partnership agreements; and implementing agents of community and landscape level projects.

164. **NGOs** will lead and facilitate participatory baseline assessments and landscape planning processes. They will also act as: partners in multi-stakeholder partnerships for each landscape; signatories to community level partnership agreements. Finally, NGOs will provide technical assistance to community-based organizations for implementation of their projects and participate on policy platforms.

165. Key **governmental actors** include the Ministry of Mahaweli Development and Environment, the Sustainable Energy Authority of the Ministry of Power and Energy, the Department of Agriculture (in particular the Natural Resource Management Centre, the Registrar of Pesticides, the Department of Agrarian Services, and Department of Irrigation), and the Ministry of Finance. National agencies will act as partners in multi-stakeholder partnerships for each landscape; provide technical assistance to community-based organizations for implementation of their projects; act as primary participants on policy platform; and act as members of the National Steering Committee. All national agencies with mandates to develop natural resource based activities will be consulted to provide policy inputs, technical assistance and implementation support.

166. **Local governments** will participate in baseline assessments and the landscape planning processes. Additionally, they will act as partners in multi-stakeholder partnerships for each landscape, be signatories to community level partnership agreements, and be the primary participant for policy platforms.

167. The **private sector** will act as partners in multi-stakeholder partnerships for each landscape; be signatories to community level partnership agreements, as appropriate; and act as participants on policy platforms.

168. **Academic institutions** will assist in participatory baseline assessments and landscape planning processes. They will also act as partners in multi-stakeholder partnerships for each landscape and be signatories to community level partnership agreements. Universities and academic institutions will also provide technical assistance to community-based organizations for implementation of their projects.

B.12.a Non-State Stakeholders

169. The primary stakeholders of the Sri Lanka GEF-SGP Upgrading Country Programme are the community-based organizations and local communities who will receive grants to produce benefits to local sustainable development and the global environment. Primary stakeholders are located in the rural areas of the Knuckles Conservation Forest and its buffer zone, the coastal region from Mannar Island up to Jaffna, and the Urban Wetlands of Colombo.

170. In Mannar and Kilinochchi, Civil Society Organizations who focus on environmental topics have not functioned for several decades. Thus, issues relating to fisheries such as the conflicts with Indian fishers, and enforcement of fishing regulations, need clear political leadership and effective community participation. The situation in the agriculture sector is similar. In the other project landscapes, CSOs are involved in various aspects of environmental conservation and socio-economic development in collaboration with CBOs and NGOs. CSOs include, among others, the Ceylon Bird Club, the Field Ornithology Group, and the Sri Lanka Wildlife Conservation Society.

171. There are a number of non-governmental organizations working in the environmental sector in Sri Lanka. International NGOs such as IUCN, CARE and OXFAM work in areas that are closely linked to biodiversity, land degradation, and climate change. A number of local NGOs (such as the Sri Lanka Nature Forum, Centre for Environmental Justice, Environmental Foundation Limited, and the Green Movement) engage in public awareness, environmental lobbying and legal aid for environmental protection. There are a number of (over 375) regional and local-level NGOs that have received grants from GEF's Small Grants Programme working in the three Rio Convention focal areas.

172. Sri Lankan Universities are currently undertaking research and policy support activities for government ministries and agencies. During this project, members of universities, such as the University of Peradeniya and University of Colombo, will provide technical advisory services to the GEF/SGP and other UN agencies. Annex 1 contains a more detailed list of non-state stakeholders and their possible roles in project execution.

B.12.b Traditional Communities and Indigenous Peoples

173. As part of its work with communities, small grants projects will work with traditional communities to address destructive development practices in and around their territories, and to promote alternative livelihoods based on indigenous knowledge and practices.

174. The Small Grants Programme acknowledges that indigenous peoples have deeply rooted cultural, political, and territorial rights, and supports initiatives to reverse their often marginalized status. The SGP respects customary law and practices, and supports safeguarding rights to land and resources, as well participation of indigenous groups in environmental governance. The SGP grants will promote the recovery and revival of traditional cultural practices as they relate to sustainable livelihoods and customary institutions.

175. The SGP follows the UN Declaration on the Rights of Indigenous Peoples, as well as GEF's Principles and Guideline for Engagement with Indigenous Peoples (GEF, 2012). The SGP also helped found the Indigenous and Community Conserved Areas Consortium at the IUCN World Conservation Congress. The project will hold proposal writing workshops and accept project proposals in local languages and in oral formats through participatory video proposals. This will encourage maximum participation of marginalized, traditional communities and indigenous peoples.

176. The principles of Free Prior and Informed Consent will be applied in order to avoid and/or minimize risks that might arise during implementation. Other issues affecting traditional communities that may be addressed during the Sixth Operational Phase include: ownership and access to forest resources; lack of land for village expansion; grazing; chena[6] and crop cultivation; low and unreliable farm income; lack of social services, external linkages, and market facilities; and reduced crop productivity due to continued soil erosion and land degradation.

Knuckles Conservation Forest

177. There are 93 villages and 87 Grama Niladari Divisions associated with the Knuckles Conservation Forest. A number of these villages are very isolated and with few families. In most cases the youth have moved to urban areas. The main income source for villagers is farming, the majority of which is based on

---

[6] Otherwise known and slash-and-burn

traditional methods and indigenous knowledge. The local communities are highly dependent on the forest for space to grow chena, cardamom, and to raise livestock. Due to the remoteness of the villages, the mode of life and the practices of the people living there have remained virtually unchanged and were unaffected by modern developments until recent years. Annex 10 contains more information about villages in the KCF.

<u>Mannar Island up to Jaffna</u>

178. The indigenous population makes up over 50 percent of the population of this landscape (see Annex 11). However, it is important to note that population dynamics are changing almost daily, due to on-going resettlement. Fishing and subsistence farming are the main occupations in this area. Communities in this area face public health issues such as dengue.

<u>The Urban Wetlands of Colombo</u>

179. There are 32 villages located in this project area. No detailed environmental impact assessments related to anthropogenic activities have been conducted. The area is densely populated and urbanizing rapidly without appropriate planning. Consequently, the wetlands are being encroached mainly for housing and industries. There is low access to sustainable/alternative livelihood opportunities for villagers, as well as limited employment opportunities for women.

B.12.c Gender

180. An important strategy of the Small Grants Programme during the GEF-6 cycle is to direct a minimum of 20% of the grants to the most vulnerable groups, including women and indigenous groups. No grant will be awarded to any entity that cannot effectively demonstrate its intention and capacity to ensure gender equity. Strengthening gender equality and women's empowerment are essential elements to achieve sustainable development. The SGP will collect gender-disaggregated data and indicators for each of its projects.

181. This project will ensure that gender equity aspects are given strong consideration in all its work so that women and men participate and benefit from project activities equitably. Recognizing that women at project sites require particular care to build their self-confidence in order for them to take leadership roles and to participate in local level decision making processes, special attention will be given to capacity building and alliance building with other women's groups. To address the risks of low involvement of women and other marginalized groups the participatory approach the project adopts will ensure that equitable number of women and men are involved in project activities and that women are not further marginalized by project actions.

B.12.d Youth

182. Due to lack of opportunities in the three landscapes, many of the youth have left the landscapes, migrating to cities for employment opportunities. The project will have the task of providing sustainable livelihood opportunities within the villages to prevent the youth from leaving for wage labor. Youth will be especially invited to participate in the landscape planning and management processes as well as to submit project proposals for specific initiatives.

C. PROJECT RESULTS FRAMEWORK

Project Results Framework

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD: Outcome 4: Policies, programmes and capacities to ensure environmental sustainability, address climate change, mitigation and adaptation and reduce disaster risks in place at national, sub national and community levels

Country Programme Outcome Indicators:

1. Number of forest adjacent households supported by coordinated environmentally-friendly livelihood development mechanisms; 2. Number of climate change adaptation best practices leading to reduction of climate vulnerability promoted; 3. Number of replicable biodiversity conservation and ecosystem management models developed; 4. Number of public-private-community initiatives to promote ecosystem-based disaster risk reduction.

Primary applicable Key Environment and Sustainable Development/Key Result Area: Mainstreaming environment and energy

Applicable GEF Strategic Objective and Program: SGP: To implement sustainable collaborative management of ecosystems of universal value at the landscape/seascape-wide level in participating countries: **Strategic Initiative 1**: Community Landscape and Seascape Conservation

Applicable GEF Expected Outcomes:

Biodiversity Conservation

Outcome 9.1: Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management

Outcome 9.2: Sector policies and regulatory frameworks incorporate biodiversity considerations

Climate Change Mitigation

Outcome A: Accelerated adoption of innovative technologies and management practices for greenhouse gas emission reduction and carbon sequestration

Outcome C: Financial mechanisms to support greenhouse gas emission reductions are demonstrated and operationalized

Land Degradation

Outcome 3.1: Support mechanisms for sustainable land management in wider landscapes established

Outcome 3.2: Integrated landscape management practices adopted by local communities based on gender sensitive needs

Outcome 3.3: Increased investments in integrated landscape management

Applicable GEF Outcome Indicators:

BD Indicator 9.1: Landscapes and seascapes (hectares) certified by internationally or nationally recognized environmental standards that incorporate biodiversity considerations

BD Indicator 9.2: The degree to which sector policies and regulatory frameworks incorporate biodiversity considerations and implement the regulations

CC Indicator 4: Deployment of low greenhouse gas emission technologies and practices

CC Indicator 6: Degree of strength of financial and market mechanisms to catalyze reduction of greenhouse gas emission

LD Indicator 3.1: Demonstration results strengthening cross-sector integration of sustainable land management

LD Indicator 3.2: Application of integrated natural resource management practices in wider landscapes

LD Indicator 3.3: Increased resources flowing to integrated natural resource management and other land uses from various sources

Outcome	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Project Objective To enable community-based organizations to take collective action for adaptive landscape management for socio-ecological resilience	• Area, across three landscapes, of sustainably managed production landscapes that conserve biodiversity and enhance ecosystem services	• Socio-economic activities in the three landscapes lead to degraded habitats, including deterioration of ecosystem quality, increased risk of	• At least 20,000 hectares, across three production landscapes, of sustainably managed production landscapes that conserve biodiversity and enhance ecosystem services, including	• Baseline assessment reports determine precise baseline indicators • Use of aerial photos	**Assumptions** • NGOs and government agencies support community-based organizations and civil society for the adaptive

Outcome	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
through design, implementation, and evaluation of grant projects for global environmental benefits and local sustainable development in three ecologically sensitive landscapes: the Knuckles Conservation Forest and its buffer zone, the coastal region from Mannar Island to Jaffna, and the Colombo Wetlands Component 1 Resilient rural landscapes for sustainable development and global environmental protection	• Area of degraded lands in three project landscapes that are benefitting from land rehabilitation activities • Number of stakeholders actively engaged in and benefitting from local project activities	desertification, and increased risk of communities to the impacts of climate change • Landscapes have benefitted from small grant projects. In the three landscapes projects have not been as extensive or strategically coordinated to achieve landscape synergies and impacts • A number of awareness-raising activities have either been implemented or are underway, but these are not organized as a coherent landscape strategy/programme	650 hectares of forest for carbon storage • At least 15,000 hectares of degraded lands in three project landscapes under sustainable land management benefitting from land rehabilitation activities • At least 250 individuals in each of the three landscapes actively participating and benefitting from local field-based project activities;	to create maps of land use and forest cover and monitor progress • Project performance reports (APR/PIR, independent final evaluation) • Workshop reports • Meeting minutes	collaborative management and long-term sustainability of the positive outcomes of the individual small grants projects • The low capacities of civil society organizations to implement grant projects can be overcome, improved and sustained • Much of the project documentation and workshops must be conducted in local languages to ensure comprehension **Risks** • The impacts of climate change undermine efforts to make incremental and sustained conservation of biodiverse ecosystems and rehabilitation of degraded lands
Outcome 1: Multi-stakeholder partnerships in three ecologically sensitive landscapes develop and	• A multi-stakeholder group on landscape planning and management organized for each of the selected landscapes	• Networks of civil society associations, community-based organizations, and other non-governmental organizations were	• One multi-stakeholder working group per landscape is operational with agreed TORs (3) • One comprehensive socio-	• Baseline survey and assessment reports • Maps of land use and forest cover	**Assumptions** • Local stakeholders actively engage in the work of the multi-stakeholder platforms

Outcome	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
execute management plans to enhance socio-ecological landscape resilience and global environmental benefits	• A strategy to achieve greater social and ecological resilience for each landscape • A typology of community level initiatives in each landscape needed to achieve landscape outcomes • Formal cooperative agreements between community organizations and other partners in each landscape to pursue the outcomes of each strategy through community and landscape level projects	organized under the GEF 5 Small Grant Programme, but not in the project landscapes and they no longer convene • Experts and other specialists are available to provide *ad hoc* support to local initiatives but will require an institutional mechanism and remuneration	ecological baseline assessment for each landscape (3) • Three landscape management strategies and plans prepared and then approved by the National Steering Committee • Landscape specific typologies (3) of community level projects and eligibility criteria formulated by multi-stakeholder groups in each landscape • At least ten signed formal agreements between community organizations and other partners in each landscape to pursue the outcomes of each strategy through community and landscape level projects	• Project performance reports (APR/PIR, independent final evaluation) • Workshop reports • Meeting minutes • Terms of references of consultative mechanisms • Cooperative and collaborative memoranda of agreement • Small grant project proposals submitted by community-based organizations and civil society entities • Monitoring and evaluation reports of small grant project partners	• A critical mass of local community-based organizations in the three landscapes will propose eligible projects **Risks** • Political and stakeholder support to establish and institutionally sustain multi-stakeholder groups wanes (low risk) • Insufficient technical expertise to ensure high quality performance of grant projects (low risk)
Outcome 2: Community-based organizations in landscape level networks build their adaptive management capacities by implementing projects and collaborating in landscape management	• Area (hectares) under protection or sustainable use for biodiversity conservation or improved ecosystem function • Area (hectares) of reforested and/or afforested lands	• Procedures under the GEF 5 Small Grant Programme are known at the national level but less known in the new targeted landscapes and communities • 50 civil society associations, community-based organizations and	• At least 10,000 hectares under protection or sustainable use for biodiversity conservation or improved ecosystem function – community conservation areas, ecotourism development, NTFPs, human-animal conflicts, etc. • At least 10,000 hectares under	• Meeting minutes • Workshop reports • Terms of references of consultative mechanisms • Cooperative and collaborative	**Assumptions** • There is sufficient interest and engagement from local stakeholders to implement eligible small grant projects • There is at least one NGO that has the

43

Outcome	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	• Area (hectares) of degraded wetlands rehabilitated • Area (hectares) of forest cover lands set aside for carbon sequestration • Area (hectares) of land rehabilitated through best practice soil conservation measures • Area of land under improved grazing regimes • Area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources • Number of individuals in the communities that have benefited from new sustainable alternative livelihood options	other non-governmental organizations benefited from grant grants under the GEF 5 programme but were scattered throughout Sri Lanka and their individual objectives and interventions were not strategically coordinated with each other	reforestation or farmer managed natural regeneration • At least 3,000 hectares of degraded wetlands rehabilitated • At least 650 hectares of forest cover lands set aside for carbon sequestration leading to mitigation of at least 25,000 metric tons of CO_2[7] • At least 2,000 hectares of land rehabilitated through best practice soil conservation measures and agroforestry • At least 2,000 hectares under improved grazing regimes • At least 8,000 hectares of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources • At least 200 individuals in the communities have benefited from new sustainable alternative livelihood options	memoranda of agreement • Small grant project proposals submitted and approved • Baseline surveys and assessments • Monitoring and evaluation reports of small grant project beneficiaries • Standard GEF Tracking Tool available at www.thegef.org Baseline GEF Tracking Tool included in Annex 14.	capacity to provide technical backstopping to grantees of small grant projects in each landscape
Outcome 3:		• Local development activities receive *ad hoc*	• Three strategic projects to enable and facilitate upscaling	• Meeting minutes	**Assumptions** NGOs and government

---

[7] The conservative estimate of carbon capture by tropical forest in Sri Lanka used here is 40 tons of CO2 per hectare per rotation of 20 years.

Outcome	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Multi-stakeholder partnerships develop and implement projects that catalyze the adoption of successful SGP-supported technologies, practices, or systems	Number of strategic projects supporting broader adoption of successful small grant project lessons Number of community members in each of the three landscapes who have participated in the design and implementation of their respective scaling-up strategic project	support from an informal network of local NGOS and CBOs in the project landscapes • Better practices and lessons have been learned from the GEF 5 SGP • No attempts at stimulating broader adoption of small grant successes from the GEF 5 program have been attempted	of successful SGP-supported initiatives: potential lines of work include biodigestors; production, marketing and sale of underutilized crops or crop varieties; and value addition to products harvested sustainably from wetlands or forests • At least 250 local community representatives in each of the three landscapes have participated in the design and implementation of the scaling-up strategic project.	• Workshop reports • Terms of references of consultative mechanisms • Cooperative and collaborative memoranda of agreement • Project documents for strategic projects; NSC minutes	agencies will support community-based organizations in the design and implementation of strategic initiatives to stimulate broader adoption of successful small grants projects. **Risks** • Community based organizations maintain a low level of technical and management capacity to implement grant projects • Market conditions may decline and de-incentivize producers from participating in projects
Outcome 4: Multi-stakeholder landscape policy platforms will discuss potential policy innovations based on analysis of project experience and lessons learned	• Existence of operational multi-stakeholder governance platforms in the three landscapes, including local and higher levels of government, NGOs, academics, second level organizations, and others • Number of case studies summarizing lessons learned and best practices, based on evaluation of implementation results at the landscape level	• Mainstreaming of lessons learned and best practices of small grant projects under the GEF 5 programme was pursued through awareness-raising activities and not institutionalized as a formal mechanism with line ministries and agencies • Lessons learned from the GEF 5 Small Grant Programme have been promoted through	• Three (3) multi-stakeholder governance platforms have convened at least twice per year and are institutionalized through formal agreements at the District and Division levels to ensure post-project continuance of their services • At least one case study per target landscape summarizing lessons learned and best practices, based on evaluation of implementation results. • At least 500 project stakeholder	• Meeting minutes • Workshop reports • Terms of references of consultative mechanisms • Cooperative and collaborative memoranda of agreement • Small grant project proposals submitted by community-based	Assumptions • New partnerships develop between government institutions and local stakeholders • Local, regional and national level government officials will participate in discussions and analyses of lessons learned and potential policy applications

Outcome	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	• Awareness and knowledge of best practices promoted through knowledge sharing events and capacity building activities.	brochures, booklets and ad hoc presentations in-country, but there is no specific communication strategy or plan for long-term promotion of best practices	participants have actively engaged in analysis of project experience and landscape management and have participated in platform workshops and dialogues • Communication strategy is developed and operational	organizations and civil society entities • Baseline surveys and assessments • Monitoring and evaluation reports of small grant project beneficiaries	

Project Outcomes, Outputs and Activities

Outcome 1	**Multi-stakeholder partnerships in three ecologically sensitive landscapes develop and execute management plans to enhance socio-ecological landscape resilience and global environmental benefits**
Output 1.1	Organize formal multi-stakeholder groups for each landscape.

Key Activities

- Stakeholder and expert consultations to draft multi-stakeholder group terms of reference for endorsement by the National Steering Committee.
- Preliminary assessment and detailed mapping of each project landscape conducted to confirm boundaries, potential participants, and other factors identified during project preparation

Output 1.2	Produce a comprehensive socio-ecological baseline assessment for each of the three landscapes through participatory research and planning.

Key Activities

- generate an in-depth baseline analysis in each landscape that will build on and/or confirm project preparation products and strengthen community and other stakeholder ownership. These analyses will examine social and ecological trends and patterns affecting landscape resilience, as well as current governance frameworks, institutional programs and projects, and potential strategic partnerships.

Output 1.3	Develop landscape strategies and plans for each of the three landscapes.

Key Activities

- Multi-stakeholder groups develop landscape strategies based on four outcomes linked to biodiversity conservation and ecosystem services, sustainable land management, climate change mitigation, and water resource management, all of which are shaped and defined by their relation to local priorities for food security, income generation and the development of social capital for the global environment and socio-ecological resilience.
- Landscape strategies are reviewed and approved by the National Steering Committee
- Groups draft adaptive management plans to build social, economic and ecological resilience, to be achieved through collective action

Output 1.4	Develop and finalize the typology of community level projects and eligibility criteria for each landscape.

Key Activities

- Multi-stakeholder discussions are organized and convened to identify the types of projects that will be pursued by communities in each landscape during the Sixth Operational Phase of the SGP.
- Multi-stakeholder consultations to formulate eligibility criteria for the community-level projects
- Review of draft eligibility criteria, finalize, and validate at landscape level stakeholder workshops.

Output 1.5 Negotiate and sign formal multi-stakeholder agreements regarding projects pursuing long-term strategic outcomes in each landscape

Key Activities

- Prospective grantee organizations discuss project typology and identify project to be developed
- Prospective grantee organizations discuss potential project proposal with SGP and multi-stakeholder group
- Partner(s) for each project is identified
- Agreements signed by communities and interested partners in the multi-stakeholder group in support of community projects aligned with landscape level outcomes.

Outcome 2	**Community-based organizations in landscape level networks build their adaptive management capacities by implementing projects and collaborating in landscape management**

Output 2.1 Develop and implement community level small grant projects that conserve biodiversity and enhance ecosystem services

Key Activities

- Carry out workshops in each landscape on project design, implementation, M&E, reporting
- Implement projects with assistance of partners, as applicable
- Monitor project implementation and evaluate performance and impact

Output 2.2 Develop and implement community level small grant projects that enhance productivity and sustainability of smallholder agroecosystems

Key Activities

- Carry out workshops in each landscape on project design, implementation, M&E, reporting
- Implement projects with assistance of partners, as applicable
- Monitor project implementation and evaluate performance and impact

Output 2.3 Develop and implement community level small grant projects that develop innovative alternative livelihood options and improve market access

Key Activities

- Carry out workshops in each landscape on project design, implementation, M&E, reporting
- Implement projects with assistance of partners, as applicable
- Monitor project implementation and evaluate performance and impact

Outcome 3	**Multi-stakeholder partnerships develop and implement projects that catalyze the adoption of successful SGP-supported technologies, practices, or systems**

Output 3.1 Detailed analysis of successful grant project portfolios and lines of work from previous SGP phases to identify lessons learned/best practice and market opportunities

Key Activities

- Identify lines of work (portfolios of similar projects)
- Identify and prepare lessons learned from the results of SGP projects

47

- Identify potential scale of broader adoption of lessons, technologies, etc.
- Identify obstacles to and initial requirements for broader adoption
- Prepare one report per landscape

Output 3.2 Engage potential financial partners and public sector institutions in action research and planning

Key Activities
- Multi-stakeholder workshops to discuss reports, capacities, financial sustainability, requirements for broader adoption of specific technologies, etc.
- Expert group formed to review material
- Analyses of institutional support requirements
- Analyses of private sector interest and possible participation
- Formation of partnerships to carry out strategic projects for upscaling of application of specific technologies, etc.

Output 3.3 Identify scaling up requirements and opportunities, and develop a resource mobilization strategy to facilitate scaling up

Key Activities
- Analyses and discussion of investment requirements, including feasibility studies
- Feasibility study and replication strategy report for each target landscape
- Partnerships elaborate resource mobilization strategy to complement strategic project resources

Output 3.4 Prepare and implement one (1) strategic landscape-level project for each target landscape for scaling up and broader adoption.

Key Activities
- Design and implement strategic projects; M&E

Outcome 4	Multi-stakeholder landscape policy platforms will discuss potential policy innovations based on analysis of project experience and lessons learned

Output 4.1 Organize multi-sectoral policy dialogue platforms for each landscape

Key Activities
- Identification of potential policy dialogue participants
- Lessons from project implementation and landscape management are analyzed and briefs are prepared
- Briefs disseminated widely
- Platform members meet and discuss policy briefs

Systematize and codify relevant project and portfolio experiences for dissemination to policy platform participants, community-based organizations and networks, and second level organizations

Output 4.2

Key Activities
- Lessons learned reports prepared and distributed
- Communication strategy developed and implemented

D.   FINANCING

D.1   Financing Plan

Total cost of the project is USD USD 5,797,077. This is financed through a GEF grant of USD 2,497,077, USD 100,000 in cash co-financing to be administered by UNDP and USD 3,200,000 in parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.

Parallel 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. The planned parallel co-financing will be used as follows:

Co-financing source	Co-financing type	Co-financing amount	Planned Activities/Outputs	Risks	Risk Mitigation Measures
Government	In-kind	700,000	Policy platforms, multi-stakeholder landscape group participation, co-finance grant projects	Change of government policy, personnel	Changes to government policy or personnel mitigated by long history of SGP in country, presence of GoSL on NSC, ongoing dialogue between UNDP and GOSL; as well as SGP modus operandi regarding SGP management by NSC
UNDP	In-kind	400,000	Policy platforms, multi-stakeholder landscape group participation, co-finance grant projects	None apparent	-----
	In cash	100,000	Support to workshops, reports, communications,	None apparent	-----
SLNF	In-kind	1,000,000	Grant project financing	None apparent	-----
	In cash	1,100,000	Grant project financing	Community members may have difficulties in identifying cash cofinancing	SGP Country team (Country Program Manager, PA, and NSC) will pursue resource mobilization to offset any potential shortfall from communities unable to generate cash cofinancing

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 and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF:
a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more;
b) Introduction of new budget items/or components 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).

Refund to Donor: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

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. 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.

Financial completion: 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 12 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 UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

D.2   Cost-Effectiveness

On the whole, the SGP Sri Lanka Upgrading Country Program demonstrates cost-effectiveness at both grant and programmatic levels.

Grants: Cost-effectiveness is an important criterion for the approval of SGP grants by the NSC. The budgets of project proposals are compared with those of prior similar interventions and assessed against expected environmental and social benefits. In all cases, communities are expected to contribute substantial in-kind co-financing (i.e., labor, infrastructure, equipment, tools, land) and help mobilize other in-kind or cash resources from development partners and local government. The NSC also assesses whether there may be more cost effective alternatives to achieve the same global environmental benefits before approving SGP grants. This ensures that GEF funds are applied in the most cost-effective manner.

Programme: NSC members provide vital scientific and technical inputs to the SGP that would be expensive to obtain via consultant contracts. In addition, the Country Program Management Unit will establish partnerships with local institutions that are carrying out development as well as international, development agencies and GEF-funded projects. At the same time, the SGP Country Program will strengthen a network of local organizations that will contribute to the implementation of national environmental priority strategies.

Given its years of operations, the SGP Country Program team in Sri Lanka is well established and experienced and thus able to expedite initiation of this project, thereby making most cost-effective use of project resources.

D.3   Co-Financing

183. In the Sixth Operational Phase, country level in-kind co-financing is accessible and will continue to be available due to the successful and longstanding partnership of the SGP with the Ministry of Mahaweli Development and Environment and its line agencies. At the landscape/seascape level, both in-kind and cash co-financing is expected from the line agencies and other relevant government departments, private sector entities and development partners working in the selected landscape/seascape areas in support of community-based landscape management. With respect to the grants provided to community-based organizations and NGOs, a contribution of equal amount would be expected from prospective grantees, a portion of which may be in-kind.

184. During implementation of the project, the project will also develop linkages to other initiatives, such as that financed by the Green Climate Fund[8]. The project will likewise develop an approach to recover costs and co-finance a share of the SGP Country Program's non-grant costs through UNDP, other UN Agencies sources, and bilateral donors. This use of non-GEF resources can result in the program achieving a greater impact both at country and global levels.

---

[8] The Green Climate Fund was established by 194 governments as an operating entity under the FCCC. The Fund makes global contributions to limit or reduce greenhouse gas emissions in developing countries, and to aid adaptation in vulnerable communities. In 2016, the Fund approved USD 38.1 million in funding for the Strengthening the Resilience of Smallholder Famers in the Dry Zone to Climate Variability and Extreme Events project in Sri Lanka. http://www.greenclimate.fund/home

D.4   Total Budget and Work Plan

Award ID :	00085746
Project ID:	00093273
Award Title :	Sixth Operational Phase of the GEF Small Grants Programme in Sri Lanka
Business Unit :	LKA10
Project Title :	Sixth Operational Phase of the GEF Small Grants Programme in Sri Lanka
PIMS No :	5529
Implementing Partner (Executing Agency) :	UNOPS

GEF Outcome/Atlas Activity	Responsible Party / Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (US$)	Amount Year 2 (US$)	Amount Year 3 (US$)	Amount Year 4 (US$)	Total (US$)[1]	Budget Note
Outcome 1: Multi-stakeholder partnerships in three ecologically sensitive areas	UNOPS	62000	GEF	61110	Personnel	45,000	30,000	25,000	25,000	125,000	2
				71600	Local travel	15,000	10,000	10,000	10,000	45,000	3
				75700	Training, workshops, and conference	15,000	15,000	15,000	15,000	60,000	4
				74500	Miscellaneous	2,500	2,500	2,500	2,500	10,000	5
					Sub-total 1	**77,500**	**57,500**	**52,500**	**52,500**	**240,000**	
Outcome 2: Community-based organizations in landscape level networks build their adaptive management capacities	UNOPS	62000	GEF	61110	Personnel	0	110,000	110,000	0	220,000	6
				71600	Local travel	0	15,000	15,000	0	30,000	7
				75700	Training, workshops, and conference	0	30,000	30,000	0	60,000	8
				72600	Grants to institutions	0	690,000	315,000	0	1,005,000	9
				74500	Miscellaneous	2,500	2,500	2,500	2,500	10,000	10
					Sub-total 2	**2,500**	**847,500**	**472,500**	**2,500**	**1,325,000**	

		Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (US$)	Amount Year 2 (US$)	Amount Year 3 (US$)	Amount Year 4 (US$)	Total (US$)[1]	Budget Note
Outcome 3: Multi-stakeholder partnerships develop and implement projects that catalyze the adoption of successful SGP-supported technologies, practices, or systems	UNOPS 62000 GEF	71600	Local travel	10,000	12,000	4,000	4,000	30,000	11
		75700	Training, workshops, and conference	15,000	30,000	15,000	10,000	70,000	12
		72600	Grants to institutions	30,000	195,000	30,000	15,000	270,000	13
		72100	Contractual services - companies	20,000	10,000	10,000	5,000	45,000	14
		74500	Miscellaneous	2,500	2,500	2,500	2,500	10,000	15
			Sub-total 3	77,500	249,500	61,500	36,500	425,000	
Outcome 4: Landscape policy platforms to discuss potential policy innovations based on analysis of project experience and lessons learned	UNOPS 62000 GEF	61110	Personnel	40,000	60,000	60,000	60,000	220,000	16
		71600	Local travel	12,000	12,000	12,000	12,000	48,000	17
		75700	Training, workshops, and conference	15,000	15,000	15,000	15,000	60,000	18
		72100	Contractual services - companies	10,000	10,000	10,000	20,000	50,000	19
		74500	Miscellaneous	2,500	2,500	2,500	2,670	10,170	20
			Sub-total 4	79,500	99,500	99,500	109,670	388,170	
Project Management	UNOPS 62000 GEF	61110	Personnel	18,000	18,000	18,000	18,000	72,000	21
		71200	International consultant	0	0	0	30,000	30,000	22
		72400	Communications and audiovisual equipment	1,000	1,000	1,000	1,000	4,000	23
		73100	Rental and maintenance premises	3,000	3,000	3,000	3,000	12,000	24
		74500	Miscellaneous	225	225	225	233	908	25
			Sub-total Project Management	22,225	22,225	22,225	52,233	118,908	
			PROJECT TOTAL	259,225	1,276,225	708,225	253,403	2,497,078	

Budget Notes:

1. The 6% UNOPS fee and centrally managed direct costs are incorporated in each individual budget line.

2. Local consultants will be contracted to provide technical inputs, including monitoring, auditing, and evaluation of grantee project applications, developing knowledge products. Technical advisory services provided under this budget line will be contracted in part by the Country Programme Manager and the Programme Assistant

3. Travel costs for local consultants and stakeholders to the project landscapes and workshops

4. Workshops and working group meetings of the multi-stakeholder groups, formulation of the multi-stakeholder agreements and their validation, and field consultations and participatory research for the baseline assessments and agreement on the community level projects eligibility criteria.

5. Miscellaneous expenses

6. Local consultants will be contracted to facilitate the development of small grant projects with potential grantees as well as provide technical inputs and guidance during their implementation. Local consultant will also prepare relevant knowledge materials on lessons learned and best practices, and assess scaling up opportunities, Technical advisory services provided under this budget line will be contracted in part by the Country Programme Manager and Programme Assistant.

7. Travel costs for local consultants and stakeholders to the project landscapes and workshops

8. Training workshops directed to community-based organizations for the formulation and implementation of community-based small grant projects.

9. Successful recipients receive small grants for the implementation of their community-based project. A minimum of 15 grants per landscape.

10. Miscellaneous expenses

11. Travel costs for local consultants and stakeholders to the project landscapes and workshops

12. Learning-by-doing workshops targeted to community-based organizations on best practices and innovations. Working group meetings will also be organized to assess scaling up opportunities, formulate a larger small grant project for scaling up, and prepare the resource mobilization strategy and knowledge materials.

13. Three strategic grant projects – one per landscape

14. The translation, design and printing of relevant knowledge materials will be sub-contracted.

15. Miscellaneous expenses

16. Local consultants will be contracted to facilitate the policy dialogues in each of the three project landscapes as well as the national landscape, at least once per year. Local consultants will also undertake an in-depth evaluation of upstream policy influences. Technical advisory services provided under this budget line will be contracted in part by the Project Coordinator and Project Assistant.

17. Travel costs for local consultants and stakeholders to the project landscapes and workshops

18. Organization and convening of the policy dialogues and related workshops and stakeholder meetings.

19. The translation, design and printing of relevant knowledge materials will be sub-contracted.

20. Miscellaneous expenses

21. Project personnel will include an SGP Country Programme Manager and an SGP Programme Assistant. Costs are reflecting the proportion of time to be dedicated by each staff on overall project management, administration, finances, reporting, and resources mobilization.

22. Audits, Midterm Evaluation and Terminal Evaluation costs

23. Procurement of key office management equipment, their regular maintenance, and communication costs

24. Rent and maintenance of SGP project management facilities.

25. Miscellaneous expenses

E.   MANAGEMENT ARRANGEMENTS

Figure 1: Project Organizational Structure

185. The project will be implemented over a period of four years. The project will be executed under UNOPS and will follow the standard SGP Operational Guidelines. The diagram above shows the project organizational structure. The roles and responsibilities of the various parties to the project are described below:

National Steering Committee

186. In accordance with the global GEF SGP Operational Guidelines and Country Programme Strategy (see Annex 13), the NSC is composed of government and non-government organizations with a non-government majority, a UNDP representative, and individuals with expertise in the GEF Focal Areas. The SGP National Steering Committee functions as the Project Steering Committee. This committee   reviews and approves landscape strategies, advises regarding multi-stakeholder partnership composition and TORs, approves criteria for project eligibility for each landscape based on proposals by multi-stakeholder partnership and the SGP Operational Guidelines, reviews and approves projects submitted by the SGP Country Programme Manager, reviews annual project progress reports, and recommends revisions and course corrections, as appropriate, representative participant on policy platforms.

187. The Committee is also 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 a relevant ministry or institution. The NSC assesses the performance of the Country Programme Manager (formerly National Coordinator) with input from the UNDP Resident Representative, the Global Coordinator for SGP Upgrading Country Programs, and UNOPS. The NSC also contributes to bridging community-level experiences with national policy-making. The SGP Operational Guidelines will guide overall project implementation in Sri Lanka, and in keeping with past best practice, the UNDP Resident Representative will appoint the National Steering Committee (NSC) members.

188. The *SGP Central Programme Management Team* (CPMT) will monitor the SGP Upgraded Country Programs for compliance with the core policies and procedures of the SGP as a GEF corporate program.

UNDP

189. UNDP will provide overall program 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 through the Low Emissions Climate Resilient Development Strategies cluster, and from the UNDP Global Coordinator for Upgrading Country Programs, who will be responsible for project oversight for all Upgraded Country Program projects worldwide.

190. The **UNDP Country Office** (UNDP CO) is the business unit in UNDP for this SGP project and is responsible to ensure 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 on the NSC and will actively participate in grant monitoring activities. UNDP will manage the project co-financing committed in cash by local, regional and national partners.

SGP Upgrading Country Program Team

191. The SGP Country Programme team, comprised of a Country Programme Manager (National Coordinator) and a Programme Assistant, hired through competitive processes, is responsible for the day-to-day operations of the program. 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 program 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.

192. The SGP *Country Programme Manager* will work with a Programme Assistant. The country program will hire a Programme Assistant with technical and/or administrative skills and functions depending on local needs. The assistant will contribute to project design, implementation, and monitoring and evaluation, and can be delegated by the manager to provide these services to NGOs/CBOs and the SGP projects as necessary. As in the case of the manager, the Programme Assistant is recruited by the UNDP CO on behalf of UNOPS.

193. **CBOs and NGOs** will submit proposals in response to calls for proposals by the NSC, which will consider and approve the grants in specific thematic and geographic areas relevant to the SGP Sri Lanka strategy as defined in this project document, and in line with the typology of potential projects identified during the development of the target landscape strategies. 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.

194. The SGP uses consultants for specialized services, mostly for baseline data collection, capacity development activities, business development support, and to assist grantees when specialized

expertise is required, or for tasks that require an external independent view such as the mid-term and terminal evaluations. Civil society organization networks play an important backstopping role in areas such as marketing and technical assistance to community activities. These networks may also benefit from the SGP grants.

UNOPS

195. UNOPS will provide country program implementation services, including human resources management, budgeting, accounting, grant disbursement, auditing, and procurement. UNOPS is responsible for the SGP's financial management and provides periodic financial reports to UNDP. The UNOPS SGP Standard Operating Procedures guide the financial and administrative management of the project. This document along with the UNOPS SGP Operational Guidelines will be revised during the project inception workshop to adjust existing procedures to the new up-graded situation of the Sri Lanka SGP.

196. 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.

197. 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.

198. UNOPS also supports the selection and contracting of the SGP National Host Institutions (NHIs) as well as the monitoring and reporting on their quality of performance as well as the timely renewal of their contracts. UNOPS will continue with a number of areas for enhancing execution services started in the previous the SGP OP5, 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 program; resolving grant disbursement delays; enhancing country program oversight; improving monitoring & evaluation; increasing the audit volume and quality assurance work; and optimizing program cost-effectiveness. To facilitate global coherence in execution of services, guidance and operating procedures, UNOPS through a central management team and project board, coordinates primarily with UNDP/GEF HQ respectively.

199. 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.

200. 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 and follow established formats and timelines. The level of detail in relation to the reporting requirement is indicated in the Project Document budget that will be translated into the ATLAS budgets. UNDP will include the expenditure reported by UNOPS in its reconciliation of the project financial report.

201. 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.

202. 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.

203. 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.

204. If this Agreement is terminated or suspended in accordance with paragraph 140 above, 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.

205. 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.

206. 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 effected by mutual agreement, in writing.

207. 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.

208. 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.

209. UNDP and UNOPS shall use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim that 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 that should be taken to rectify it, shall be referred to the UNDP Administrator and the UNOPS Executive Director for resolution.

210. 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.

Programme and Policy Conformity

GEF Policy on Upgrading SGP Country Programmes and Strategic Directions

The project proposed here is in full conformity with the policy for upgrading of SGP Country Programmes as first described in *GEF/C.36/4 Small Grants Programme Execution Arrangements and Upgrading Policy for GEF-5* and then in *GEF/C.46/13 GEF Small Grants Programme: Implementation Arrangements for GEF-6*, approved by GEF Council in Cancun 2014. This GEF SGP Upgrading Country Programme will continue to follow the SGP's Operational Guidelines to ensure compliance with longstanding best practice and GEF policy for the SGP.

At the same time, the outcomes of the project proposed here are fully aligned with the SGP Strategic Directions for GEF 6 found on pages 200-206 of *GEF/R.6/20/Rev.04, GEF Programming Directions,* approved by GEF Council in March 2014.

F.   MONITORING FRAMEWORK AND EVALUATION

211.   Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures. The Strategic Results Framework (see above) provides performance and results indicators for project implementation along with their corresponding means of verification. The project will be monitored through the following M&E activities. The M&E budget is provided below.

212.   The M&E component is focused on meeting the project requirements at Country Programme and individual project levels, and also in the development of skills at local level to enable grantees to monitor their own activities and achievements. SGP-Sri Lanka will apply relevant Global SGP indicators to monitor individual projects and the national portfolio, and to report to UNDP and GEF through the SGP Global Database and other project reports.

Portfolio of upgraded Country Programmes

213.   The UNDP Global Coordinator for the SGP Upgrading Country Programs will monitor the implementation of the portfolio of upgraded the SGP Country Programs and will promote and support cross-fertilization and learning among Country Programs and with the SGP Global Programme. The SGP CPMT will monitor the SGP Country Programs for compliance with the Operational Guidelines of the SGP as a GEF Corporate Programme. The SGP Global UCP Coordinator will bring together the Upgraded Country Programs at their inception stages to review existing monitoring and evaluation strategies and systems and propose relevant revisions to adapt them to the requirements of the upgrading country programmes and their approach to landscape planning and management for social and ecological resilience.

Project start:

214. A Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure: the SGP UCP Global Coordinator, the UNDP Country Office SGP Focal Point, National Steering Committee members, the SGP Country Programme Manager (formerly National Coordinator), and where feasible, a UNOPS representative.

A fundamental objective of this initiation workshop will be to further instill an understanding and ownership of the project's goals and objectives among the project team, government and other stakeholder groups.

215. The workshop also serves to finalize preparation of the project's first annual work plan on the basis of the project's results framework. This will include reviewing the Project Results Framework (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalize the Annual Work Plan with precise and measurable performance (process and output) indicators, and in a manner consistent with the expected outcomes for the project. The Inception Workshop is crucial to brief all participants, where needed, on the new the SGP requirements as a GEF Full-size Project and to build ownership for project results. The Inception Workshop should address a number of key issues including:

a) Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and Green and Low Emission Climate Resilient Development Strategy staff vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.

b) Based on the project results framework and the relevant GEF Tracking Tool if appropriate, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.

c) Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.

d) Discuss financial reporting procedures and obligations, and arrangements for annual audit.

e) Plan and schedule Project Steering Committee meetings. Roles and responsibilities of all project organization structures should be clarified and meetings planned. The first Project Steering Committee meeting should be held within the first 12 months following the inception workshop.

216. An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting. The report will be prepared immediately following the initiation workshop. This report will include a detailed First Year Work Plan divided in quarterly time-frames as well as detailed activities and performance indicators that will guide project implementation (over the course of the first year). This Work Plan will include the proposed dates for any visits and/or support missions from the UNDP CO, the UNDP/GEF Regional Coordinating Unit, or consultants, as well as time-frames for meetings of the project decision-making structures (e.g., Project Steering Committee). The report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months' time-frame.

217. The initiation report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation, including any unforeseen or newly arisen constraints. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in that to respond with comments or queries.

Quarterly:

218. Periodic monitoring of implementation progress will be undertaken by the UNDP CO through the provision of quarterly reports from the Project Coordinator. Furthermore, specific meetings may be scheduled between the PMU, the UNDP CO and other pertinent stakeholders as deemed appropriate and relevant (particularly the Project Steering Committee members). Such meetings will allow

parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

219. Quarterly Progress Reports are short reports outlining the main updates in project performance, and are to be provided quarterly to the UNDP Country Office. UNDP CO will provide guidelines for the preparation of these reports, which will be shared with the UNDP/GEF RCU.

a) Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform.

b) Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).

c) Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.

d) Other ATLAS logs can be used to monitor issues and lessons learned. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

Annually:

220. Annual Project Review/Project Implementation Reports (APR/PIR): This key report is prepared to monitor progress made since project start and in particular for the previous reporting period (1 July to 30 June). The APR/PIR combines both UNDP and GEF reporting requirements. The Country Programme Manager will prepare the PIR with inputs and supervision from the UNDP CO the SGP Focal Point and the SGP UCP Global Coordinator. The APR/PIR includes, but is not limited to, reporting on the following:

- Progress made toward project objective and project outcomes - with indicators, baseline data and end-of-project targets (cumulative).
- Project outputs delivered per project outcome (annual).
- Lesson learned/good practice.
- AWP and other expenditure reports.
- Risk and adaptive management.
- ATLAS QPR
- Portfolio level indicators, to be developed specifically for the portfolio of UCPs, should be used on an annual basis.

221. The SGP UCP Global Coordinator may conduct joint visits with the Country Programme Manager to selected project sites as an input to PIR preparation. A Field Visit Report/BTOR will be circulated to the project team and other relevant project stakeholders, as appropriate, no less than one month after the visit.

Mid-term of project cycle:

222. GEF Focal Area Tracking Tools: The following GEF Tracking Tool(s) will be used to monitor global environmental benefit results: The baseline/CEO Endorsement GEF Focal Area Tracking Tool(s) – submitted in Annex 14 to this project document – will be updated by the Project Manager/Team and shared with the mid-term review consultants and terminal evaluation consultants (not the evaluation consultants hired to undertake the MTR or the TE) before the required

review/evaluation missions take place. The updated GEF Tracking Tool(s) will be submitted to the GEF along with the completed Mid-term Review report and Terminal Evaluation report.

223. The project will undergo an independent Mid-Term Review and an External Audit at the mid-point of project implementation. The Mid-Term Review will determine progress being made toward the achievement of outcomes and will identify course correction if needed. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The Terms of Reference for this Mid-term Review will be prepared by the UNDP CO based on guidance from the Green and Low Emission Climate Resilient Development Strategy cluster and UNDP/GEF. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Center (ERC).

224. The audit should be performed in accordance with the UNOPS financial regulations and rules applicable to audit policies on UNOPS projects.

End of Project:

225. An independent Final Evaluation will take place three months prior to the project's expected end date. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The SGP UCP Global Coordinator, in consultation with the SGP CPMT, will prepare the Terms of Reference for this evaluation. The TOR shall be validated by the UNDP Evaluation Office.

226. Given the nature of the SGP Upgrading Country Programmes, the final evaluation should also undertake an assessment of costs and benefits of the upgrading process, summarize lessons learned, and provide recommendations to the GEF Secretariat and to the Global the SGP concerning the upgrading of other Country Programmes. The final evaluation requires a management response, which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC).

227. During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replication of the Project's results.

Learning and knowledge sharing:

228. Particular attention will be paid to the GEF Focal Area "learning objectives" to ensure that experiences emerging from local level implementation of technologies, approaches and policies are fed back to the wider portfolio. Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

229. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future the SGP projects, in particular to other the SGP upgrading countries.

230. The project team will participate in at least one workshop with the other SGP upgraded countries to share experiences. Ideally, this workshop should take place as part of the midterm evaluation. The SGP UCP Global Coordinator in consultation with the SGP country teams and the evaluation team will determine the detailed objective(s), venue, agenda, and timing of the workshop.

231. Finally, there will be a two-way flow of information between this project, other the SGP Upgraded Country Programmes and the global GEF SGP program. Such flow of information should cover substantive and operational information, experiences and lessons.

232. Gender equality: The project will pay particular attention to tracking gender issues in accordance to GEF and UNDP guidance on gender mainstreaming and gender balance (GEF, 2013). Meeting reports for all project workshops and dialogues will be prepared and include participants lists that tracks gender balance as well as their social location, e.g., government director, civil society representative, journalist, among others. Each workshop should also include an agenda item to discuss the substantive issues at hand from a gender perspective and reported in the meeting reports appropriately, with the recommendations tracked in the Quarterly Progress Reports and the annual Project Implementation Reviews.

Individual Grant Monitoring and Evaluation

233. The following minimum standards shall be applied for individual grant M&E:

Field monitoring visits

Every project should be visited at least twice in its lifetime, upon receipt of the first progress report from beneficiary organizations and during the following year. NSC members with relevant expertise in project-related technical areas may join the NC during these visits as appropriate.

Progress reports

Beneficiary organizations should submit half-yearly progress reports to the Country Programme Manager along with a financial report. A forecast of resources needed in the following period should be submitted by the grantee to the Country Programme Manager as a requirement for disbursement of next instalment.

Final report

Beneficiary organizations should submit a final report summarizing global benefits and other results achieved, outputs produced, and lessons learned. The final report should also include a final financial statement.

Final Evaluation

A final evaluation will be done for each project. The Country Programme Manager should validate the terms of reference for these evaluations and vet the evaluation consultant. The cost of evaluation will be part of the grant budget.

Grant Project Audit

The SGP Country Programme Manager will organize audits to randomly selected grantee organization on a risk basis.

Table 2: M&E work plan and budget

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[9] (US$)		Time frame
		GEF grant	Co-financing	
Inception Workshop	Country Programme Manager (CPM) UNDP CO UNDP SGP UCP Global Coordinator	5,000	6,000	Within 6 weeks of prodoc signature

---

[9] Excluding project team staff time and UNDP staff time and travel expenses.

Inception Report	CPM UNDP/SGP UCP Global Coordinator	0	0	Draft to be submitted within two weeks of inception workshop
Measurement of Means of Verification of project results.	Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members.	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.	Quarterly, annually
Measurement of Means of Verification for Project Progress on outputs and implementation	Oversight by Project Manager Project team	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans	Annually
GEF Project Implementation Report (PIR)	CPM and UNDP CO and UNDP/SGP UCP Global	0	0	Annually
Audit	UNOPS	20,000	0	At Midterm
Supervision & Oversight missions	UNDP CO	0[10]	0	As needed for monitoring & troubleshooting
Independent Mid-Term Review (MTR)	UNDP CO and Project team and UNDP/SGP UCP Global Coordinator	20,000	0	Between 2nd and 3rd PIR.
Independent Terminal Evaluation (TE)	UNDP CO and Project team and UNDP/SGP UCP Global Coordinator	20,000	0	At least three months before operational closure
Translation of MTR and TE reports	UNDP CO	3,000	0	As required.
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		68,000	6,000	

---

[10] The costs of UNDP Country Office and UNDP/GEF participation and time are charged to the GEF Agency Fee.

Individual grant level			
Type of M&E activity	**Responsible Parties**	**Budget US$**	**Time frame**
Field monitoring visit	▪ the SGP Country Programme Manager and team ▪ NSC members	Indicative cost: 15,000	At least twice in the lifetime of project Additional visits on a risk basis
Monitoring of and technical support to community application of M&E methods and tools	▪ the SGP Country Programme Manager ▪ National consultant (preparation of training materials and training delivery in 4 SL) ▪ NSC members	Indicative cost: 15,000	Half-yearly
Progress reports	▪ Beneficiary organization ▪ the SGP Country Programme Manager	No cost	Half-yearly
Final report	▪ Beneficiary organization ▪ the SGP Country Programme Manager	No cost	End of project
Final evaluation	▪ National consultant ▪ the SGP Country Programme Manager ▪ Beneficiary organization	Included in project grant budget	End of project
Audit	▪ the SGP Country Programme Manager ▪ Beneficiary organization	5,000	At least one audit to randomly selected projects
SUB-TOTAL COST		**35,000**	
TOTAL indicative COST of Project M&E *M&E of projects. Excluding project team staff time and costs included in project grant budget*		**US$ 103,000**	

G.   LEGAL CONTEXT

234. This document together with the CPAP signed by the Government and UNDP that is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement [or other appropriate governing agreement] and all CPAP provisions apply to this document.

235. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.   The implementing partner shall:

- 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;
- Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

236. UNDP 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 this agreement.

237. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the project document 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/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

238. The UNDP Deputy Country Director in the Sri Lanka is authorized to effect in writing the following types of revisions to this Project Document, provided that s/he has verified the agreement thereto by the UNDP Regional Coordinating Unit and is assured that other signatories to the Project Document have no objections to the proposed changes:

- Revisions of, or addition to, any of the Annexes to the Project Document;
- Revisions that do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions that re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
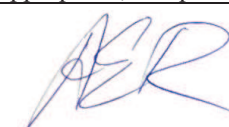- Inclusion of additional attachments only as set out here in the Project Document

H. REQUIRED ANNEXES

Annex 1:   Project stakeholders, mandates and roles

Stakeholder	Mandate	Possible roles in project execution
CBOs	The primary stakeholders of the Sri Lanka GEF-the SGP Upgrading Country Programme are the community-based organizations and local communities who will receive grants to produce benefits to local sustainable development and the global environment. These would include organizations active in project landscapes, such as the Ceylon Bird Club, Farmer Organizations, Women' s Savings and Credit Societies, Fisheries Committees and Community Coordinating Committees and Rural Development Committees.	Community-based organizations will be the principal participants in landscape planning exercise. These organizations will also be first-order partners in the multi-stakeholder partnerships for each landscape and will act as signatories to community level partnership agreements. Aside from these responsibilities, community-based organizations will be the implement community and landscape level projects.
Government Agencies and Institutions	These include bodies with particular mandates for Sri Lanka's natural resources and environment or bodies whose work impacts the environment. Further information is found in section A.3.b.	Government agencies will be the primary participants on the policy platform. Stakeholders will be consulted to provide policy inputs, technical assistance and implementation support. Aside from this primary role in policy, government parties will act at as partners in the multi-stakeholder partnerships for each landscape. Selected members will also be part of the National Steering Committee. As relevant or appropriate, agencies wills provide technical assistance to community-based organizations for implementation of their projects.
Provincial and Local Government	These stakeholders are responsible for planning, development, and implementation at the community levels. They work closely with the NGOs and CBOs. Local government agencies will include Divisional Secretariats, Pradeshiya Sabha, Municipal Councils and Urban Councils.	Local government agencies will participate in baseline assessments and landscape planning processes. These government stakeholders will also act as partners in the multi-stakeholder partnerships for each landscape, act as signatories to community level partnership agreements, and be primary participants on the policy platforms.
NGOs	These would include organizations active in project landscapes, such as the Field Ornithology Group.	Non-governmental organization will lead and facilitate participatory baseline assessments and landscape planning processes. These organizations will also act as partners in the multi-stakeholder partnerships for each landscape and will act as signatories to community level partnership agreements. Finally, NGOs will provide technical assistance to community-based organizations for implementation of their projects.
Private Sector	These stakeholders are involved in development projects and are among the main users of ecosystem services. Stakeholders include the Sri Lanka Land	The private sector will act as partners in multi-stakeholder partnerships for each landscape; signatories to community-level partnership agreements, as appropriate; and participant on

Stakeholder	Mandate	Possible roles in project execution
	Reclamation & Development Corporation.	policy platforms.
Academia and Research Institutions	These centers of knowledge creation offer important comparative advantages of providing new data and information for better planning and decision-making to protect the global environment. These organizations include the University of Peradeniya.	Academic institutions will assist in participatory baseline assessments and landscape planning processes. These institutions will participate in the multi-stakeholder partnerships for each landscape, act as signatories to community level partnership agreements, and will provide technical assistance to community-based organizations for implementation of their projects.
Indigenous People	These include a range of social actors that promote the interest of indigenous peoples.	Indigenous people will participate in the landscape planning and management processes and will submit project proposals for specific initiatives
Gender	These include a range of social actors that serve to promote the interest of gender, such as the Women's Savings and Credit Societies.	Women will be invited to participate in the landscape planning and management processes as well as to submit project proposals for specific initiatives.
Youth	Due to lack of opportunities youth have virtually left some of the landscape areas, migrating to cities for employment opportunities. The project will have the task of providing sustainable livelihood opportunities within the village to prevent the youth from leaving for wage labor.	Youth will be invited to participate in the landscape planning and management processes as well as to submit project proposals for specific initiatives.

Annex 2:   Strategy for Ensuring Gender Equality

Background

In much the same way that the GEF is supporting countries to mainstream the global environment into their national sustainable development planning frameworks, so too are they calling for gender equality issues to be mainstreamed in the GEF-funded capacity development interventions. This strategy is consistent and complementary to UNDP's 2014-2017 Strategic Plan that similarly calls for projects implemented by UNDP to meet high standards to meeting gender equality criteria. Similarly, UNDP has prepared important guidance on their policy on Gender Equality, notably the UNDP Gender Equality Strategy 2014-2017 and Powerful Synergies: Gender Equality, Economic Development and Environmental Sustainability.

Sri Lanka has a Gender Inequality Index score of 0.402 that is better than average for an Asian country, however, gender inequality is still a serious concern (UNDP, 2012). Around 22% of all households in Sri Lanka are female-headed. Many women have been thrust into the role of breadwinner with little knowledge of income-earning methods and few coping skills. Social isolation and poverty are inevitable for this group, many of whom are widowed at a young age mainly due to the conflict. Just as rural poverty is a phenomenon in a middle income country, gender statistics disaggregated by location also show disparity. It appears that 'rich' females from urban areas are able to access education, employment and health care more readily than their rural counterparts (UNICEF, 2009). Female literacy in urban areas is 91%, while the rural rate is 78%. In rural areas there could be as much as 65% rate of anemia among women (UNICEF, 2009). While more women enter university than men, they tend to find employment at the bottom of the employment pyramid.

Female participation in the labor market falls far behind that of males with only 34.7% for women compared with men's 76.3% (UNDP, 2012). When they do find work, it is usually in low-status, low-skilled and low-paying jobs in peasant and plantation agriculture. In addition to this, the female unemployment rate, at 22%, is double that of men in Sri Lanka. Besides garment workers and migrant workers[11], the largest proportion of women in the informal sector is engaged in cultivation.

Gender Discrimination

Despite high levels of female literacy and progress in female education, gender discrimination persists, as the dominant values of society are male-oriented in social, economic and political spheres. This is particularly true for rural areas of the country. In most instances, men are considered the formal head of the household, though they may not play a significant role in supporting the household. This leads to discrimination against women in terms of land rights, ownership, and inheritance and limits their access to employment, resources, loans, as well as in decision-making related to local development.

Gender Mainstreaming Strategy

Gender mainstreaming from a project construct requires deliberate action to address the policy and institutional barriers that marginalize women. Culture is certainly an important issue. Often, women experience minimized or restricted access to economic and social benefits equal to their male counterparts. Awareness-raising and alternative roles for women offer an opportunity for them to play a greater role in promoting ethical approaches to sustainable development. The GEF policy for mainstreaming gender in the projects that they finance includes the following criteria, among others (GEF, 2013):

   a. Gender mainstreaming and capacity building targeted to improving socio-economic understanding of gender issues

---

[11] Women consist 78% of the unskilled labour force leaving the country to work in Middle Eastern states

b. A designated focal point for gender issues to support development, implementation, monitoring and evaluation on gender mainstreaming
c. Working with experts on gender issues to use their expertise in developing and implementing GEF projects
d. Developing new and improved tools for gender mainstreaming
e. Improve awareness of progress achieved to promote gender equality

During project implementation, gender markers and indicators will be developed and tracked. This includes tracking indicators per Principle 2 in the Social and Environmental Screening Criteria (Annex 4) as well as the Rating Criteria (5, 7, 18, and 20) in the Project Monitoring Quality Assurance (Annex 5).

Annex 3:   Risks, Assumptions, and Risk Log

239. Perhaps the most important risks to the project are limitations of community-based organizations. Many of the community-based organizations lack the means and knowledge to undertake activities to manage and coordinate their rural production landscapes with a long-term vision for the conservation of biodiversity. Communities also have limited awareness of the values of ecosystem function and services provided, ecosystem stresses from land and resource degradation, and the loss of biodiversity. Another risk is community-based organizations' limited ability to plan initiatives, implement and evaluate them effectively, and systematically derive practical lessons from the experience.

240. These risks will be managed by taking a learn-by-doing approach to project execution. The best way to raise capacities is for stakeholders to learn their skills through reflection on concrete actions (learning by doing). All project activities will be designed through a comprehensive multi-stakeholder consultation to ensure they are implementable and include provisions for additional dedicated project staff. It is assumed that the commitment by the UNDP Sri Lanka Country Office for project oversight ensures that a lack of capacity is not the main factor to jeopardize the project.

241. Another risk is a lack of coordination at the national level. Coordination of, and effective implementation of environment-related activities remains a challenging mission for the Ministry of Mahaweli Development and Environment. In spite of a number of mechanisms instituted to overcome coordination barriers, such as the Committee on Environment Policy and Management and the Council for Sustainable Development, coordination remains weak and ineffectual as a result of a complex legislative and institutional field related to environmental governance. Most environmental initiatives are driven by large steering committees representing all stakeholder sectors often leading to delays in decision-making. Government development decision-making rests largely with powerful ministries such as Finance and Economic Development. The Department of National Planning vets development projects from government ministries and donors to ensure that projects contribute to overall national development objectives.

242.   To mitigate these coordination risks, the project includes several approaches. During the proposal formulation, consultations were organized with key stakeholders to increase their understanding of the project and establish networks of collaboration. Once implementation of the project begins, key stakeholders will meet on a regular basis through the National Steering Committee so that they are aware of the progress of the project and contribute to the project. Additionally, the project has select activities to strengthen mechanisms for improved coordination and collaboration, such as multi-stakeholder partnerships and formal multi-stakeholder agreements. This risk is also diminished by the project's strategic design to involve diverse stakeholders in workshops to increase cooperation and undertake select institutional reforms to increase coordination.

243. A medium risk associated with the project is limited financial resources to motivate and support land and resource management practices and sustain or scale up successful experiences. Community-based organizations rarely if ever have sufficient capital to take risks with innovations of untested or un-experienced technologies, methods or practices. To minimize the risk of limited financial resources, the project includes a resource mobilization strategy. Additionally, during the PPG phase, consultations were undertaken to identify potential sources of co-financing.

244. A related risk to project objectives is the potential resistance from politically entrenched sectors. As mentioned above, there is significant illegal activity threatening the landscapes selected by the project. Often, this illegal activity is overlooked or ignored by government officials. This lack of enforcement risks undermining progress made by the project. Additionally, because the landscapes are interconnected and threatened by degradation from the surrounding areas, government support in sites external to the project is crucial. This project makes the assumption that line ministries,

agencies, and other relevant government authorities will support land management plans, as well as other project activities including training and public awareness activities. The consultations undertaken to develop the project, as well as the participatory approach of the project will minimize these risks.

245. The following risks will be tracked as part of this project's monitoring and evaluation. Please see quarterly progress reports in Section F, Monitoring Framework and Evaluation for details about how risks are tracked.

Risks, rating and proposed mitigation measures

Identified risks	Potential consequence	Risk rating L: Likelihood I: Impact	Mitigation measures	Risk category
Low capacity and awareness of local NGOs and CBOs to address global environmental problems in selected geographical areas.	Low capacity and awareness of local NGOs and CBOs may result in slowing the pace of implementation of grant projects once approved.	L: low I: low	CBO and NGO performance will be enhanced through risk mitigation systems with tested methodologies from past phases, in particular capacity building processes that have been successful in improving CBO and NGO performance. The Sri Lanka the SGP Country Programme works with all grantees and with dedicated groups to help enhance grantee capacities. This takes the form of close monitoring of activities, linking technical advisers to each project, linking universities for additional support and linking grantee partners to learn from each other (peer-to-peer). The National Steering Committee (NSC), with representation from civil society leaders, government institutions, and donors further provides guidance for effective design and implementation of the SGP-financed projects. 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.	Programmatic
Lack of inclination of the different community-based organizations in a landscape to coordinate with each other and with different government levels (district, provincial and regional).	Lack of inclination to cooperate among the essential actors in the landscape will affect landscape planning and management processes and result in low government support and recognition of integrated landscape strategies.	L: medium I: medium	The participatory planning processes to take place in each landscape will build trust and communication between communities. The participation of the different government entities in this planning process as well as in the multi-stakeholder partnerships will also improve communication and facilitate collaboration.	Programmatic

73

Global environmental benefits and socio-ecological resilience are weakened by policies that undermine landscape management.	Policies that inhibit or counteract the actions and purposes of this project to enhance resilience based on GEB will discourage participation by community-based organizations in landscape planning and management.	L: low I: low	Multi-stakeholder partnerships will be established as part of the process of participatory landscape planning. These partnerships will include government entities from all levels. Policy platforms will be established in each landscape to analyze lessons learned from project implementation and discuss implications for policy.	Contextual
Effects of climate change will undermine biodiversity conservation efforts and land degradation	A progressively drier and warmer climate may enhance the possibility of droughts, floods and forest fires in the dry season as well as the frequency and intensity of rainfall in mountain ecosystems.	L: medium I: medium	The risk of climate change is one of several reasons that the project has chosen to 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.	Programmatic
Illegal resource extraction/use	While some illegal activity may not undermine project objectives, there is a risk that too many free riders may damage the environment and undermine other actors' willingness to continue to pursue sustainable development.	L: medium I: medium	The project will work to lower the number of free riders by engaging as many stakeholders as possible. The project will also aim to disseminate knowledge about successful initiatives to increase awareness and buy-in. Finally, by developing support at the national level, the project will, ideally, increase enforcement of existing law.	Programmatic

246.

Annex 4:   **Social and Environmental Screening Criteria**

Project Information	
1. Project Title	Sixth Operational Phase of the GEF Small Grants Programme in Sri Lanka
2. Project Number	5529
3. Location (Global/Region/Country)	Sri Lanka

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 project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation, monitoring, and adaptive collaborative management of the project. Stakeholders will participate in capacity development activities and the project will support the development of an enabling environment conducive to the active engagement of stakeholders in the management of natural resources. This approach is consistent with the participation and inclusion of human rights principles.

During the project formulation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders to construct as holistic as possible an understanding of the challenges and barriers related to decision-making for the global environment, i.e., the project baseline, in the three selected sites. The project design makes the assumption that the extensive consultations during project formulation strengthens the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced. The extensive stakeholder consultations, learning-by-doing activities, and awareness-raising dialogues are intended to engage as many people as possible in order to reduce the risks of marginalizing stakeholders and incorporating their diverse perspectives in as many project activities as possible.

The outputs and activities of the project allow for a multi-pronged approach that reaches a large cross section of the society and includes stakeholder engagement with the private sector, civil society, academia, and indigenous organizations. |
| *Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment* |

Gender equality was taken into account in the formulation of the project, which includes tracking key indicators, such as the balance of women participants in the capacity development activities and the extent to which gender issues inform workshop deliberations and recommendations. The project document makes specific reference to three GEF requirements for mainstreaming gender issues in projects:

a. Gender mainstreaming and capacity building within GEF staff to improve socio-economic understanding of gender issues
b. A designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally
c. Working with experts in gender issues to use their expertise in developing and implementing GEF

Additionally, the Project benefited from expert advice on gender issues by following the principles outlined in the 2014 report on Mainstreaming Gender at the GEF.

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

This project will focus on the specific strategy of assisting communities to manage their landscapes adaptively to enhance socio-ecological resilience. This line of work is expected to result in landscapes that are adaptively managed for global environmental benefits and local sustainable development. This particular project is in line with the SGP Programme strategic initiative 1- Community Landscape and Seascape Conservation, and 2-Climate Smart Innovative Agro-ecology, which call for countries to a) classify important ecosystems and then use a landscape and seascape approach to ensure their protection and sustainable use, and b) create buffer zones around identified critical ecosystems, respectively. The mainstreaming of environmental sustainability will be further advanced by using lessons learned from pilot projects to inform scaling up and policy innovations.

Overall, the Small Grants Programme is designed to embody the very essence of sustainable development. By providing financial and technical support to projects that conserve and restore the environment while simultaneously enhancing people's well-being and livelihoods, the SGP demonstrates that community action can maintain balance between human and environmental needs.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses).	QUESTION 3: What is the level of significance of the potential social and environmental risks? Note: Respond to Questions 4 and 5 below before proceeding to Question 6			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)?
Risk Description	Impact and Probabilit	Significance (Low,	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all

76

	y (1-5)	Moderate, High)		potential impacts and risks.
Is there 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?	I = 3 P = 1	Low		This risk is mitigated by the project design. Projects will undergo a process of approval that involves multi-stakeholder groups. Projects that might lead to inequitable impacts will have appropriate mitigation and management measures incorporated into project design and budget.
Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	I=3 P=2	Moderate		Although the project may restrict availability of or access to resources, any limitations would be mitigated through improved livelihoods developed under the project.
Are there measures or mechanisms in place to respond to local community grievances?	I=1 P=5	Low		SGP projects will be monitored by District Facilitation Committees and Local Management Committees who will be responsible for resolving community grievances.
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?	I=1 P=5	Low	The project envisions working in three sites: the Knuckles Conservation Forest, the coastal region from Mannar Island to the Jaffna Peninsula, and the Colombo Wetlands. All sites are sensitive areas. The KCF is a World Heritage site.	One output of this project is criteria for selecting projects. Any project that has negative impacts will not be rewarded a grant. Additionally, multi-stakeholder groups will review all project proposals to ensure no negative impacts on the critical habitats/ environmentally sensitive areas.
Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	I=1 P=1	Low	Sri Lanka is affected by a number of climatic hazards and extreme events, and these are projected to worsen with climate change. The most common are floods -both river (pluvial) floods and flash floods- and drought. Landslides occur in the central highlands triggered by heavy rainfall.	The project will develop landscape strategies for each of the three landscapes and develop and implement community level small grant projects that enhance productivity, sustainability, and resilience. The strategy of small grants is to demonstrate better practices for improved resilience to the impacts of climate change.
Are indigenous peoples present in the Project area (including Project area of	I=1 P=5	Low	The area of influence includes indigenous peoples.	Project activities will be carried out with communities that wish to implement new methods and pursue

Question		Risk	Comments
influence)?			alternative livelihoods. The process to choose projects will be consultative and will include approval by stakeholders and district and local committees.
Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	I=1 P=1	Low	The project will not affect physical and cultural survival of indigenous peoples.	The project may affect traditional livelihoods. Project activities will be carried out with communities that wish to implement new methods and pursue alternative livelihoods. The process to choose projects will be consultative and will include approval by stakeholders and district and local committees. This process will minimize the risk of unintentionally negatively affecting traditional livelihoods.
Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	I=1 P=1	Low	Depending on the Small Grants Projects that are chosen, waste may be generated.	If created, waste would be disposed of in a responsible and environmentally friendly manner.

QUESTION 4: What is the overall Project risk categorization?

Select one (see **SESP** for guidance)		Comments
Low Risk	√	The project includes activities with potential social and environmental risks. These risks are limited in scale and can be mitigated through best practices, mitigation measures incorporated into the project design, and stakeholder engagement.
Moderate Risk	☐	
High Risk	☐	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?

Check all that apply		Comments
Principle 1: Human Rights	√	The application of the human rights principles is essential to ensure that the project is implemented in a manner that is fully participatory and non-discriminatory with equal opportunities for women, men, boys, girls or other groups based on gender identities/sexual orientation, with accountability and under the rule of national and international laws.
Principle 2: Gender Equality and Women's Empowerment	☐	
1. *Biodiversity Conservation and Natural Resource Management*	☐	
2. *Climate Change Mitigation and Adaptation*	√	The strategy of small grants is to demonstrate better practices for improved resilience to the impacts of climate change.

3. Community Health, Safety and Working Conditions	☐	
4. Cultural Heritage	☐	
5. Displacement and Resettlement	☐	
6. Indigenous Peoples	√	The consideration of indigenous issues is important since indigenous peoples present in the project area and indigenous people are inherently dependent upon the environment for traditional practices and are directly affected by national actions, policy and institutional shifts as they relate to environmental governance and environmental outcomes.
7. Pollution Prevention and Resource Efficiency	√	Depending on the projects selected, projects may result in the generation of waste.

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 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? [12]	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 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. Are there measures or mechanisms in place to respond to local community grievances?	Yes
6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the project?	No
7. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
8. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the project during the stakeholder engagement process?	No
9. 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 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?	No
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
3. 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? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	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? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No

---

[12] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

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? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	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?	No
1.6	Does the project involve harvesting of natural forests, plantation development, or reforestation?	No
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? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	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 that could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g., felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed project result in significant[13] 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)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	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	No

---

[13] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

		transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g., explosives, fuel and other chemicals during construction and operation)?	
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 increased vulnerability to earthquakes, subsidence, landslides, and erosion, flooding or extreme climatic conditions?	No
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)?	No
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)?	No
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)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2		Does the project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
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?[14]	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?	No
6.3		Would the proposed project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No
6.4		Has there been an absence of culturally appropriate consultations carried out with the	No

---

[14] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

UNDP Environmental Finance Services

	objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	
6.5	Does the proposed project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
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 traditional livelihoods, physical and cultural survival of indigenous peoples?	Yes
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?	No
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? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	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 5:   **Project Monitoring Quality Assurance**

PROJECT MONITORING QA ASSESSMENT GUIDANCE

OVERALL PROJECT

EXEMPLARY (5) ◉◉◉◉◉	HIGH (4) ◉◉◉◉○	SATISFACTORY (3) ◉◉◉○○	NEEDS IMPROVEMENT (2) ◉◉○○○	INADEQUATE (1) ◉○○○○
At least three criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least three criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

	Rating Score
1. **Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 0-4 that best reflects the project):** • **4:** The project has a theory of change <u>backed by credible evidence</u> specifying how the project will contribute to higher level change through the programme outcome's theory of change. The project document clearly describes why the project's strategy is the best approach at this point in time. • **3:** The project has a theory of change, specifying how the project will contribute to higher level change through the programme outcome's theory of change, but this <u>backed by relatively limited evidence</u>. The project document clearly describes why the project's strategy is the best approach at this point in time. • **2:** The project has a theory of change describing how the project intends to contribute to development results, but it is <u>not supported by evidence nor linked to higher level results</u> through the programme outcome's theory of change. There is some discussion in the project document that describes why the project's strategy is the best approach at this point in time. • **1:** The project does not have a theory of change, but the project document describes in generic terms how the project will contribute to development results. It does not make an explicit link to the programme outcome's theory of change. The project document does not clearly specify why the project's strategy is the best approach at this point in time. • **0:** The project does not have a theory of change, and the project document does not specify how the project will contribute to higher level change, or why the project's strategy is the best approach at this point in time. *Note: Management Action or strong management justification must be given for scores of 0 or 1	3

Evidence

The project document outlines how the project strategy, e.g., the extensive learning-by-doing, projects, adaptive collaborative management approach to implementation, and demonstrating innovative methods, will facilitate larger scale and long-term changes. See section. In the GEF theory of change framework, broader adoption of the outcomes achieved by GEF projects is critical for the GEF to achieve long-term global environmental benefits. However, the SGP by design focuses on local scale operations. Thus, the SGP cannot be held accountable for achieving global environmental benefits through broader adoption of grant-level results. Nonetheless, outcomes achieved under the SGP can extend beyond the individual grant level by scaling up and using successful projects as demonstrations sites to extend lessons learned to other communities and inform policy dialogue.

The evidence supporting this "theory of change" is embedded in the GEF programming framework for the SGP, the COMDEKS approach, UNDP's strategic programming on low-emission and climate resilient development strategies, the emerging work on green growth indicators and the post-2015 Sustainable Development Goals.

	Rating Score
2. **Is the project is aligned with the UNDP Strategic Plan? (select the option from 0-4 that best reflects the project):** • **4:** The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas (sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience); an issues-based analysis has been incorporated into the project design; And the project's RRF includes at least one SP output indicator. • **3:** The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan; an issues-based analysis has been incorporated into the project design; and the project's RRF includes at least one SP output indicator. • **2:** The project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. • **1:** While the project responds to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan, none of the relevant SP indicators are included in the RRF. • **0:** The project does not respond to one of the three areas of development work (1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building) as specified in the Strategic Plan	**4**

Evidence

This project responds to all three areas of development work per the UNDP Strategic Plan. The evidence for this is through the various project activities that will integrate global environmental criteria and indicators in sustainable development planning frameworks, and enhance communities and landscape resilience while building governance capacities. The project addresses sustainable production technologies, natural resources management, and social protection.

RELEVANT

	Rating Score
3. Does the project have strategies to effectively identify and engage targeted groups/areas? (select the option from 0-4 that best reflects this project): • **4:** The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage specified target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups regularly through project monitoring. Representatives of the target group/area will be included in the project's governance mechanism (i.e., project board.) • **3:** The target groups/areas are appropriately specified. The project has an explicit strategy to identify and engage the target groups/areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups through project monitoring. Representatives of the target group, will contribute to the project's decision making, but will not play a role in the project's formal governance mechanism. • **2:** The target groups/areas are appropriately specified and engaged in project design. The project document is clear how beneficiaries will be identified and engaged throughout the project. Collecting feedback from targeted groups has been incorporated into the project's RRF/monitoring system, but representatives of the target group will not be involved in the project's decision making. • **1:** The target groups/areas are specified, but the project does not have a written strategy to identify or engage the target groups/areas throughout the project. • **0:** The project has not specified any target group/area that is the intended beneficiary of the project's results.	**4**

*Note: Management Action must be taken for scores of 0 or 1

Evidence

Targeted groups are clearly identified in the project document. A questionnaire was used to gather information from stakeholders and responses from in-depth interviews were incorporated into the project document. The GEF 2020 Strategy emphasizes the requirement

UNDP Environmental Finance Services

that stakeholder representatives actively engage in the full project life cycle in order to facilitate the strategic adaptation of project activities in keeping with project objectives. This project proposes to carry out participatory, multi-stakeholder, landscape management in three key areas. Periodic monitoring of implementation progress will be undertaken by the UNDP/CO. Furthermore, specific meetings may be scheduled between the National Steering Committee, the UNDP/CO and other pertinent stakeholders as deemed appropriate and relevant.

	Rating Score
4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 0-4 that best reflects this project): **4:** Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. **3:** The project design references knowledge and lessons learned backed by credible evidence from evaluation, analysis, monitoring and/or other sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach used by the project over alternatives. **2:** The project design mentions knowledge and lessons learned backed by relatively limited evidence/sources, but these references have not been explicitly used to develop the project's theory of change or justify the approach used by the project over alternatives. **1:** There is only scant mention of knowledge and lessons learned informing the project design. These references are not backed by evidence. **0:** There is no evidence that knowledge and lessons learned have informed the project design. *Note: Management Action or strong management justification must be given for scores of 0 or 1	**4**

Evidence
The GEF Small Grants Programme in Sri Lanka was launched as a pilot initiative in 1995. During the five subsequent GEF operational phases (1997-2014) the Sri Lanka the SGP Country Programme funded 378 community led initiatives. In each phase, the Country Programme Strategy was adapted based on the outcomes of the previous phase, lessons learned and new information. The project is designed to coordinate its efforts with, and build upon other initiatives in the area, including the COMDEKS approach. This project will use the knowledge, best practices, and lessons learned from other projects to inform project activities and outcomes, and to improve the overall project. See Section B.2.b.

	Rating Score
5. Does the project use gender analysis in the project design and includes special measures/ outputs and indicators to address gender inequities and empower women? 4: Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified and clearly addressed in the design of gender-specific measures/outputs and indicators, where appropriate 3: Gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men, with constraints identified but only partially addressed in the design of gender-specific measures/ outputs and indicators, where appropriate 2: Partial gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men with constraints identified, but these have <u>not</u> been explicitly addressed in the design of gender-specific measure/outputs and indicators. 1: The project design mentions information and/or data on the differential impact of the project's development situation on gender relations, women and men but the constraints have <u>not</u> been identified and gender-specific intervention has not been considered. 0: No gender analysis has been conducted on the differential impact of the project's development situation on gender relations, women and men.	**3**

Evidence
A gender analysis has been conducted and is included in the project document. There are specific indicators to address the identified gender issues, while others are expected to be identified and monitored during project implementation. See section B.13.c.

	Rating Score
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 0-4 that best reflects this project):	

• **4:** An analysis has been conducted on the role of other partners in the area that the project intends to work, and <u>credible evidence</u> supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate. • **3:** An analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively <u>limited evidence</u> supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have been considered, as appropriate. • **2:** Some analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively <u>limited evidence</u> supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have <u>not</u> been explicitly considered. • **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. Options for south-south and triangular cooperation have <u>not</u> been considered. • **0:** <u>No analysis</u> has been conducted on the role of other partners in the area that the project intends to work to inform the design of the role envisioned by UNDP and other partners through the project.	**4**

*Note: Management Action or strong management justification must be given for scores of 0 or 1

Evidence
UNDP's mandate, relationship with government, and long-standing engagement in the area gives it a comparative advantage in facilitating government partnerships especially for GEF grant financed projects. For example, the UNDP has played critical role in the SGP OP5. In addition to these projects, the UNDP has also supported the government in numerous other projects.

MANAGEMENT & MONITORING

	Rating Score
7. **Does the project have a strong results framework? (select from options 0-4 that best reflects this project):** • **4:** The project's selection of outputs and activities are an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate.	
• **3:** The project's selection of outputs and activities are an appropriate level and are consistent with the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, with specified data sources. Most baselines and targets populated. Some use of gender sensitive, sex-disaggregated indicators. • **2:** The project's selection of outputs and activities are at an appropriate level, but do not reference the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources are not fully specified. Some use of gender sensitive, sex-disaggregated indicators. • **1:** The project's selection of outputs and activities are not at an appropriate level. Outputs are <u>not</u> accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets. Data sources are not specified. No gender sensitive, sex-disaggregation of indicators is used. • **0:** The project's selection of outputs and activities are not accompanied by appropriate indicators that measure the expected change.	**3**

*Note: Management Action or strong management justification must be given for scores of 0 or 1

Evidence
Project outcomes will be measured through a set of output, process, and performance indicators that have been constructed using SMART design criteria. These indicators were developed to coincide with each major project activity. A few gender sensitive indicators are included in the project.

8. **Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management and monitoring of the project?**	**Yes (2)**

	Rating Score
9. **Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board?**	
• **4:** The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (esp. all members of the project board), and full terms of reference of the project board has been attached to the project document. A conversation has been held with each board member on their role and responsibilities, and all members agree on the terms of reference. • **3:** The project's governance mechanism is almost fully defined in the project document. Individuals have been specified for each position in the governance mechanism (esp. all members of the project board). While full terms	**4**

UNDP Environmental Finance Services

of reference of the project board may not be attached, the project document describes the responsibilities of the project board, project director/manager and quality assurance roles. • **2:** The project's governance mechanism is partially defined in the project document; specific institutions are noted as holding key governance roles, but individuals have not yet been specified. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles, but full terms of reference are not included. • **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism. • **0:** The governance mechanism is not clearly defined in the project document *Note: Management Action or strong management justification must be given for scores of 0 or 1	
Evidence The governance mechanism is fully defined in the project document. A terms of reference is included in Annex 9. The project document describes the responsibilities of the National Steering Committee.	

	Rating Score
10. Have the project risks been identified with clear plans stated to manage and mitigate each risk? (select from options 0-4 that best reflects this project): • **4:** Project risks fully described in the project risk log, based on comprehensive analysis that references key assumptions made in the project's theory of change. Clear and complete plan in place to manage and mitigate each risk. • **3:** Project risks identified in the project risk log. Clear plan in place to manage and mitigate risks. • **2:** Some risks identified in the initial project risk log. While some general mitigation measures have been identified, they do not adequately and fully address all the identified risks. • **1:** Some risks identified in the initial project risk log, but no clear risk mitigation measures identified. • **0:** Risks not clearly identified. No initial project risk log included with the project document. *Note: Management Action must be taken for scores of 0 or 1	**3**
Evidence An in-depth assessment of risks based on an extensive set of consultations and review of the background documentation has been completed. Risks and assumptions have been fully identified in the project. Measures to mitigate the risk have been consider and addressed in the project document. See section B.8.c and Annex 3.	

EFFICIENT

11. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include using the theory of change analysis to explore different options of achieving the maximum results with the resources available.	**Yes (2)**	
12. Are plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	**Yes (2)**	
13. Is the budget justified and supported with valid estimates?	**Yes (2)**	
14. Is the Country Office fully recovering its costs involved with project implementation?	**Yes (2)**	

EFFECTIVE

	Rating Score
15. Is the chosen implementation modality most appropriate? (select from options 0-4 that best reflects this project): • **4:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. • **3:** The required IP assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been considered. There is justification for choosing the	**N/A**

selected modality, based on the development context. • **2:** The capacity of the IP has been assessed, but the HACT micro assessment has not been done due to external factors outside of UNDP's control. There is evidence that options for implementation modalities have been considered. There is justification for choosing the selected modality, based on the development context. • **1:** The required assessments have not been conducted, but there is evidence that options for implementation modalities have been considered. • **0:** The required assessments have not been conducted, and there is no evidence that options for implementation modalities have been considered. *Note: Management Action or strong management justification must be given for scores of 0 or 1	
Evidence This project will be executing through the Direct Implementation Modality (DIM) through UNOPS execution. The choice of modality is based on an agreement between the Government of Sri Lanka, UNOPS, and UNDP.	
16. Have targeted groups, including marginalized populations that will be affected by the project, been engaged in the design of the project?	**Yes (2)**
17. Does the project have explicit plans for evaluation or other lesson learning, timed to inform course corrections if needed during project implementation?	**Yes (2)**
18. The project budget at the output level reflects adequate financial investments contributing to the advancement of gender equality. This can include outputs that have adequately mainstreamed gender (GEN2), and/or outputs for gender specific or stand-alone intervention (GEN3). • 4: The project budget reflects outstanding financial investments contributing to gender equality as evidenced by 100% of the project budget at the output level with the gender marker score GEN2+GEN3. • 3: The project budget reflects adequate financial investments contributing to gender equality as evidenced by at least 75% of the project budget at the output level with the gender marker score GEN2+GEN3. • 2: The project budget reflects partial investments contributing to gender equality as evidenced by at least 50% of the project budget at the output level with the gender marker score GEN2+GEN3. • 1: The project budget reflects limited financial investments contributing to gender equality as evidenced by at least 25% of the project budget at the output level with the gender marker score GEN2+GEN3. • 0: The project budget reflects no financial investments contributing to gender equality *Note: Management Action or strong management justification must be given for scores of 0 or 1	Rating Score **0**
Evidence There is no budget allocation made to specifically address gender equality.	
19. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 0-4 that best reflects this project): • 4: The project has a realistic multi-year work plan and multi- year budget at the activity level to ensure outputs are delivered on time and within the allotted resources. • 3: The project has a multi-year work plan at the activity level and multi-year budget at the output level. • 2: The project has a multi-year work plan and a multi-year budget at the output level. • 1: The project has an output level multi-year work plan, but not a multi-year budget • **0:** The project does not yet have a multi-year work plan.	Rating Score **4**
Evidence The project has a detailed multi-year work plan and multi-year output budget, both of which are at the activity level.	

SOCIAL & ENVIRONMENTAL STANDARDS

20. Has the project ensured that both women and men have equitable access to project resources and comparable social and environmental benefits? (select from options 0-4 that best reflects this project): • **4:** Credible evidence that the project fully reflects a consistent strategy that provides equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) through project rationale, strategies and results framework.	Rating Score

• **3:** Credible evidence that the project partially reflects a strategy that provides equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) through project strategies and the results framework. • **2:** Credible evidence that the project design includes a set of activities that provide equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) although project activities are not part of a consistent strategy. • **1:** Credible evidence that the project design includes some scattered activities that provide equitable access to and control over project resources and social and environmental benefits (e.g., security, health, water, and culture) • **0:** The project has no interventions to ensure a fair share of opportunities and benefits for women and men or reduce gender inequalities in access to and control over resources and social and environmental benefits (e.g., security, health, water, and culture) ***Note: Management Action or strong management justification must be given for scores of 0 or 1**	**3**
Evidence Gender sensitivity and gender considerations have been taken into account in the formulation of the project. Every effort will be made to incorporate gender issues in the implementation of this project. Roles of men and women to participate in activities of the project will be equally assigned without any discrimination. The project also includes several validation measures and gender sensitive indicators to help ensure equal access and benefits.	

21. Did the project apply a human rights based approach?	Rating Score
• **4:** Credible evidence that opportunities to integrate human rights in the project and prioritize the principles of accountability, meaningful participation, and non-discrimination were fully considered. Any potential adverse impacts on enjoyment of human rights were rigorously assessed and identified with appropriate mitigation and management measures incorporated into project design and budget. • **3:** Partial evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation, and non-discrimination were considered. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget. • **2:** Limited evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation and non-discrimination were considered. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget. • **1:** No evidence that opportunities to integrate human rights in the project and the principles of accountability, meaningful participation and non-discrimination were considered. Limited evidence that potential adverse impacts on enjoyment of human rights were considered. • **0:** No evidence that opportunities to integrate human rights in the project were considered. No evidence that the potential adverse impact on the enjoyment of human rights have been considered. *Note: Management action or strong management justification must be given for scores of 0 or 1	**4**
Evidence The project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation, monitoring, and adaptive collaborative management of the project. During the project formulation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders in order to construct as holistic as possible an understanding of the challenges and barriers related to the management of natural resources in the three selected sites. The project design makes the assumption that the extensive consultations during project formulation strengthens the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced. The extensive stakeholder consultations, learning-by-doing activities, and demonstration sites and knowledge exchanges are intended to engage as many people as possible in order to reduce the risks of marginalizing stakeholders and incorporating their diverse perspectives in as many project activities as possible. For each grant, any potential adverse impacts on the enjoyment of human rights will be rigorously assessed and identified with appropriate mitigation and management measures incorporated into project design and budget.	

22. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach?	Rating Score
• **4:** Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered. Identified opportunities fully integrated in project strategy and design. Credible evidence that potential adverse environmental impacts identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. • **3:** Limited evidence that opportunities to enhance environmental sustainability and poverty-environment linkages	**3**

were considered. Credible evidence that potential adverse environmental impacts identified and assessed and appropriate management and mitigation measures incorporated into project design and budget. • **2:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts assessed and appropriate management and mitigation measures incorporated into project design and budget. • **1:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited evidence that potential adverse environmental impacts were adequately considered. • **0:** No evidence that potential adverse environmental impacts have been considered. Note: Management action or strong management justification must be given for scores of 0 or 1	

Evidence

This project is consistent with Sri Lanka's current United Nations Development Assistance Framework (UNDAF) 2013-2017, and relates to national initiatives to achieve the sustainable management of the environment and natural resources. This project will pursue projects to achieve environmental sustainability by strengthening the linkages between global environmental and national socio-economic priorities. Socio-economic benefits would be demonstrated in the medium-term through improved livelihoods and planning decisions being made that will enhance more environmentally-friendly and sustainable development. The vast majority, if not all, of small grant projects financed by the project proposed here will help achieve global environmental benefits as a result of activities that also produce local economic benefits. For each grant, potential adverse environmental impacts will be identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget.

23. If the project is worth $500,000 or more, has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?	**Yes**
	N/A

SUSTAINABILITY & NATIONAL OWNERSHIP

24. Have national partners led, or proactively engaged in, the design of the project? (select from options 0-4 that best reflects this project):	Rating Score
• **4:** National partners have full ownership of the project and led the process of the development of the project. • **3:** The project has been developed jointly by UNDP and national partners, with equal effort. • **2:** The project has been developed by UNDP in close consultation with national partners. • **1:** The project has been developed by UNDP with limited engagement with national partners. • **0:** The project has been developed by UNDP with no engagement with national partners.	**3**

Evidence

The priorities and focal areas of the Sri Lanka the SGP Country Programme have been determined through a consultative process involving community-based partner organizations, the National Steering Committee and others such as NGOs and academia that have expertise in local sustainable development and the GEF focal areas. In selecting grantee projects, the criteria for consideration include their fit with the GEF focal areas to ensure that global environmental benefits are generated while sustaining local level development benefits, especially enhanced incomes, food security and disaster risk reduction. In addition, proposed activities needed to be aligned with and/or contribute to national priorities as outlined in national policy documents.

25. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):	Rating Score
• **4:** The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. • **3:** A capacity assessment has been completed, although it is not systematic or detailed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy. • **2:** A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • **1:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy developments are planned. • **0:** Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.	**3**

Evidence

The comprehensive capacity assessment for this project is rooted in the previous the SGP projects, and is supported by subsequent assessments (See Section B.2.b). Notwithstanding, this project calls for a comprehensive socio-ecological baseline assessments at the beginning of project. The analyses will examine the current governance frameworks, institutional programmes and projects, and the presence and availability of strategic partnerships. Each landscape will have its own analysis, and a fourth analysis will reconcile the three analyses into one synthesized report.

Project activities are designed to increase the capacity of key institutions and communities. Through a learning-by-doing and adaptive collaborative management approach, the project will strengthen targeted institutional and technical capacities. This project will enable community-based organizations in Sri Lanka to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation, and evaluation of grant projects for global environmental benefits and sustainable development in three ecologically sensitive landscapes.

26. **Is there is a clear plan for how the project will use national systems, and national systems will be used to the extent possible?**	Yes (2)	No (0)
27. **Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilization strategy)?**	Yes (2)	No (0)

Annex 6:   Integrated Results and Resources Framework per the UNDP Strategic Plan

The following indicators serve to monitor relevant priorities under the 2014-2017 UNDP Strategic Plan to which this project is expected to contribute. This framework and its indicators may be further revised to reflect emerging best practice guidance on the use of M&E indicators.

Strategic Plan Indicator	Description	Related SGP Output(s)	Related SGP Target Indicator(s)
1.3.1.A.1.1	Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level	1.1, 1.2, 1.3, 4.1	* Multi-stakeholder groups for each project landscape * Long-term multi-stakeholder agreements will be negotiated and signed * New or improved consultative and decision-making institutional mechanism is approved by the SGP National Steering Committee * Multi-sectoral policy platforms institutionalized to ensure post-project rendering of services
1.4.2.A.1.1	Extent to which implementation of comprehensive measures - plans, strategies, policies, programmes and budgets – to achieve low-emission and climate-resilient development objectives has improved (modified)	1.4, 2.1, 2.2, 2.3, 3.3,	* Landscape strategies finalized and approved by the SGP National Steering Committee * At least 45 SGP community-based projects in all three landscapes (at least 15 per landscape) completed * Pilot exercises under the scaling up projects * Resource mobilization strategy that includes good practices for raising and allocating funds to achieve global environmental targets through decentralized decision-making is completed
2.5.1.A.1.3	Extent to which institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems (modified)	4.1	* Four policy dialogues carried out each year * Three multi-sectoral policy dialogue platforms for each landscape and one national platform to analyze lessons learned from project and programme performance and identify and discuss potential policy applications for post-project sustainability of programme outcomes established and convened

Annex 7:   Provisional Work Plan[1]

Activity	Description	1	2	3	4	5	6	7	8	9	10	11	12
Component 1: Resilient rural landscapes for sustainable development and global environmental protection													
Outcome 1	**Multi-stakeholder partnerships in three ecologically sensitive areas**												
1.1	Formal multi-stakeholder groups organized for each landscape					X							
1.2	Formal multi-stakeholder agreements negotiated and signed regarding long term outcomes for each landscape							X			X	X	X
1.3	Participatory research and planning processes instituted leading to comprehensive socio-ecological baseline assessments						X	X	X			X	
1.4	Landscape strategies each of the three project landscapes									X			
1.5	Typology of community level projects developed and agreed by multi-stakeholder groups together with eligibility criteria										X	X	X
Outcome 2	**Community organizations in landscape level networks build their adaptive management capacities**												
2.1	Community-level small grant projects developed and implemented in the selected landscapes that conserve biodiversity and enhance ecosystem services												
2.2	Community-level small grant projects developed and implemented in the selected landscapes that enhance productivity and sustainability of smallholder agroecosystems												
2.3	Community-level small grant projects developed and implemented in the selected landscapes that innovate alternative livelihood options and improve market access												
Outcome 3	**Multi-stakeholder partnerships develop and implement projects that catalyze the adoption of successful SGP-supported technologies, practices, or systems**												
3.1	Detailed analysis of successful grant project portfolios and lines of work							X		X			
3.2	Engagement of potential financial partners and public sector institutions in analysis and planning							X			X		
3.3	Identify scaling up requirements and opportunities: Develop resource mobilization strategy												X
3.4	Prepare and implement one (1) landscape-level project for scaling up												
Outcome 4	**Landscape policy platforms to discuss potential policy innovations based on analysis of project experience and lessons learned**												
4.1	Multi-sectoral policy dialogue platforms organized for each landscape and one national platform												
4.2	Systematize and codify relevant project and portfolio experiences												
Project Management													
A	Locally recruited personnel: Country Programme Manager	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
B	Locally recruited personnel: Project Assistant												
C	International Evaluation Consultant: Terminal Evaluation												
D	SGP National Steering Committee meetings		X						X				

[1] Annex E provides additional details of the activities as well as performance and process indicators as a guide to project management

Activity	Description	13	14	15	16	17	18	19	20	21	22	23	24
	Year 2												
Component 1:	**Resilient rural landscapes for sustainable development and global environmental protection**												
Outcome 1	**Multi-stakeholder partnerships in three ecologically sensitive areas**												
1.1	Formal multi-stakeholder groups organized for each landscape												
1.2	Formal multi-stakeholder agreements negotiated and signed regarding long term outcomes for each landscape												
1.3	Participatory research and planning processes instituted leading to comprehensive socio-ecological baseline assessments			■									
1.4	Landscape strategies each of the three project landscapes												
1.5	Typology of community level projects developed and agreed by multi-stakeholder groups together with eligibility criteria	■											
Outcome 2	**Community organizations in landscape level networks build their adaptive management capacities**												
2.1	Community-level small grant projects developed and implemented in the selected landscapes that conserve biodiversity and enhance ecosystem services		■				■						
2.2	Community-level small grant projects developed and implemented in the selected landscapes that enhance productivity and sustainability of smallholder agroecosystems		■				■						
2.3	Community-level small grant projects developed and implemented in the selected landscapes that innovate alternative livelihood options and improve market access		■				■						
Outcome 3	**Multi-stakeholder partnerships develop and implement projects that catalyze the adoption of successful SGP-supported technologies, practices, or systems**												
3.1	Detailed analysis of successful grant project portfolios and lines of work												
3.2	Engagement of potential financial partners and public sector institutions in analysis and planning					■							
3.3	Identify scaling up requirements and opportunities: Develop resource mobilization strategy			■									
3.4	Prepare and implement one (1) landscape-level project for scaling up			■	■								
Outcome 4	**Landscape policy platforms to discuss potential policy innovations based on analysis of project experience and lessons learned**												
4.1	Multi-sectoral policy dialogue platforms organized for each landscape and one national platform												
4.2	Systematize and codify relevant project and portfolio experiences												
Project Management													
A	Locally recruited personnel: Country Programme Manager	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
B	Locally recruited personnel: Project Assistant												
C	International Evaluation Consultant: Terminal Evaluation								■				
D	SGP National Steering Committee meetings	■											

Activity	Description	25	26	27	28	29	30	31	32	33	34	35	36
	Year 3												
Component 1: Resilient rural landscapes for sustainable development and global environmental protection													
Outcome 1	**Multi-stakeholder partnerships in three ecologically sensitive areas**												
1.1	Formal multi-stakeholder groups organized for each landscape												
1.2	Formal multi-stakeholder agreements negotiated and signed regarding long term outcomes for each landscape												
1.3	Participatory research and planning processes instituted leading to comprehensive socio-ecological baseline assessments												
1.4	Landscape strategies each of the three project landscapes												
1.5	Typology of community level projects developed and agreed by multi-stakeholder groups together with eligibility criteria												
Outcome 2	**Community organizations in landscape level networks build their adaptive management capacities**												
2.1	Community-level small grant projects developed and implemented in the selected landscapes that conserve biodiversity and enhance ecosystem services		■	■									
2.2	Community-level small grant projects developed and implemented in the selected landscapes that enhance productivity and sustainability of smallholder agroecosystems		■	■									
2.3	Community-level small grant projects developed and implemented in the selected landscapes that innovate alternative livelihood options and improve market access		■	■									
Outcome 3	**Multi-stakeholder partnerships develop and implement projects that catalyze the adoption of successful SGP-supported technologies, practices, or systems**												
3.1	Detailed analysis of successful grant project portfolios and lines of work			■	■								
3.2	Engagement of potential financial partners and public sector institutions in analysis and planning								■				
3.3	Identify scaling up requirements and opportunities: Develop resource mobilization strategy												
3.4	Prepare and implement one (1) landscape-level project for scaling up								■				
Outcome 4	**Landscape policy platforms to discuss potential policy innovations based on analysis of project experience and lessons learned**												
4.1	Multi-sectoral policy dialogue platforms organized for each landscape and one national platform												
4.2	Systematize and codify relevant project and portfolio experiences												
Project Management													
A	Locally recruited personnel: Country Programme Manager	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
B	Locally recruited personnel: Project Assistant	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
C	International Evaluation Consultant: Terminal Evaluation								■				
D	SGP National Steering Committee meetings	■							■				

Activity	Description	37	38	39	40	41	42	43	44	45	46	47	48
	Year 4												
Component 1: Resilient rural landscapes for sustainable development and global environmental protection													
Outcome 1	**Multi-stakeholder partnerships in three ecologically sensitive areas**												
1.1	Formal multi-stakeholder groups organized for each landscape												
1.2	Formal multi-stakeholder agreements negotiated and signed regarding long term outcomes for each landscape												
1.3	Participatory research and planning processes instituted leading to comprehensive socio-ecological baseline assessments												
1.4	Landscape strategies each of the three project landscapes												
1.5	Typology of community level projects developed and agreed by multi-stakeholder groups together with eligibility criteria												
Outcome 2	**Community organizations in landscape level networks build their adaptive management capacities**												
2.1	Community-level small grant projects developed and implemented in the selected landscapes that conserve biodiversity and enhance ecosystem services												
2.2	Community-level small grant projects developed and implemented in the selected landscapes that enhance productivity and sustainability of smallholder agroecosystems												
2.3	Community-level small grant projects developed and implemented in the selected landscapes that innovate alternative livelihood options and improve market access												
Outcome 3	**Multi-stakeholder partnerships develop and implement projects that catalyze the adoption of successful SGP-supported technologies, practices, or systems**												
3.1	Detailed analysis of successful grant project portfolios and lines of work												
3.2	Engagement of potential financial partners and public sector institutions in analysis and planning												
3.3	Identify scaling up requirements and opportunities: Develop resource mobilization strategy												
3.4	Prepare and implement one (1) landscape-level project for scaling up												
Outcome 4	**Landscape policy platforms to discuss potential policy innovations based on analysis of project experience and lessons learned**												
4.1	Multi-sectoral policy dialogue platforms organized for each landscape and one national platform		■					■	■				
4.2	Systematize and codify relevant project and portfolio experiences				■		■				■		
Project Management													
A	Locally recruited personnel: Country Programme Manager	▓	▓	▓	▓	▓	▓						
B	Locally recruited personnel: Project Assistant	▓	▓	▓	▓	▓	▓						
C	International Evaluation Consultant: Terminal Evaluation		■						■				
D	SGP National Steering Committee meetings								■				

Annex 8:   **Outcome budget**

Project Objective: To enable community-based organizations to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation, and evaluation of grant projects for global environmental benefits and local sustainable development in three ecologically sensitive landscapes

Project Components/ Programmes	Financing Type	Project Outcomes	Project Outputs	Trust Fund	GEF Project Financing (US$)	Confirmed Co-financing
1. Resilient rural landscapes for sustainable development and global environmental protection	TA	Outcome 1: Multi-stakeholder partnerships in three ecologically sensitive areas develop and execute management plans to enhance socio-ecological resilience and global environmental benefits	1.1 Formal multi-stakeholder groups organized for each landscape	GEF TF	30,000	15,000
			1.2 Formal multi-stakeholder agreements negotiated and signed regarding long term outcomes for each landscape	GEF TF	30,000	15,000
			1.3 Participatory research and planning processes instituted leading to comprehensive socio-ecological baseline assessments	GEF TF	60,000	30,000
			1.4 Landscape strategies each of the three project landscapes	GEF TF	90,000	64,000
			1.5 Typology of community level projects developed and agreed by multi-stakeholder groups together with eligibility criteria	GEF TF	30,000	15,000
			Outcome 1 Sub-total		**240,000**	**139,000**
	TA	Outcome 2: Community-based organizations in landscape level networks build their adaptive management capacities by implementing projects and collaborating in landscape management	2.1 Community-level small grant projects developed and implemented in the selected landscapes that conserve biodiversity and enhance ecosystem services	GEF TF	500,000	800,000
			2.2 Community-level small grant projects developed and implemented in the selected landscapes that enhance productivity and sustainability of smallholder agroecosystems	GEF TF	400,000	550,000
			2.3 Community-level small grant projects developed and implemented in the selected landscapes that innovate alternative livelihood options and improve market access	GEF TF	425,000	924,000
			Outcome 2 Sub-total		**1,325,000**	**2,324,000**

Project Objective: To enable community-based organizations to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation, and evaluation of grant projects for global environmental benefits and local sustainable development in three ecologically sensitive landscapes

Project Components/ Programmes	Financing Type	Project Outcomes	Project Outputs	Trust Fund	(US$)	
					GEF Project Financing	Confirmed Co-financing
1. Resilient rural landscapes for sustainable development and global environmental protection (cont.)	TA	Outcome 3: Multi-stakeholder partnerships develop and implement projects that catalyze the adoption of successful SGP-supported technologies, practices, or systems	3.1 Detailed analysis of successful grant project portfolios and lines of work	GEF TF	50,000	33,000
			3.2 Engagement of potential financial partners and public sector institutions in analysis and planning	GEF TF	50,000	50,000
			3.3 Identify scaling up requirements and opportunities: Develop resource mobilization strategy	GEF TF	50,000	50,000
			3.4 Prepare and implement one (1) landscape-level project for scaling up	GEF TF	275,000	740,000
			Outcome 3 Sub-total		**425,000**	**873,000**
	TA	Outcome 4: Landscape policy platforms to discuss potential policy innovations based on analysis of project experience and lessons learned	4.1 Multi-sectoral policy dialogue platforms organized for each landscape and one national platform	GEF TF	250,000	100,000
			4.2 Systematize and codify relevant project and portfolio experiences	GEF TF	138,170	64,000
			Outcome 4 Sub-total		**388,170**	**164,000**
			Component Sub-total		**2,378,170**	**3,157,143**
			Project Management Cost (PMC)		**118,908**	**142,857**
			Total project costs		**2,497,078**	**3,300,000**

UNDP Environmental Finance Services

Annex 9:   Terms of Reference

Terms of Reference[15] of the Country Programme Manager

% of Time		Key Results Expected / Major Functions
20%	1.	**Managerial Functions** • Supervise the national SGP team members and provide necessary guidance and coaching; • Promote and maintain a suitable environment for teamwork with the SGP team, the National Steering Committee (NSC), and the UNDP CO team: • Prepare annual work plans, including strategic and /or innovative initiatives to be undertaken/explored, and set delivery and co –financing targets; • Set annual performance parameters and learning objectives for the SGP team, assess their performance and provide feedback; • Build and maintain an effective relationship with key partners and stakeholders, and keep the NSC UNDP/GEF, UNOPS and UNDP CO informed as appropriate.
50%	2.	**Program/portfolio Development and Management** • Keep abreast of national environmental and sustainable development concerns and priorities as well as the socio-economic conditions and trends as they relate to the GEF-SGP and its focal areas, and assess their impact on the SGP's work and program. • Contribute to the formulation of the Upgrading Country Programme Project Document and its annual Project Implementation Reviews; • Exercise quality control over the development of a portfolio of project ideas and concepts, and closely monitor the program's implementation progress and results; • Organize periodic stakeholder workshops and project development sessions for NGOs, Community Based Organizations (CBO) and local communities, and other stakeholders to explain the SGP and to assist potential applicants in making the link between local environment and development problems and global concerns of the GEF focal areas; • Work closely with NGOs and CBOs in preparation of project concepts and proposals to ensure that individual projects fit the strategic framework of the Project Document; • Authorize and manage project planning grants, as required. • Conduct periodic program monitoring visits to the field and provide technical and operational support and guidance to the SGP grantees as required; • Work closely with and support the National Steering Committee and its deliberations during project proposal selection and approval, especially the initial appraisal of proposals and assessment of eligibility. • Foster operational and policy linkages between the GEF-SGP and the large or medium-sized GEF projects, planned or underway in the country, as well as those of other donors and development partners. • Manage annual work plan and budgeting (administrative and grants), maintain the

---

[15] These terms of references are informed by the GEF SGP Operational Guidelines that are described in Annex 13.

		financial integrity of the program, ensure most effective use of the SGP resources; • Report periodically to the UNDP/GEF Global Coordinator of the Upgrading Country Programmes on program implementation status, including financial reporting, and update relevant global SGP databases.
20%	3.	**Resource Mobilization** • Establish and maintain close working relationships with stakeholders, advocate SGP policies, comparative advantages and initiatives, and ensure visibility. • Assess program interest and priorities of key donors and other development partners, develop SGP advocacy campaigns and develop/update the SGP Country Programme resource mobilization strategy ; • Identify opportunities and areas eligible for GEF-SGP support, and mobilize resources from the Government, donors and other partners to best leverage the SGP resources.
10%	4.	**Knowledge Management** • Assist in the preparation of the SGP project/program evaluation and the Annual Monitoring Review; • Document lessons learned and best practices in SGP program/project development, implementation, and oversight; • Raise awareness of SGP Country Programme Team on corporate strategic issues, plans and initiatives to maximize highest impact and effectiveness; • Access UNDPs world-wide and regional knowledge, distill best practices and facilitate their dissemination within the CO and to counterparts and partners; • Access global best practices, share them with other local and international stakeholders and ensure their incorporation into the SGP portfolio and project design process.

Terms of Reference of the Programme Assistant

Background

Effective day-to-day substantive, administrative and financial support to the national SGP team and the National Steering Committee (NSC) to ensure the smooth operation and management of the GEF-SGP (Global Environment Facility – Small Grants Program) program portfolio, timely and efficient response to queries from different grantees and stakeholders, closely monitoring the achievement of annual SGP delivery and co-financing targets, and updating of relevant databases.

General responsibilities

Under the direct supervision of the Country Programme Manager of the Upgrading Small Grants Program, provide support in management related processes, particularly, program administration, record keeping, communications with the parties, logistical support, and document management.

Support to Program Implementation (40%):
• Contribute to day-to-day support to program/project implementation and ensure conformity with expected results, outputs, objectives and work-plans;
• Assist the Country Programme Manager (CPM) in prescreening project concepts and project

proposals, and evaluate the financial part of the project proposals;
- Assist the CPM in development and amendment of application forms and other management tools and requirements of the program and other SGP documents;
- Advise potential grantees on technical project preparation issues, and report to CPM and NSC on project development activities, as required;
- Provide day-to-day support to new and already approved projects and the grantees, as required;
- Assist the CPM in project implementation and monitoring, including participation in field visits;
- Organize the SGP advocacy events, workshops, round-tables, missions for CPM and other SGP events;
- Maintain working-level contacts with NGOs, governmental institutions, donors, other SGP stakeholders, and participate at events for SGP information dissemination purposes;
- Draft progress reports and other reporting material to the Global Coordinator of the Upgrading Country Programmes, UNOPS and UNDP CO, and assist CPM in preparation of semi-annual and bi-annual progress reports;
- Draft articles, publications, speeches, letters, memos and other documents on behalf of CPM, and respond to queries on SGP program matters;
- Create and maintain the SGP project database and the SGP stakeholder database;
- Maintain and update the SGP website, the SGP Global database and UNDP CO website with the SGP information;
- Support and assist CPM with other ad hoc duties as and when needed

Financial Management (30%):
- Review and process payment requests from grantees and vendors by obtaining necessary clearances and authorizations and ensuring payments are effected promptly;
- Maintain financial integrity of the Country Programme, implement and monitor accounting system and databases of the SGP Country Programme budget;
- Prepare and maintain the grant disbursement table and calendar;
- Review financial reports submitted by grantees and advise the CPM, as required;
- Draft administrative budget proposals;
- Enter, extract, transfer data from ATLAS and the SGP database and produce reports as required;
- Provide other financial reports as required

Administrative Functions (20%):
- Procure office equipment and furniture (including communication and audio equipment, supplies etc.);
- Manage and organize everyday office work;
- Establish a proper filing system and maintain files and documentation in good order;
- Draft routine correspondence and communications;
- Prepare background information and documentation, update data relevant to the program areas and compile background material for the CPM and NSC;
- Ensure flow of information and dissemination of materials with all concerned;
- Follow up on travel arrangements and DSA payments for the CPM and NSC members;
- Maintain personnel files, performance evaluation reports, leave records, and other pertinent personnel/consultant records;

- Ensure all reporting and/or submission deadlines from UNDP/GEF (HQ) are met;
- Provide logistical and other support to the local SGP team and visiting missions, as required

Knowledge Management (10%):
- Actively support the SGP and NSC teams in their efforts towards knowledge management and knowledge networking.

Competencies

Corporate Competencies:
- Demonstrates commitment to UN's mission, vision and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:
- Good communications and interpersonal skills essential;
- Excellent drafting and analytical skills required;
- Good knowledge of budget control and financial management.

Qualification and Skill Requirements

Education:
- University degree, preferably in Business Administration or an environmental science field.

Experience:
- At least 3-5 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 English and relevant local language(s)

IT skills:
- Excellent knowledge of MS Office, database and Internet use. User knowledge of ATLAS is an asset.

<u>Terms of Reference of the National Steering Committee</u>

NSC Functions and Duties

The SGP National Steering Committee (NSC) composition and operation will conform to the relevant sections of the GEF-SGP Operational Guidelines.

The principal functions and duties of the NSC include:

- Participation in the development and periodic revision of the Country Programme Project Document in line with the global guidance from UNDP/GEF and national environmental priorities, and oversee its implementation;
- Provide overall strategic guidance and direction to the Country Programme and contribute to development and implementation of strategies for Country Programme sustainability;
- Review and approve project proposals, submitted to the SGP by NGOs/CBOs and pre-screened by the Country Programme Manager, in accordance with established criteria and procedures;
- Ensure transparency and impartiality of NSC activities striving to avoid appearance of conflict of interest or undue influence.

NSC members are also encouraged to actively participate in site visits and ongoing monitoring and evaluation activities associated with the SGP and its projects, and to provide technical assistance and advice to the SGP projects and NGO/CBO project proponents. Travel to project site visits is paid for by the SGP.

The NSC may wish to elaborate a set of project selection criteria based on the Country Programme strategy as elaborated in the Project Document to help guide decisions and provide additional consistency to project selection.

The NSC shall decide whether it will consider and approve project concepts and planning grants or will rather leave these tasks to the Country Programme Manager. In the case of the latter, the CPM will keep the NSC informed of concepts received and approved and planning grants awarded.

<u>NSC Terms of Office and Appointment</u>

- Members of the NSC serve on a voluntary basis and without financial compensation. Reimbursement of reasonable and necessary expenses such as long-distance travel to project sites and NSC meetings will be provided. Reimbursement of expenses such as travel should be approved prior to the actual expenditure and follow standard the SGP procedures.
- The NSC should consist of between six and twelve members, with the majority of members from civil society. Efforts should be made to ensure gender and ethnic diversity in the committee.
- Members of the NSC are appointed by the UNDP Resident Representative in consultation with the CPM. Appointments to the NSC are subject to endorsement by the Global Coordinator of the Upgrading Country Programmes. Members may also be removed from the NSC by the UNDP Resident Representative for cause.

- The UNDP Resident Representative, or his/her delegate, represents the UNDP on the NSC.
- The SGP Country Programme Manager serves *ex officio* on the NSC, participating in deliberations, but not voting in the project selection process. The CPM also serves as Secretariat to the NSC.
- The term of office of each NSC member is for a period of three years. Ideally the NSC would have a three-year rolling membership with members serving staggered terms. In the event that a member fails to complete a full term of office, a new member shall be appointed by the UNDP Resident Representative. NSC members may be reappointed to serve additional two terms based on service and commitment to the Country Programme and the principles of the GEF-SGP overall.

NSC Meetings and Rules of Order

The NSC meets on a biannual basis (or as determined by the NSC) to provide strategic guidance to the Country Programme, review and approve grant proposals and to conduct other activities within its terms of reference.

The NSC nominates a Chair from among its regular members, preferably by consensus. Neither the UNDP Resident Representative (nor his/her delegate) nor the SGP Country Programme Manager may serve as the Chair. The Chair presides at NSC meetings in accordance with the rules of order which have been adopted and facilitates the process of consensus-building in NSC deliberations. The position of Chair is not permanent and rotates every year.

Where possible, the NSC operates on the basis of consensus rather than formal voting. Specific procedures and rules of order for NSC deliberations, including voting procedures and quorum requirements, should be proposed by the Country Programme Manager and NSC members and adopted by the NSC prior to any substantive deliberations or determinations.

Regular meetings of the NSC ordinarily include the following agenda items:

- Report on status and progress of the Country Programme;
- Status reports and updates on projects and activities under implementation;
- Financial report on execution of grant allocations;
- Presentation of project proposals for consideration

NSC minutes concerning meetings in which projects are approved should be as detailed and specific as possible, listing each project considered and including all NSC recommendations or observations about each project. The NSC decision about each project should be clearly noted, including any reformulations required before final approval. The list of approved projects should include the budget amount approved. The minutes should be signed by all NSC members present.

- The NSC should review and sign-off on project proposals that are reformulated or adjusted after being provisionally approved by the NSC, prior to submitting them to the UNDP Resident Representative for MOA signature. A formal meeting is not required, and the review may be done on a no-objection basis.

- Upon accepting appointment to the NSC, members commit themselves to ensuring the complete objectivity and transparency of the NSC, both in fact and in appearance. The NSC must avoid the appearance of self-dealing, conflict of interest, or undue influence. NSC members cannot benefit

directly from the SGP grants. No member of the NSC shall participate in the review or approval of any project in which that member, or an organization with which that member is associated, has an interest. In such cases, the member shall be excused from both the discussion and decision on the project.

As a matter of principle, the NSC (and the SGP as a whole) must operate in as transparent a manner as possible. The CPM should maintain an official record of each NSC meeting, which is available to the public. However, to protect NSC members from external pressures, neither the identities of NSC members, nor the attributed statements of NSC members during deliberations, shall be disclosed.

Country Programme Manager Responsibilities:

- The CPM is the Secretariat for the NSC, and is responsible for managing communication between and among NSC members, for sending out notices of meetings, and for maintaining substantive records of all meetings and actions taken. In addition, the CPM shall present to the NSC substantive reports on the status and progress of the SGP and its activities, as well as project proposals for consideration.

- Meetings of the NSC shall be convened by the CPM. Notice is to be given at least fifteen days in advance of the meetings, except in the case of special or emergency meetings, for which the notice requirement may be waived. Notice shall include the agenda for the meeting, a list of all projects to be considered at the meeting, and copies of all relevant documents and proposals.

- The CPM shall prepare and present meeting minutes for review and signature by the NSC after every meeting. Once signed by the NSC members involved, the original should be filed in the SGP office and a copy sent to the UNDP SGP focal point.

Terms of Reference

Position: SGP Technical Specialist (national)
Level of Position: Senior level expert
Project Title: The Sixth Operational Phase of the GEF Small Grants Programme in Sri Lanka
Type of appointment: Individual Contract

Overall Objective of the consultancy
A SGP Technical Specialist will be retained on a part-time basis to provide necessary technical advisory services on the implementation of key project activities, in particular the organization of the multi-sectoral working groups and policy platforms, the preparation of the landscape baseline assessments and strategies, negotiation of the multi-stakeholder agreements, the selection of the small grant eligibility criteria, monitoring and evaluation of small grant project proposals and their implementation, the formulation and implementation of the landscape-level project proposal for scaling up and replication, and the preparation of the resource mobilization strategy. The SGP will also provide technical support for the preparation of the project progress reports and the independent evaluation of the SGP.

The overall objective of the consultancy is to provide advisory services to the SGP Project Coordinator and National Steering Committee on various technical aspects of the project. The tasks of the SGP Technical Specialist are focused on ensuring that the implementation of the technical aspects of the project is on a right track.

Duties and responsibilities

The SGP Technical Specialist will work under direct supervision of the Project Coordinator. S/he will provide the following technical support:

- Provide overall technical advice on the strategic implementation of project activities and quality of project deliverables;
- Provide technical inputs on the drafting of terms of references for the recruitment of national experts and organizations;
- Support the organization of technical committee meetings and stakeholder workshops (reviewing and commenting on the agenda, list of participants, meeting reports/minutes, etc);
- Provide technical inputs on alternative strategies and approaches to address critical situations, emerging or potential risks to project delivery and expected outcomes;
- Provide technical inputs to the National Steering Committee;
- Provide inputs on the adaptive management of the project, as appropriate;
- Review and provide substantive inputs on various technical reports drafted by project consultants and specialists
- Provide technical backstopping to the preparation of project progress/monitoring/review reports as well as information releases in accordance with UNDP/GEF rules and procedures.

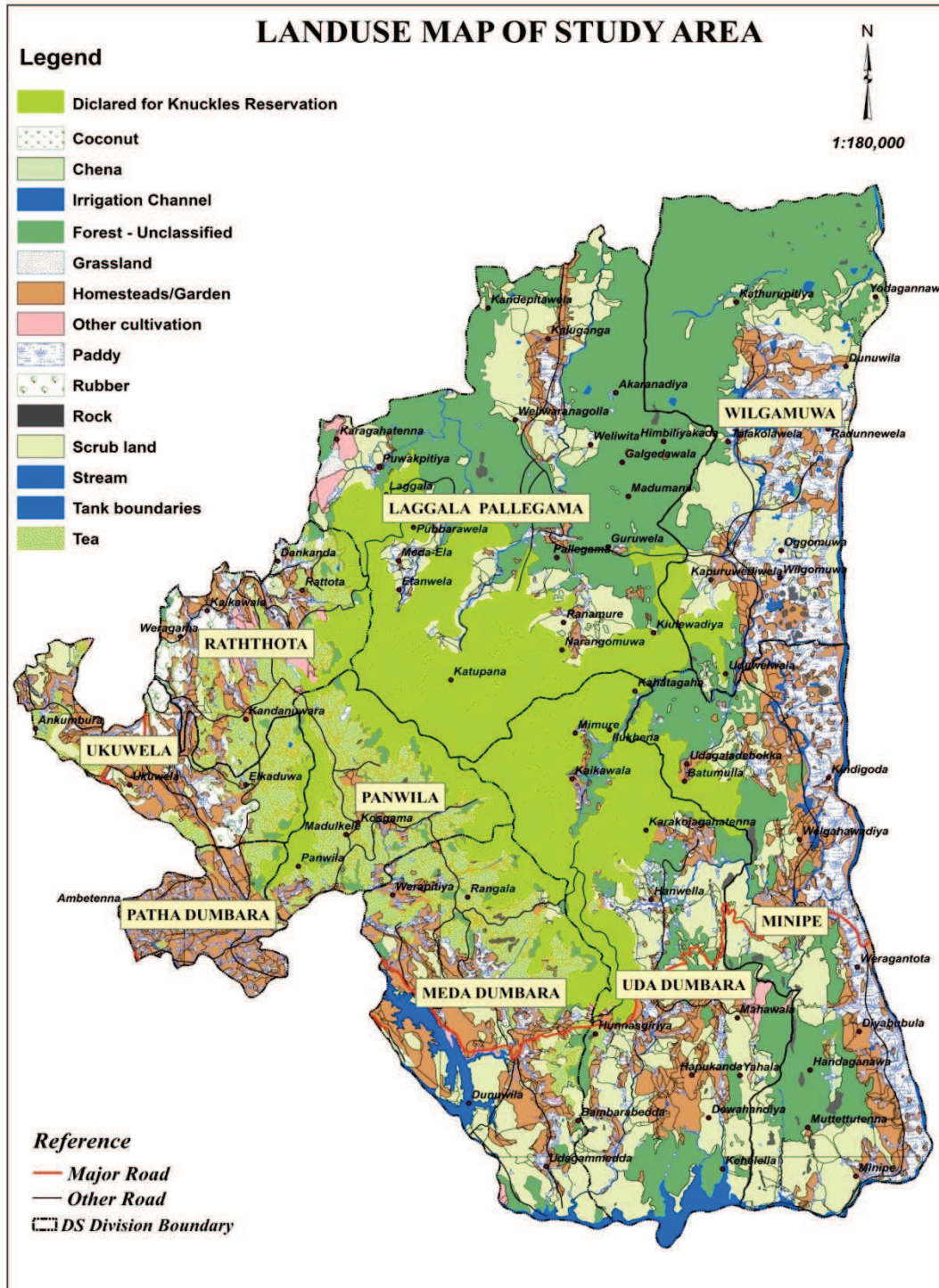**Annex 10:   Situational Analysis: KCF and Surrounding Communities[16]**

Figure: 2 Land Use Map of KCF and Its Buffer Zone

---

[16]Extracted from reports from the national consultants under the PPG.

Background of Knuckles Conservation Forest

The KCF is located in the extremely rugged Knuckles Massif that lies to the northeast of Kandy and is separated from the Central Massif by the Kandy Plateau and the Dumbara valley. The Knuckles forest was declared as the Knuckles Conservation Forest in 2000. The Knuckles Conservation Forest (KCF) covers approximately 21,000 ha including 17,830 ha of conservation forest and 1,880 ha of forest plantations. It constitutes approximately 0.03% of Sri Lanka's total land area.

Floral Diversity

Within the area covered by the Knuckles Range, a variety of different habitats can be found based on the altitude, rainfall, degree of exposure, and terrain. The montane rainforest is the most ecologically important formation in the KCF. It covers an area of 6,700 ha and extends down to an elevation of 1,300 m at which point, on the western flanks, tea plantations had been raised. Wet montane grasslands are also seen in some parts of this zone, mainly in the Lakegala area. With the expansion of the area of KCF, it now extends down the eastern slopes of the range in the northeast trending arm to a lowland elevation of 200 m. This section of KCF shows a gradation of vegetation types from the montane to the intermediate and the lowland moist monsoon (semi evergreen) forest formations.

Covering but a tiny fraction of the island's land area, the KCF harbours over 15% of the endemic flowering plants, and the genetic diversity of these and other indigenous species makes this an important area for conservation. A total of 1033 species of flowering plants belonging to 141 families have been recorded from KCF, and of this number, 160 are endemic. Among the species recorded, there were 21 orchids. Orchids and ferns are particularly abundant in the Wet Montane Forests, Sub Montane Forests and Reverine Forests. Six of the recorded 42 fern species are endemic to Sri Lanka.

Faunal Diversity

The wide ranging climate, the altitudinal variation and the heavily dissected terrain provide the basis for a high level of habitat partitioning in KCF. Of all the forests surveyed in the National Conservation Review, KCF stands out as the richest in terms of faunal taxa. There are 92 vertebrate families, 231 genera and 338 species represented in the KCF the 338 species include those acclimatized to the upper montane tropical wet evergreen forests or cloud forests, the wet sub-montane forests, dry sub-montane forests, semi-evergreen forests of the lower elevations, riverine forests and patana grasslands.

Many streams and tributaries of the Mahaweli River originate and flow through the Knuckles and these water bodies are the habitats of a remarkably diverse wetland fauna, which includes 24 species of indigenous freshwater fishes, of which 11 are endemic. Some endemic fish species such as *Garra phillipsi* and *Puntius srilankensis* are entirely confined to the Knuckles region. *Puntius martenstyni*, a globally threatened endemic species with high habitat specificity, is restricted to the northern part of the Knuckles range and is found only in the headwaters of a river located within this forest. Five species of freshwater crabs are restricted to the Knuckles' mountains.

The herpetofauna include 28 amphibians of which 64% are endemic to Sri Lanka. The recent discovery of five new species of amphibians from within an area of 10 km suggests that this area is a paradise for amphibians. Eighty-five species of reptiles have been recorded at KCF of which 51% are endemic. KCF contains 41 species of mammals and 160 species of birds. Among the mammals are: the endemic Purple-faced monkey (*Semnopithecus vetulus*) and the endemic toque macaque (*Macaca sinica*). Elephants (*Elephas maximus*) are rare in the KCF due to hunting during colonial times, but herds do continue to range through some peripheral areas of the KCF with natural open woodland. In one of the better investigated invertebrate groups, the mollusca diversity has been found to be exceptional. Fifty species of land snails have been recorded from the Knuckles region, of which 78% are endemic.

The butterfly fauna at KCF is also notable, with 60 species recorded to date, including the two endemic species. KCF harbours 28 species of globally threatened vertebrates listed in the 2006 IUCN Red List. These include the endemic and globally threatened *Labeo fisheri* (mountain labeo) and *Puntius martenstyni* (Martyenstyn's barb).

Table 3: Summary of faunal diversity in KCF

Families	Families	Genera	Species	Endemics	% of Endemism
Fresh water fishes	8	15	24	11	46
Amphibians	4	14	28	18	64
Reptiles	14	48	85	43	51
Birds	46	121	160	19	12
Mammals	20	33	41	8	20
Total	92	231	338	99	29

Agricultural significance of KCF

The major economic activities in the periphery of the Knuckles range are rice cultivation, chena cultivation, cardamom cultivation and tea cultivation. Much of the original forest area of the knuckles forest was cleared during the 19th century for the cultivation of coffee followed by the wide spread cultivation of tea and soil degradation has followed. Currently, there are about 40 tea plantations in the Kandy-Matale region - a number of which are found in the buffer zone of the Knuckles range. The Knuckles is the country's highest cardamom producing area.

The most significant economic contribution comes from the 1880ha of forest plantations and from non-timber forest products such as fuel wood, honey, medicinal plants, edible plants, roping material and bamboo. Local people also tap the flowers of the kitul palm that provide a base for "toddy" and "jaggery" a sugary substance that is used for making local sweets.

Conservation issues in the Knuckles region.

Cardamom cultivation within the forested area is a serious management challenge. It prevents the natural regeneration of forest tree species in the understory. About 60% of the cardamom cultivation in the Knuckles range is located in potentially sensitive areas - above 1200m in elevation. These disturbed sites are highly susceptible to soil erosion. The eroded soil enters rivers, causing siltation problems in hydropower reservoirs.

Another major threat is the presence of forest lands of different forms of land ownership. Proposed forest reserves, crown lands, state forest lands in the custody of the Sri Lanka Land Reclamation and Development Commission, forest lands granted by ninety nine year lease bonds, statutory lands transferred by gazettes notified by the Sri Lanka Land Reclamation and Development Commission, private – owned extensive forest lands and forest lands in the custody of the state plantation corporation (SPC) are located around the conservation forest area. Intermittent clearing of the forest, especially those owned by the SLLRDC and SPC and lands granted on ninety nine year lease agreement results in degradation and fragmentation of the forest.

When the KCF was legally declared a conservation forest there were a large number of private land lots falling within the boundary. Inclusion of these lots within the boundary was unavoidable if the conservation area was to be identified as an integral whole. These private land lots do not constitute a part of the legally defined conservation area since only state land within the defined boundary is included. It was later deemed necessary to include these lots in the conserved area and action was taken to acquire them. There are no residents in these lots and the land is in forest or scrub. Three-hundred-and fifty (mostly small) private lots have been identified and action will be taken to acquire them, after which they would automatically become a part of the KCF. The process, however, is dragging on.

Gem mining is a serious threat to the rivers and streams of the Knuckles Forest. The massive destruction caused by large scale mechanical mining activities on the encroached state forest land will ultimately wipe out the forest community and invaluable biological diversity in the absence of strong willed responsible officers to bring the culprits to justice.

Forest fire is a major threat to the Knuckles Forest during the dry seasons. These fires are set often in the Pathana Grasslands and Acacia and Pine plantations, for slash and burn cultivation, amusement, hunting animals like sambur and to encourage growth of young shoots for fodder. These fires spread rapidly in the Acacia plantations that span about 158 ha as well as in the Pine plantation with a range of about 1174 ha.

Expansion of disorganized tourism is another major threat to the Knuckles forest. In addition to the construction of hotels, the unauthorized activities like bush meat trade, disposal of chemical effluents from hotels, dumping waste material to water ways continue to plague the forest. Curbing these illegal acts that lie beyond the scope of the Conservation Forest Ordinance has to be addressed urgently.

Dispersal of invasive flora in the Knuckles region is a major threat to this unique ecosystem. Tree species such as Caribean pine (*Pinus caribaea*), Siam weed (*Chromolaena odorata*), and Mist flower (*Ageratina riparia*), constitute the 10 alien species threatening the forest ecosystems.

Social Aspects of the Knuckles Range

There are around 93 villages and 87 Grama Niladari Divisions associated with the Knuckles forest. Dandenikumbura, Poththetawela, Kahagala, Dammanthenna, Divulgaspathana, Atenwela, Walasmulla, RambukWewa, Udagaladebokke, Galamuduna, Pallegaladebokka, Meegahamada, Medekele, Meemure, Kaikawela, Gomare, Wadawalakande, Nellikele and Narangamuwa are some of the isolated villages constituting the plenitude. There are only a few families in these villages and in most cases the young generation has migrated to urban areas due to hardships. Their main income is farming. Most of them use traditional methods based on indigenous knowledge. The local communities are highly dependent on the forest for, land/physiological space for chena, cardamom cultivation and for grazing livestock, and non-timber forest products for subsistence and income source.

The general life style of villagers is very simple. Most of them are subsistence farmers, involved in the cultivation of paddy, supplemented with chena cultivation. Some of them are involved in plucking cardamom, planted inside the forest. Farming practices are bound with auspicious times determined by the village astrologer. Traditional folk songs are an essential element of paddy cultivation, sung by women during transplanting, manual weeding and crop harvest. The villagers are relying on cattle for transporting goods between villages and sub-urban areas.

Table: 3 Periphery villages and their population in the Knuckles range

GN Division	District	Divisional Secretary Division	Population	Male	Female	Degraded areas By
Illukkumbura	Matale	Laggala-Pallegama	177	82	95	√ (Chena)
Ettanwala	Matale	Laggala-Pallegama	135	71	64	
Imaduwa	Matale	Laggala-Pallegama	171	86	87	
Ranamure	Matale	Laggala-Pallegama	435	212	223	√ (Cardamom, Chena)
Kahagala	Matale	Laggala-Pallegama	144	76	68	
Lakegala	Matale	Laggala-Pallegama	230	106	124	
Narangamuwa	Matale	Matale	774	384	390	√ (Cardamom)
Pallegaladebokka	Kandy	Minipe	324	162	162	

Meemure	Kandy	Udadumbara	282	148	134	√(Cardamom,Chena,)
Kaikawela	Kandy	Udadumbara	116	80	36	√ (Cardamom)
Pusse-Ella	Kandy	Udadumbara	272	136	136	
Udaillukka	Kandy	Udadumbara	351	175	176	
Kalugala	Kandy	Udadumbara	268	127	141	
Gradigala	Kandy	Udadumbara	385	188	197	
Wadawalakanda	Kandy	Udadumbara	273	132	141	
Munamalpalessa	Kandy	Udadumbara	321	153	168	
Kandegama	Kandy	Udadumbara	249	127	122	
Kobonila	Kandy	Udadumbara	356	167	189	
Pitawalagama	Kandy	Udadumbara	195	99	96	√(Chena,Plantation, Hotel)
Rabukpotha	Kandy	Medadumbara	683	327	356	
Mangoda	Kandy	Medadumbara	852	387	465	
Heeloya	Kandy	Medadumbara	768	356	412	
Kandekumbura	Kandy	Medadumbara	374	189	185	
Ritiyagama	Kandy	Medadumbara	400	189	211	
Thangappuwa	Kandy	Medadumbara	296	121	148	
Rangala	Kandy	Medadumbara	596	247	349	√ (Cardamom)
Nawadagala						
Puwakpitiya						
Dikpathana						
Pllegama						√ (Cardamom, Chena)
Attanwala						√ (Cardamom)
Narantalawa						
Rambukoluwa						√ (Cardamom)
Bambarella						√ (Cardamom)
Kabaragala						√ (Cardamom)
Dandenikumbura						
Poththetawela						
Dammanthenna						
Divulgaspathan						
Walasmulla						
RambukWewa						

Udagaladebokke						

Key features in the livelihood systems

- Heavily dependent on the agriculture and forest resources for income and subsistence
- Average monthly income is in the range of Rs 1,000/= to 15,000/=; .income varies with the seasons
- The primary source of cash income is cardamom and kithul products
- Bee-honey, food/fruits, medicinal plants, fuel wood, binding material and wood for household and agriculture tools are collected from the forest

Conflicts and issues requiring livelihood solutions

- Ownership and entitlement –*de-jure* ownership and alienated rights to forest
- Lack of access to forest resources–traditional source of kitul, cardamom, fuel wood and NTFP
- Lack of land for village expansion, grazing and chena cultivation
- Unrecognized local claims to traditional knowledge, practices, resource use and livelihood sources
- Low and unreliable farm income that derives from highland cultivation and home gardens
- Forest fire and wildlife threat
- Lack of services, external linkages and market facilities
- Reduced crop productivity due to continued soil erosion and land degradation

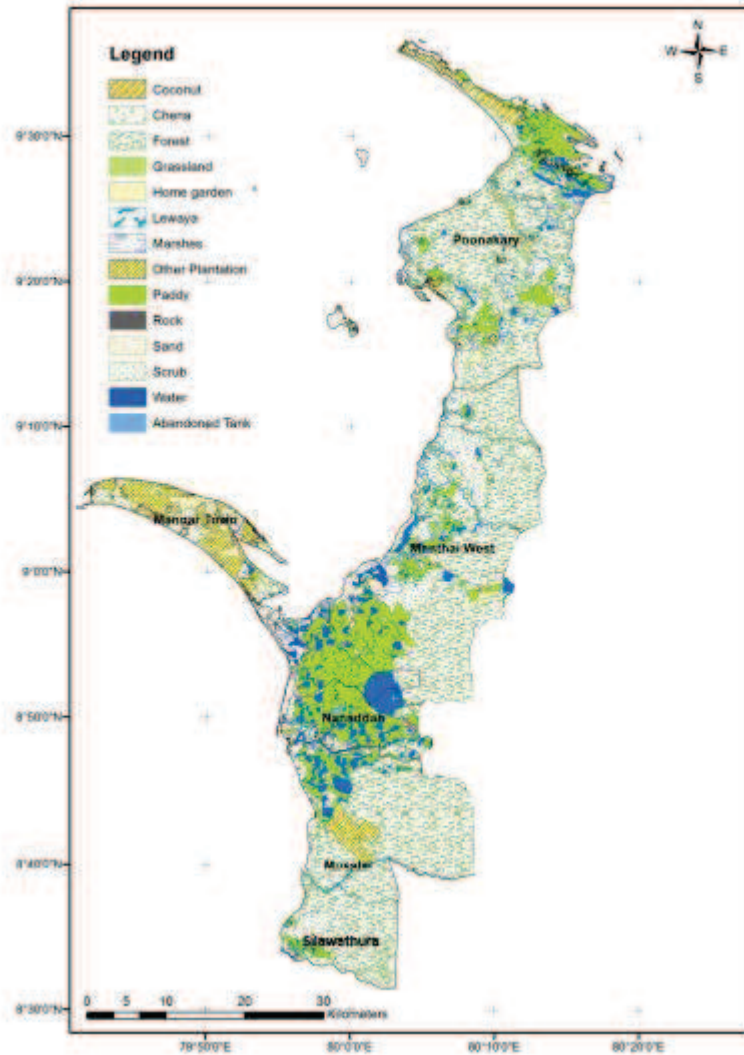**Annex 11:   Situational Analysis: Coastal Region from Mannar Island up to Jaffna[17]**

Figure 3: Land Use Map of Mannar Island up to Jaffna

Physical Setting

The coastal area of Mannar to Jaffna (North west) covers parts of the two districts of Mannar and Kilinochchi. Climatically the area falls into the Dry zone and agro ecological regions of DL_3 and DL_4. The landscape has high biodiversity (Table 4). However, during the thirty years of conflict which this area was subjected to, neglect and damage has led to environment degradation (Table 5). With the establishment of peace the areas are the focus of development and for the resettlement of displaced populations. Due to these resettlement and development activities, the natural ecosystems in these regions are once again under anthropogenic threats.

---

[17] Extracted from reports from the national consultants under the PPG.

Table 4: District-wise total extent of coastal habitats in selected landscape, 2003 (in ha)

District	Mangroves	Salt Marshes	Dunes	Beaches, Barrier beaches	Lagoons	Estuaries	Other Water Bodies	Fresh Water Marsh
Kilinochchi	471	5738	918	325	6387	3781	38	228
Mannar	413	2813	945	843	1392	400	670	-

Table 5: A comparison of the extent of Mangroves between 1986 and 2003 in selected districts

District	Extent of Mangrove in 1986 (ha)	Extent of Mangrove in 2003 (ha)	Percentage Reduction (%)
Kilinochchi	770	471	38
Mannar	874	413	53

Land Use

The land use patterns in the region vary according to the DS divisions. In the Poonagary division, forest cover is 45.07% while paddy and mangrove cover are 10.26% and 5.81% respectively. Major land use types in Manthai West of Mannar District are paddy (22.22%), forest (53.91%) while DS division of Madhu has a forest cover of 89.49% and 2.94% of paddy lands.

Water resources

Generally this area does not have even one perennial river. There are seasonal streams and rivers during the rainy season. Traditional water storage was through built irrigation tanks. Water scarcity is a major constraint in the districts even for potable and domestic purposes.

Floral diversity

The major forest types in this area are, tropical dry mixed evergreen forest and dry thorny scrublands. Other habitats include coastal vegetation such as mangroves, and salt marshes, sand dunes and inter tidal habitats including coral reef, algal communities and sea grass meadows. The Island of Mannar and a coastal belt of the mainland have been identified as arid zones based on their climatic features. Consequently the vegetation is largely dry thorny scrubland with isolated trees. The scrubland is the secondary vegetation that has developed after clearing of the primary forest.

A 2007 IUCN survey recorded a total of 583 plant species (in 119 families) from Mannar Bay and the coastal belt from Kalpitiya to Puttlalam. Among them eight species are endemic and 11 species are nationally threatened.

Faunal diversity

The selected landscape area is comprises a variety of marine and brackish water ecosystems. Additionally, terrestrial and freshwater ecosystems such as tropical dry mixed evergreen forests, scrub forests, villus, rivers and manmade tanks can be observed in the vicinity of the coastal belt of the these districts. Due to the close proximity to the Indian mainland, these coastal ecosystems harbor a large number of migratory bird species that land from the Indian mainland during the winter migratory period. During the annual water bird census, a total of 166,300 water birds were recorded from this region. The ecosystems in the area are therefore important as feeding, resting, and roosting grounds for migratory birds. A total of 205 bird species have been recorded along the coastal area of Mannar to Jaffna . Among them 66 species were identified as migratory species. Most of the water birds use mud flats around the Vankalai, Vidattaltivu and Mantai West as their first resting and feeding ground. Three endemic and five

proposed endemic bird species were also recorded in the forest areas of the region especially Musali, and Vanathavillu DS Divisionss. The Gulf of Mannar also provides shelter for eight Nationally Threatened species and 16 Near Threatened species of birds. Due to its importance for migratory birds, Vankalai was declared as a Ramsar wetland in mid-2010.

A total of 398 vertebrates including freshwater fishes, amphibians, reptiles, birds, and mammals and 98 invertebrates (dragonflies and butterflies) were reported within the six coastal DS Divisions in the Gulf of Mannar. Among the vertebrates are 31 endemic and proposed endemic species, 66 migrant bird species, two introduced freshwater fishes and eight domesticated mammal species. There are 36 freshwater fish species recorded in the bodies of freshwater along the coastal. Two freshwater fish species were identified as Nationally Vulnerable. Of the 84 butterfly species that have been recorded along the coastal region of Mannar to Jaffna, five were nationally threatened.

Amphibian diversity in the region is much lower compared to the other faunal groups. A total of 17 amphibians were recorded in inland water bodies. A total of 69 reptile species were recorded within the region and among them were three marine turtles and 10 species of sea snakes. The Mannar to Jaffna coastal area is known to be an important foraging site and a migratory route of the Hawksbill turtle (*Erytmochelis imbricate)* population inhabiting the South Asian marine region (Kapurusinghe and Cooray, 2002).

A total of 59 terrestrial mammal species and 13 marine mammals have been recorded. Among them four species are endemic. Among the threatened endangered species, bats i.e. *Hipposideros galeritus, Kerivoula picta, cat i.e. Prionailurus rubiginosus* and bear *Melursus ursinus* are found in the Wilpattu National Park in the Vanathavillu DS Divisions. The largest mammal of the world, the blue whale *Balaenoptera musculus*, which is globally endangered, is also observed in these areas.

Agriculture
The people displaced during the internal conflict are being resettled in the area. Most agricultural communities are faced with seasonal unemployment and hence have low incomes during the Yala season (off season). This is a major problem that needs to be resolved. Livestock is an option available at present as an income source during the off season.

The spread of invasive plants such as Water hyacinth (*Eichhornia crassipes)* and Cat's tail (*Typha angustifolia*) in small irrigation tanks is observed. Spread of these species will enhance siltation and reduce tank capacity and increase maintenance costs. A potential problem in the paddy lands in coastal regions is salinization of soil due to coastal water intrusion.

Alteration of the natural habitat
The development of physical infrastructure such as roads, bridges, culverts, sanitary facilities, buildings, electricity and water supply, and irrigation canals will have an effect on the environment. It is necessary to consider the long term consequences of these interventions for the natural systems. An example is the Mannar causeway which is under construction.

Over-exploitation of biological resources
This, as well as destructive harvesting practices have particularly affected populations of coastal food fish and lobsters, marine and freshwater ornamental fish, medicinal plants of commercial value, valuable timber species, and other species providing raw materials for cottage industries and/or have subsistence value as food items or wood for posts, poles and fuel wood.

Pollution
Pollution of inland freshwater and coastal wetlands and associated marshes due to contamination with fertilizers, pesticides, sewage, chemical compounds from shrimp farms in the coastal areas is seen. The release of ballast water and waste oil and tar from ships may add to coastal pollution. Pollution has already made many aquatic habitats unusable to freshwater species, threatening several aquatic endemics that need clean clear water.

Human - wildlife conflicts

The disruption of travel patterns of wildlife, particularly elephants, is leading to animal – human conflict, by the breakup of continuous stretches of forest, for establishment of human settlements, irrigated agriculture and *chena* cultivation. There are also signs that proximity of human habitations and hotels to forest areas will cause conflict situations in the near future.

Social Aspects

People and their Livelihoods

Agriculture, a major economic factor of the selected landscapes, is expanding in parallel to the rapid resettlement programme. Rice is the main crop covering the land area of the landscape, followed by perennial crops and upland crops such as Chilli, Red onion, Black gram, Green gram, Cowpea, Ground nut etc. With peace returning, the survey found that abandoned paddy lands are being prepared for cultivation in the next rainy season. Generally, all paddy lands are cultivated in the Maha season and only 5% during Yala as irrigation water is insufficient.

Fishery sector

The majority of the population in the coastal area are engaged in fishing or related activities. Fishing therefore is a major contributor to the local economy and is the main source of livelihood of over 50% of the population. It also contributes to export of non-conventional, yet highly profitable marine resources such as sea cucumber and conch (IUCN,2011).

District	DS Division	GN Division	Population
Mannar	Manthai west	Papamoddai	291
		Vidathaltheevu North	217
		Vidathaltheevu West	439
		Vidathaltheevu Centre	51
		Vidathaltheevu East	192
		Vellankulam	551
		Illupaikadavai	606
		Kalliyadi	216
		Anthoniyarpuram	629
		Thevanpiddy	848
		Adampan	420
	Mannar	Thiriketheeswaram	442
		Erukkalampiddy North	417
		Erukkalampiddy Centre	513
		Pesalai North	1198
		Pesalai West	1150
Kilinochchi	Poonagary	Mulankavil	3410
		Kiranchi	1568
		Pallavarayankaddu	987
		Nachchikkuda	1836
		Kowtharimunai	336

		Kiranchi	1568
		Ponnaveli	1505
		Pallikuda	2162
		kowtharimunai	336

Annex 12:   Situational Analysis: Urban Wetlands of Colombo[18]
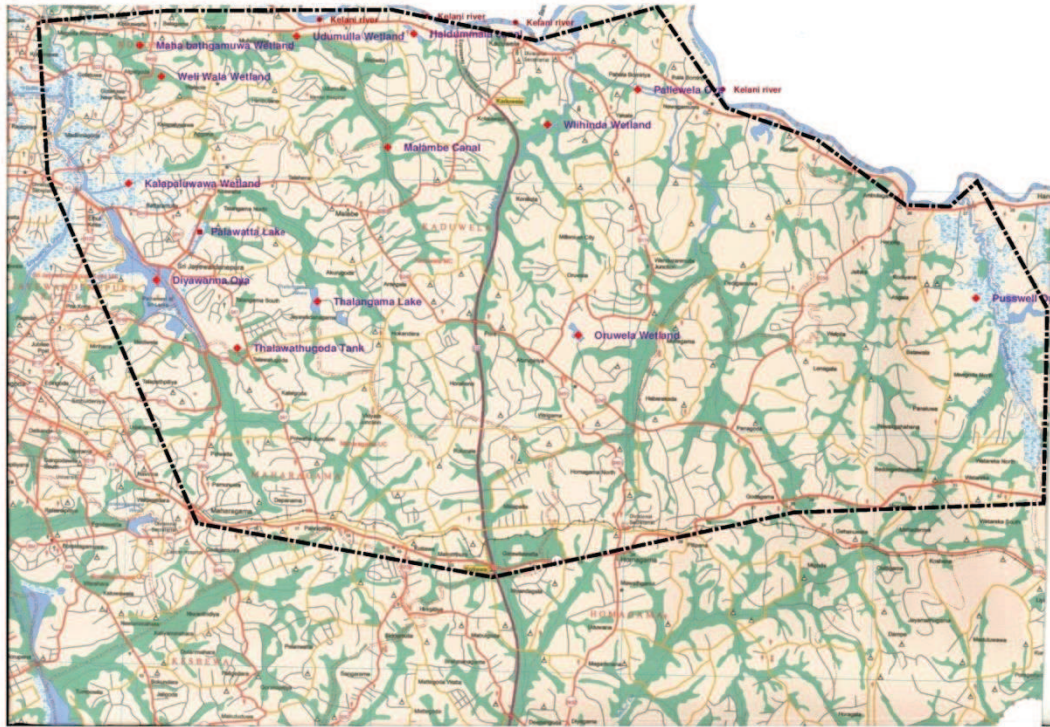

Figure 4: Land Use Map of Urban Colombo Wetlands

---

[18]Extracted from reports from national consultants under the PPG.

Major wetlands in the selected landscape and their current status

Site	Overall Threat Status
Bellanwila-Athtidiya marshes	High
Colombo flood detention areas	High
Talangama tank	Moderate

The total extent of wetlands in the Colombo districts is around 20 km^2 (2.9% of the total land area of Colombo District). Most wetlands in the Colombo district occur on state lands, but a number are either wholly or partly under private ownership. A number of the most important wetlands occur within protected areas managed by the Department of Wildlife Conservation. These include the Bellanwila-Attidiya Sanctuary and the Muthurajawela wetlands. The Bellanwila-Attidiya marshy lands (372 hectares) were declared a sanctuary on July 25, 1990. Despite its status as a sanctuary, the government's failure to protect has led to degradation and reduced the number of migrant and endemic birds.

The Bellanwila-Attidiya Sanctuary, is primarily a freshwater marsh ecosystem, surrounded by a rapidly developing urban area. The sanctuary consists of marshes, shallow freshwater ponds, and seasonally flooded grasslands. The sanctuary is home to significant biodiversity including 77 species of butterflies, 37 species of dragonflies, over 168 species of birds, and more than 30 species of freshwater fish. Of this, five species of butterflies are considered nationally threatened. Additionally, 15 species of nationally threatened and endemic vertebrates have been recorded in the wetland.

A significant portion of the wetland is degraded due to several anthropogenic factors such as encroachments and filling. The wetland continually faces threats from legal and illegal reclamation of its land for housing and urban development. Habitats have also been lost due to clearing of shrubs for construction in the surrounding areas. The construction of roads has led to road kill and accesses to species by the predatory terrapins and birds. The collection of eggs and the spread of invasive species is also a major threat to native biodiversity. Finally, the most damaging threat is the continuing dumping of raw garbage and the effluents and pollutants released from garment factories into the waterways, resulting in major fish kills. Overall, the sanctuary is considered highly threatened.

Importance of Colombo Wetlands

- The wetlands are fundamental to the well-being of the people of Colombo. All of the wetlands, even the most degraded ones, provide a range of benefits that contribute to human well-being in the city. Of all the benefits provided by the wetlands, over 90% of the benefits remain within Colombo Metropolitan Region.
- The wetlands significantly benefit the urban poor. The income for households in and around the wetlands is less than 40% of the average income for the Metropolitan Colombo Region. Over 60% of these local households directly benefit from products derived from the wetlands for livelihoods and 100% will be receiving indirect benefits from flood mitigation, climate cooling and pest regulation.
- The wetlands assist in delivering food security. Rice cultivation in the paddy lands is a long-established practice in the Colombo Metropolitan Region. However, in addition to rice the wetlands provide a range of other formally cultivated vegetables, products from poultry, and milk from cattle, as well as native plants that are foraged. Fishermen are also active in the wetlands across the city. Over 87% of all the wetland areas currently provide food to the citizens of Colombo contributing to food security across the city.
- The wetlands provide the citizens of Colombo with traditional medicines. The people of Colombo have long-benefitted from their knowledge of the curative powers of local plants. It is estimated that almost 80% of the wetland areas provide local communities with traditional natural medicines that are harvested and foraged for at no or limited cost to the individual households.

- The wetlands provide effective protection from flooding. During intensive rainfall events, they are able to store several tens of million cubic meters of water (up to 68 Mm3 for the 100 year return period flood or the equivalent of more than 27,000 Olympic sized swimming pools).
- The wetlands reduce extreme air temperatures and make the city more live-able. Due to evaporative cooling, the wetlands can reduce air temperatures, the effect of which can extend into areas up to 100m away from the wetlands' physical boundaries. This means that over 65 km2, or more than 50% of urban Colombo, benefits from this natural air conditioning.
- The wetland soils are mitigating global climate change. Estimates suggest that the wetland soils contain approximately 1.43 million metric tons of carbon; the equivalent of almost 90% of the annual carbon emissions from CMR.
- The wetlands are protecting the health of citizens. Four out of five of the wetland areas in Colombo buffer the negative impacts of airborne pollutants on air quality. Through the trapping and removal of particulate matter the wetlands are reducing the incidence of cardiopulmonary and respiratory diseases, coughing, bronchitis, and lung cancer, as well as premature deaths from these diseases resulting from elevated concentrations of ambient particulate matter.

Biodiversity

Over 250 plant species, including nine endemic, nine nationally threatened and 11 nationally near threatened plant species of plant are present in the wetlands. Almost 280 species of animals, including 32 endemic species, are present in these urban wetlands. They also support critically endangered plant species, such as the tree climber *Aganope heptaphylla*. This plant is only recorded at three sites in Sri Lanka, two of which are the urban wetlands of Beddagana Biodiversity Park and Kolonnawa Marsh.

An important function of the urban wetlands is the life support they give to endangered animals. Altogether 20 critical species inhabit the wetlands of Colombo. These include four species of dragonfly, two species of butterfly, four species of land snails, two species of freshwater fish, two species of amphibian, two species of reptile and four species of mammal, including two endangered species: the Fishing cat *Prionailurus viverrinus* and the Otter *Lutra lutra*.

Fauna at Colombo wet lands

A total of 209 species of vertebrate fauna, belonging to 96 families were recorded from Colombo wet land area. Of the total number of species recorded, 17 (9 %) are endemic, while 26 (12 %) are nationally threatened (IUCN Sri Lanka, 2000). Among the endemic vertebrate species recorded in the Colombo Wetlands, 60% are nationally threatened. The native vertebrate fauna in Colombo Wetlands represents 30% of Sri Lanka's native inland vertebrate species. 40 species of fish (5 endemics), 14 species ofamphibians (4 endemics), 5 species of which are nationally threatened are recorded in the urban wetland areas of Colombo.

The reptiles consist of 31 species (6 endemics), among the total species, 9 are nationally threatened. Birds appeared to be the dominant group of vertebrates at Colombo Wetlands, consisting of 102 species (1endemic) belonging to 42 families. These represented approximately 37% of Sri Lanka's native avifauna. The mammals of Colombo Wetlands consist of 22 species (1 endemic), the Slender Loris *(Loris tardigradus)* is an extremely rare primate at Colombo Wetlands, and it is considered globally threatened.

Threats to Wetlands in Colombo

A majority of the wetlands in Sri Lanka are facing various threats that are posed by human activities. An analysis of the identified threats pertaining to the wetlands listed for Sri Lanka in the Directory of Asian Wetlands (Scott, 1989) brings out information such as 'the most frequently reported threat appears to be siltation'. It should be realized that this is usually not caused by factors in the wetland itself but by

actions on lands adjacent or away from the wetland. The present broad threats can be summarized under four major categories; habitat deterioration and degradation, direct loss/exploitation of species, spread of invasive alien species and natural phenomena.

Loss and degradation of wetlands

Wetland loss and degradation continues across Colombo's urban wetlands. Filling of wetlands is increasing flood risks across the city. The water quality in the wetlands is severely degraded. The water quality in the catchments supplying the wetlands is also degraded. Discharging domestic waste water is a significant factor in the degradation of water quality. The water quality situation has been critical since 2010. Historical water quality issues have existed for decades, however the degradation has become more widespread and acute during the last five years. The Colombo Wetlands have remained resilient but an ecological threshold was crossed in 2010 and the changes in functioning may be permanent.

Some of the wetlands in Colombo are permanently degraded. Canal maintenance activities are degrading the ecological functioning of the wetlands. Alien invasive species present a significant threat to the native biodiversity of the city. Eleven species of alien invasive plants are currently known to be present in the wetlands including *Eichhornia crassipes,* which is widespread and chokes canals and waterways, and *Annona glabra,* which occurs in almost every wooded wetland in the city and results in significant changes in the native ecological character of the wetlands.

The degradation of wetlands undermines the well-being of the urban poor. The continued loss and degradation of wetland does not only impact on the native fauna and flora but human well-being suffers significantly. The impacts are most acutely felt by the relatively less well-off citizens who live in around the wetland areas and depend on them directly for their livelihoods and indirectly for their overall well-being.

Social Aspects

Table 6: The selected villages of Urban Wetlands of Colombo

Wetland	DS Division	Surrounds Villages	Population
Thalawathugoda tank	Maharagama	Thalawathugoda West	5492
DiyawannaOya	Maharagama	Thalawathugoda West	2087
	Kaduwela	Battaramulla South	1580
	Kaduwela	Rajamalwatta	2014
	Kaduwela	Subhoothipura	2568
	Kaduwela	Kotuwegoda	3549
Thalangama tank	Kaduwela	Kumaragewatta	5076
Kalapaluwawa Wet land	Kaduwela	Kalapaluwawa	4287
	Kaduwela	Kotuwegoda	3087
Welihinda Wet land	Kaduwela	Welihinda	2099
	Kaduwela	Kaduwela	4342
Palawatta lake	Kaduwela	Thalangama North A	9250
Oruwela Wet land	Kaduwela	Oruwela	4501
HaldummalaCanel	Kaduwela	Raggahawatte	4030
	Kaduwela	Welivita	4997
PallewelaOya	Kaduwela	PahalaBomiriya	4224
Malambe Canal	Kaduwela	Malambe west	5141
	Kaduwela	Mahadeniya	5495
	Klonnawa	Maligagodella	2083
	Klonnawa	Wijayapura	3173
Mahabuthgamuwa Wet	Kolonnawa	Kotikawaththa East	3535

land	Kolonnawa	Mahabuthgamuwa A	3349
Udumulla Wet land	Kolonnawa	Udumulla North	2643
Weliwala Wet land	Kolonnawa	Kotikawatte West	2946
	Kolonnawa	Kotikawatte East	3535
	Kolonnawa	Malpura	4044
PusswelOya Wet land	Homagama	Meegoda North	3060
	Homagama	Panaluwa	4725
	Seethawaka	Thunnana West	1713
	Seethawaka	Walawwatta	1339
	Seethawaka	Jayaweeragoda	1717
	Seethawaka	Artigala East	1921

Socio-economic issues identified during stakeholder consultation meeting

Several stakeholders meeting were held covering certain wetland associated communities and the following issues were raised:

- Unclear Boundaries of water bodies and their reservations
- Illegal encroachments (settlements)
- Land filling (Politically influenced groups)
- Direct dumping of waste to wetland banks and spilling into the wetlands
- Direct discharge of waste water
- Sediment deposition due to erosion
- Erosion of river banks
- Salinization and sea water intrusion
- Sand mining
- Spreading of invasive species of flora and fauna and loss of biological diversity
- Threat to aquatic biotic components due to dumping of toxic chemical waste
- Threat by land grabbing
- Loss of livelihood from fishery related activities.
- Lack of sustainable/alternative livelihood opportunities, unemployment or under-employment.
- Lack of opportunities for women for livelihoods
- Exploitation by middle men for fisheries, agricultural products
- Poor government support for many of the issues that are faced by low-income communities.
- No trained community based organization to contest rights
- Though ecotourism potentials are high, there is no/limited capacity to handle initiatives due to poor infrastructure, trained man power and knowledge
- Risk of health hazards due to pollution and spread of diseases such as dengue.

GEF SMALL GRANTS PROGRAMME (SGP) OPERATIONAL GUIDELINES

Purpose of this Document

These Operational Guidelines are intended to assist GEF SGP National Coordinators/Sub-Regional Coordinators (NCs/SRCs), National Steering Committees (NSCs), Sub-regional Steering Committees (SRSCs), National Focal Groups (NFGs), UNDP Country Offices and National Host Institution (NHI) staff as well as the SGP Central Programme Management Team (CPMT) and the Global Coordinator of the SGP Upgrading Country Programmes in programme implementation.. They are based on the experience and knowledge gained both at the country and global levels through years of GEF SGP programme implementation. They provide the basic framework for operations in relation to the structure, implementation, and administration of the programme. They also address the project cycle and grant disbursement. Programme and project monitoring, evaluation, and reporting are covered in the GEF SGP Monitoring and Evaluation Framework.

The guidelines and models set forth herein are meant to apply generally to all GEF SGP Country Programmes. It is recognized, however, that different contexts and situations will require different responses and adaptations. Any questions about the application of particular provisions of the guidelines or need for adaptation should be referred to the GEF SGP Global Manager and Central Programme Management Team (CPMT) or the Global Coordinator of the SGP Upgrading Country Programmes. On administrative and financial matters, questions may be answered by the UNOPS SGP Standard Operating Procedures and, if necessary, to the respective UNOPS SGP Portfolio Manager.

List of Acronyms

BAC	Budget Account Classification Code
CBO	Community-based Organization
CCF	Country Cooperation Framework
CO	Country Office
COA	Chart of Account (ATLAS)
COB	Country Operating Budget
CPMT	Central Programme Management Team
CPS	Country Programme Strategy
GEF	Global Environment Facility
IOV	Inter-office Voucher
M&E	Monitoring and Evaluation

MOA	Memorandum of Agreement
MOD	Miscellaneous Obligation Document
NC	National Coordinator
NFP	National Focal Person
NFG	National Focal Group
NGO	Non-governmental Organization
NHI	National Host Institution
NPFE	GEF National Portfolio Formulation Exercise
NSC	National Steering Committee
OP	Operational Programme
PA	Programme Assistant
PO	Purchase Order (ATLAS)
REQ	Requisition (ATLAS)
SBAA	Standard Basic Assistance Agreement
SGP	GEF Small Grants Programme
SOPs	Standard Operating Procedures
SRC	Sub-Regional Coordinator
SRSC	Sub-Regional Steering Committee
SPS	Sub-Regional Programme Strategy
TOR	Terms of Reference
UCP	Upgrading Country Programme
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
UNFCCC	United Nations Framework Convention on Climate Change

PART I: GEF SGP PROGRAMME STRUCTURE

1. The structure of the GEF Small Grants Programme (SGP), implemented by UNDP, is decentralized and country-driven. Within the parameters established by the GEF Council and reflected in the Project Document for an Operational Phase, the programme seeks to provide for maximum country and community-level ownership and initiative. This decentralization is balanced against the need for programme consistency and accountability across the participating countries for the achievement of the GEF's global environmental objectives, and the SGP's particular benchmarks as stated in the Project Document for each Operational Phase.

2. The SGP is a global and multi-focal area GEF project, approved for funding by the GEF Council on a rolling replenishment, implemented by UNDP on behalf of the GEF partnership, and executed by UNOPS. In the case of Upgraded Country Programmes, UNOPS execution is the recommended option although a country-specific execution modality utilizing a national non-governmental

organization or a consortium of non-governmental organizations, selected by UNDP through a competitive process, can be utilized[19]. Within the UNDP framework, the SGP, as a global programme, is handled differently from UNDP core national or regional programmes.[20]

3. The GEF Council approves SGP Project Information Form (PIF), GEF CEO Endorsement request, and SGP Project Document for the SGP Global Programme as well as for all Upgrading Country Programmes for each GEF Operational Phase. The SGP Project Document, whether for the global program or upgrading country programmes, provides the framework for SGP operations in accordance with the GEF mandate, including specific benchmarks for project achievements. It also sets forth many of the programme and financial reporting requirements for which UNDP has legal responsibility.
   a.
4. Globally, the SGP brings together country programmes of participating countries across all world regions. The key eligibility criteria for countries to participate in SGP are:

   ✓ Existence of environmental needs and threats in GEF focal or thematic areas;
   ✓ Ratification of at least one of the global environmental conventions including the United Nations Convention on Biological Diversity (CBD); the United Nations Framework Convention on Climate Change (UNFCCC); the Stockholm Convention on Persistent Organic Pollutants; and United Nations Convention to Combat Desertification (UNCCD);
   ✓ Government commitment in the participating country and support for the programme's implementation modality according to the operational guidelines;
   ✓ Potential for strong government-NGO relations and positive support for local Civil Society Organizations;[21]
   ✓ Commitment to resource mobilization: the UNDP/CO and government share available funding for SGP delivery from both GEF and non-GEF sources, and support efforts to attract other co-funding sources;
   ✓ Positive enabling environment.

SGP Headquarters Structure

5. A UNDP/GEF Unit at UNDP Headquarters in New York provides fiduciary oversight for all of its GEF activities, including the SGP. Key UNDP Headquarters staff include the UNDP GEF Executive Coordinator, and his/her Deputy, who are legally accountable to UNDP and to the GEF Council for the utilisation of GEF resources.

---

[19] As per policy approved by the GEF Council Meeting (November 10-12, 2009, Washington DC) based on GEF/C.36/4 Small Grants Programme: Execution Arrangements and Upgrading Policy for GEF-5 (see para 19 and paras 52 - 53). This has been reaffirmed through the approval of the GEF Council Paper GEF/C.46/13 of April 30, 2014 "GEF Small Grants Programme: Implementation Arrangements for GEF-6.

[20] For more information about global programming, please see the UNDP Programming Manual, especially Section 8.3. The Programming Manual is available in UNDP Country Offices and at the following website: http://www.undp.org/osg/pm/index.htm

[21] For the purpose of the SGP and its grant making, CSOs refer to national and local non-governmental organizations (NGOs) with priority on community-based organizations (CBOs), indigenous peoples, farmers, scientific community, women's groups, and youth and children organizations.

6. Overall management of the SGP Global Programme, including operational guidance and support to the country programmes, as well as the identification and establishment of SGP Country Programmes in new countries, are conducted by the SGP Central Programme Management Team (CPMT). The CPMT is composed of a Global Manager and Deputy Global Manager; Programme Specialists responsible for matrixed country support and focal area guidance, knowledge management, and monitoring & evaluation; Programme Associates; as well as external consultants, as needed. The SGP Upgrading Country Programmes (UCPs), given their financing modality as GEF Full-Size Projects, are managed by a UNDP-GEF UCP Global Coordinator, who provides technical assistance, strategic advice, and resource mobilization support and promotes substantive and strategic alignment and coordination of the UCPs with the Global SGP Programme.

7. The United Nations Office for Project Services (UNOPS) provides programme execution services including administrative, financial, legal, operational, procurement and project management for the SGP as described in detail in the UNOPS SGP Standard Operating Procedures (SOPs).[22] The UNOPS SGP Cluster Coordinator and his/her team work closely with the SGP Deputy Global Manager and CPMT staff, as well as with the SGP UCP Global Coordinator.

8. The SGP Global Manager and his/her alternate, the SGP Deputy Global Manager, are ultimately responsible for the overall management, strategic direction, policy development and resource mobilization efforts of the SGP Global Programme. The Programme Specialists are primarily responsible for guidance on GEF focal areas and thematic directions, Country Programme support, regional coordination responsibilities, knowledge sharing, partnership development and networking. As necessary, the Global Manager and Deputy Global Manager may delegate certain functions to the Programme Specialists.

9. SGP regional teams, composed of at least one staff member from CPMT and from UNOPS, as well as the regional senior SGP National Coordinator as needed, may provide a range of technical advice, operational, management and administrative support to country programmes in each of the six SGP world regions,[23] divided as follows:
   b.
   ✓ Africa
   ✓ Arab States
   ✓ Asia
   ✓ Europe & CIS
   ✓ Pacific
   ✓ Latin America & the Caribbean
   c.
10. While for the Global Programme, the CPMT regional focal point focuses primarily on GEF technical and programmatic matters, and the UNOPS regional focal point is responsible for administrative and financial issues, the SGP regional team works collaboratively in advising country programmes with regard to all substantive and operational matters. The regional teams also review the annual SGP

---

[22]https://intrafed.unops.org/ORGANIGRAMME/NAO/SGP/SGP_MANUAL/Pages/default.aspx

[23] For a full list of participating SGP countries see:

http://www.sgp.undp.org//index.cfm?module=ActiveWeb&page=WebPage&s=contry_profile

127

country staff performance and recommend ratings for review by the Deputy Global Manager, and his/her counterpart in UNOPS, prior to endorsement and finalisation by the Global Manager.

11. For the Upgrading Country Programmes, the division of labour between the SGP UCP Global Coordinator and UNOPS is similar to those above, as are the collaborative arrangements between UNDP-GEF and UNOPS.

12. SGP Programme Associates are responsible for daily administration, filing and archive management; financial record-keeping and reporting to donors; human resources support; external communications; organisation of meetings; and responses to routine requests for information. The Programme Associates monitor completion of SGP work-plans, and assist in CPMT activities, correspondence, and other assigned tasks.

SGP Country Programme Structure
d.
13. The SGP operates in a decentralized and country-driven manner through a National Coordinator or Sub-regional Coordinator (*both hereafter to be referred as NC*) and National Steering Committee or National Focal Group for those in sub-regional programme modality (*both hereafter abbreviated to NSC*) in each participating country, with some modification in the case of countries in a sub-regional programme modality[24], with financial and administrative support provided by the UNDP Country Office (CO). In some countries, a National Host Institution (NHI) or host NGO[25] is responsible for programme implementation in conjunction with the NC and NSC. At the country level, the SGP operates under the overall UNDP SBAA agreement, although the SGP Global Programme is not considered a part of the CCF or UNDP core functions at the country level.

e.
14. The NSC is composed of voluntary members from NGOs, academic and scientific institutions, other civil society organizations, the UNDP CO, and government, with a majority of members coming from the non-governmental sector. The NSC provides overall guidance and direction to the Country Programme, and contributes to developing and implementing strategies for Country Programme sustainability.

f.
15. The technical capacity of the individual NSC members is an important criterion in determining its composition, and to the maximum extent possible the NSC membership should include experts in the relevant GEF focal areas of biodiversity; climate change mitigation; international waters; sustainable land management; sustainable forest management and REDD; persistent organic pollutants/ chemicals; as well as capacity development. The inclusion of the government GEF Operational Focal Point (OFP) or relevant Convention Focal Point in the NSC is also recommended.

g.

---

[24]In the case of SGP Sub-regional Programmes, the Sub-Regional Coordinator (SRC) may manage the programme, while projects are reviewed and approved by a voluntary National Focal Group (NFG) with part-time facilitation by a National Focal Person (NFP). Some countries, with substantial grant making, may decide to shift to a Country Programme modality still linked to the subregional group with a full-time NC or a Community Program Officer and the SRC providing subregional coordination and technical support.

[25] National Host Institution or NHI and host NGO are used interchangeably in this document because SGP Country Programmes commonly employ both terms.

16. The NSC is responsible for the review, selection and approval of projects, and for ensuring their technical and substantive quality as regards the strategic objectives of the SGP. In collaboration with the NC, the NSC contributes to the development of the Country Programme Strategy (CPS)[26] in accordance with the relevant GEF Project Document for the Operational Phase and national environmental priorities, and oversees its implementation. NSC members are expected to support the Country Programme in resource mobilization and in mainstreaming SGP lessons learned and successes in national development planning and policy-making. NSC members are encouraged to participate in pre-selection project site visits and in project monitoring and evaluation.
    h.
17. The NSC may also constitute a Technical Advisory Groups (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.
    i.
18. The SGP NC has lead responsibility for managing the development and implementation of the country or sub-regional programme, for ensuring that grants and projects meet GEF and SGP criteria, and for planning and implementation of upscaling strategies. The NC's primary functions include *inter alia*: (i) assisting CSOs in the formulation of project proposals; (ii) serving as the *ex officio* secretariat for the NSC; (iii) ensuring sound programme monitoring and evaluation, including periodic project site visits; (iv) resource mobilization; (v) communication and dissemination of SGP information; and (v) global reporting to CPMT, UNOPS, responding to audits, and other tasks as stipulated in their ToR.[27]

19. The UNDP CO provides management support to the SGP Country Programme as outlined in this document. The UNDP Resident Representative/Resident Coordinator (*hereafter abbreviated to* **UNDP RR**) in each UNDP CO assigns a senior staff person (typically the Environment Focal Point or head of the Sustainable Development Cluster) to serve as the SGP focal point. The UNDP RR participates in the NSC or may designate the focal point as his/her delegate in the NSC. Each UNDP CO also contributes to monitoring programme activities – usually through broad oversight by the designated focal point as part of NSC responsibilities - facilitates interaction with the host government, and develops links with other in-country financial and technical resources.

20. The UNDP CO is also responsible for providing operational support – the RR signature of grant project MOAs (on behalf of UNOPS); appointment letters of NSC members (on behalf of CPMT); local grant disbursements; HR administration; as well as assisting in audit exercises for the programme. The detailed steps for each operational aspect are described in the UNOPS SGP SOPs. The UNDP CO also plays a fundamental role in launching a new SGP Country Programme in terms of endorsement of the government application to be a participating SGP country and in helping CPMT organize the

---

[26] An Upgrading Country Programme is not required to produce a Country Programme Strategy since it produces a Project Document for the Full Size Project financing their Country Programme for the relevant Operational Phase.

[27] See full-length version of SGP NC ToRs.

start-up mission. The UNDP CO also plays a critical role in the proper closing of an SGP Country Programme.

PART II IMPLEMENTATION AND ADMINISTRATION OF SGP COUNTRY PROGRAMMES

In-country institutional arrangements

21. The SGP operates at the country level under the overall UNDP SBAA agreement, however, the SGP Global Programme remains the responsibility of the CPMT/UNOPS SGP Cluster at Headquarters and, like the Upgrading Country Programmes, is accountable to UNDP-GEF in New York, and ultimately, the GEF Council. There are two basic modalities for SGP hosting arrangements for the country programme that, in consultation with country stakeholders, will be decided by CPMT or the UCP Global Coordinator. In most countries, the programme is hosted by the UNDP CO, although this may also mean that the SGP office is physically located outside CO premises. Where there are issues of accessibility and based on consultations with stakeholders, the programme could be hosted in a National Host Institution (NHI), which may be an NGO or academic institution.

22. In case of NHI hosting, UNOPS issues and administers a sub-contract with the NHI that outlines the technical support and administrative services to be provided, as well as the applicable operating budget. In all cases, the UNDP CO provides needed support for SGP in-country operations in coordination with the CPMT or UCP Global Coordinator and UNOPS. Whatever the hosting arrangements, all Country Programmes respond equally to the relevant Operational Phase Project Document (global or national upgrading) and the global SGP Operational Guidelines.

23. As noted above, NCs of Country Programmes in the Global SGP Programme are guided by CPMT regional focal points for the majority of operational and technical matters, whilst reporting ultimately to the SGP Global Manager. NCs of Upgrading Country Programmes are guided by the Global UCP Coordinator. NCs are also accountable to the UNDP RR for country-level programme expenditures and on matters regarding meeting the ethical and professional standards of the UNDP. The UNDP RR, in consultation with members of the NSC, is responsible for preparing the annual evaluation of NC performance and recommendation concerning contractual status for review by either CPMT or the Global UCP Coordinator, and UNOPS.

24. In keeping with the spirit and mandate of the SGP to develop and foster the capacities of CSOs in participating countries, it is expected that as individual Country Programmes mature it will be possible to transfer the hosting arrangements from the UNDP CO to NHIs. Any decision for transfer should be based on a full consultative process and analysis of key factors, and must be approved by the CPMT or Global UCP Coordinator in consultation with the UNDP RR. In certain cases, where the selected NHI does not fully meet performance expectations, and upon consultation with country stakeholders, the contract may be terminated by the CPMT or Global Coordinator, and UNOPS, and hosting will be transferred either to the UNDP CO or to another NHI.

25. The relationship with an NHI may range from the provision of physical office space, with the NC and NSC carrying full responsibility for programme management; one in which the NHI is responsible for providing specifically agreed services, such as technical advice and support; through to one where the NHI carries full responsibility for managing the SGP programme. The extent of responsibility will

be clearly defined in the contract for services signed by UNOPS and the NHI and may evolve over time.

26. The identification of a pool of suitable NHIs may be carried out through a process of competitive bidding, or by gradually accumulating a list of available and interested organizations in consultation with key stakeholders. Local representation of international NGOs would not normally be eligible. The legitimacy and neutrality of potential NHIs within the national NGO community are essential qualifications to carry out SGP grant-making activities. Once a pool of organizations has been established, the following factors will be considered by the CPMT or Global UCP Coordinator, and UNDP CO to select the best candidate:

- ✓ National stature and credibility;
- ✓ Good working relationships with other CSOs, including participation in environment/ development networks;
- ✓ Demonstrated compatibility with the procedures, objectives, and grant-making functions of the SGP, GEF, and UNDP;
- ✓ Significant experience in community-based, participatory environment and development;
- ✓ Substantial involvement and technical expertise in environmental issues related to the GEF focal areas and the Rio conventions;
- ✓ Proven programme management and administrative capacity with systems in place.

27. The NC is normally an employee of UNOPS whereas the contract is administered locally by the UNDP CO on behalf of UNOPS. In some cases, the NC contract administration can be covered under the terms of the contract with the NHI. The selection of the NC is done through a publicly advertised and competitive selection process. As a general rule, the recruitment process for the NC is managed on behalf of UNOPS by the UNDP CO under the overall supervision of the UNDP RR. This is ordinarily the case even if the NC will be placed in an NHI; however, the NHI, as appropriate and upon approval of CPMT, may manage the NC recruitment. The selection panel submits three of the top applicants to the SGP Global Manager for final selection and decision. The recruitment process and related guidelines are described in more detail in the UNOPS SGP Standard Operating Procedures (SOPs).

28. Typically, NHIs do not normally administer grant funds. As Country Programmes evolve and/or upgrade, however, it may become desirable to include direct grants administration as part of NHI responsibilities under UNOPS-issued contracts or other mechanisms, thereby increasing the level of country ownership of, and civil society participation in, the programme. Administrative procedures will need to be devised to ensure that the administration of grant allocations and their transferral to grant recipients remain transparent, accountable and fluid. NHIs cannot be awarded nor use SGP grant funds.

SGP country staff roles and responsibilities

29. The NC is responsible for the overall functioning of the SGP in each participating country, and for the achievement of the benchmarks established for Country Programme implementation in the CPS (Global Programme) or Project Document (UCP) for the relevant Operational Phase. The NC is

131

expected to have full-time dedication to the SGP.[28] The NC is responsible for ensuring sound programme and project monitoring and evaluation, and laying the foundation for programme upscaling and sustainability. In project development, the NC may work directly to assist the proponent CSO to access needed support, including the recommendation of support through planning grants. The NC, jointly with the UNDP CO, bear direct responsibility for all local programme expenditures. A critical aspect of the NC job performance is to carefully monitor and supervise these expenditures under the overall supervision of UNOPS and to ensure accountability and transparency.

30. The NC usually represents the SGP in local and national meetings, workshops, and other events, and may be accompanied by members of the NSC. However, for legal and financial purposes, only the UNDP RR or his/her Officer in Charge (OIC) may represent the SGP in-country (on behalf of UNOPS). Only the UNDP RR or his/her Officer in Charge (OIC) can sign SGP grant Memoranda of Agreement (MOAs) and for signing any co-financing arrangements on behalf of SGP. While the NC may initiate and undertake co-financing and other negotiations for the programme, s/he should never officially sign such agreements. The NC, however, may sign non-binding collaborative agreements between SGP and other projects and programs. The NC should consult the CPMT or the Global UCP Coordinator, and the UNOPS SGP Cluster if there is any doubt on signing rules and procedures.

31. The performance of NCs is evaluated annually. The evaluation is undertaken through an online Performance and Results Assessment (PRA) in two parts: a self-assessment by the NC, and a performance evaluation with NSC inputs under the charge of the UNDP RR. These two parts of the evaluation should be completed shortly after the completion of the reporting period. The completed and signed evaluations are submitted to the CPMT or the Global UCP Coordinator. The PRA evaluations are reviewed by the CPMT or Global UCP Coordinator, with UNOPS inputs, and final decisions are then taken for the Global Programme Country Programmes by the SGP Global Manager and Deputy Global Manager on contract renewal, or by the Global UCP Coordinator, as well as other actions that might need to be taken.

32. In most countries, the NC works with a Programme Assistant/Associate (PA). On behalf of UNOPS, the UNDP CO may hire a PA with technical and/or administrative skills and functions depending on local needs. The NC shall be involved in the selection process and the panel recommendation will be forwarded to CPMT and UNOPS for final approval. The NC will be in charge of the supervision and PRA for the PA. In certain cases, consultants with a technical background, especially in the GEF focal areas, may be recruited to contribute to project design, implementation, and monitoring and evaluation, and can be delegated by the NC to provide these services to CSOs and SGP projects as necessary. The recruitment process and related guidelines are highlighted in detail in the UNOPS SGP SOPs.

---

[28]The NC should not accept any other functions unless a cost-sharing arrangement can be negotiated with the UNDP CO or host NGO and validated by CPMT/UNOPS.

National Steering Committee procedures

33. The NSC is a central element of the SGP and provides the primary substantive contribution and oversight to the programme, in coordination with the NC. While staffing and operational management of the SGP is undertaken through UNDP/UNOPS structures, no SGP project may be undertaken at the country level without the approval of the NSC. As such, the NSC must do its best to ensure the technical and substantive quality of SGP grants, and the administrative and financial capacity, either actual or potential, of the CSO grant recipients. The UNDP RR, or his/her delegate, as well as other members of the NSC, are encouraged to provide any relevant information about these concerns, especially the financial and organizational integrity of CSOs. Operationally, the decisions of the NSC are considered final provided they are consistent with these operational guidelines, the SGP Project Document for the GEF Operational Phase and the Country Programme Strategy (or UCP Project Document). However, neither the NSC nor its individual members as programme volunteers, hold any legal or fiduciary responsibility for the SGP or its activities.

34. The selection of NSC members is normally done by the NC in consultation with the UNDP RR. For new country programmes, the NSC is often established as a result of a preparatory mission or in the initial stages of launching the programme. NSC members should have an abiding interest and commitment to working with communities and share a vision of what sustainable development and "thinking globally, acting locally" might mean in terms of linking the GEF focal areas with community needs and concerns. NSC non-governmental members must have high credibility and wide experience working with local communities and CSOs in the country and thus can represent their needs and interests in committee discussions. Strong, experienced, and technically competent civil society representation on the NSC is crucial as a means of keeping the SGP responsive to its mandate to work with CSOs, CBOs and indigenous peoples. These members must also have the requisite knowledge of GEF Focal Areas and/or specific themes such as gender, sustainable livelihoods, and knowledge management. Governmental and donor agency members should hold positions relevant to the work of the SGP and at a level where they could make decisions on behalf of their agencies, particularly when assessing proposals which they are being asked to fund. NSC members on the whole must be able and willing to discuss constructively and develop consensus decisions. The NSC, with the NC, are responsible for ensuring participatory, democratic, impartial, and transparent procedures for project review and approval, as well as all other aspects of programme implementation at the country level in accordance with the SGP Project Document for the relevant Operational Phase.

35. The composition of a newly established NSC is subject to ratification by the SGP Global Manager or the Global UCP Coordinator while subsequent appointments can be ratified by the responsible CPMT Regional Focal Point for global programme countries and by the Global UCP Coordinator for upgrading country programmes. In general, only one government representative on the NSC is required. However, depending on the circumstances, country programmes can have additional government representatives such as Convention focal points, although whatever the case, the majority of members must be non-governmental. The UNDP RR provides the appointment letters on behalf of the SGP.

36. NSC members usually serve for a period of three years. Each country or sub-regional programme must decide whether this term is renewable, and how eligibility for renewal is determined. In

133

general, periodically inviting new members is a sound and healthy policy that brings new ideas and expertise to programme implementation, and roughly one quarter of NSC members may rotate in any given year. Changing the entire membership at any one time should be avoided.

37. Participation in the NSC is without monetary compensation. Travel expenses for project site visits or to NSC meetings can be covered by the SGP country operational budget.

38. NSCs adopt decisions under the principle of consensus and rarely resort to voting to determine whether a project is approved or a particular course of action is taken. To facilitate meetings, the NSC may decide to select its Chairperson(s) in the following way: (i) one of the most committed expert members to Chair for a particular period of time; (ii) members to chair meetings on a rotating basis to enhance each member's participation; and (iii) on a co-chair approach with government and non-government representation to promote civil society leadership and CSO-government collaboration which are institutional objectives of the programme.

39. The NC serves ex officio on the NSC, participating in deliberations, but not in decisions in the project selection process. The NC usually convenes the NSC and functions as its secretariat, including preparing minutes of meetings and maintaining a historical record of programme decisions and implementation. A copy of NSC minutes, signed by the members, and other pertinent material should be filed at the UNDP CO.

40. In as wide a consultation as possible with country stakeholders, the NC shall prepare a long list of possible volunteers to the NSC. From this, the NC in consultation with the UNDP RR prepares the list of NSC members to be nominated for approval by the SGP Global Manager by considering both the expertise and qualifications of the individual candidates, and the overall composition and balance of the committee. While certain institutions (the UNDP, and appropriate governmental ministry or agencies, the NHI) must be represented in the NSC, members should also be chosen who as individuals, including from the private sector and donor community, would contribute significantly to the committee and the programme's various expertise needs (e.g. on GEF focal areas, sustainable livelihoods, gender considerations, communications, resource mobilization, capacity development). The NC, after due consultation with other NSC members of good standing and the UNDP RR, may recommend changes in the composition of the committee to CPMT if it becomes clear that a particular member's participation is not contributing to the programme.

41. The objectivity, transparency and credibility of the NSC is of paramount importance to the success of the Country Programme, and to maintaining good relations among stakeholders. As a general rule, Country Programmes cannot consider proposals associated with organizations of sitting NSC members. A CSO may nonetheless submit proposals when its representative has finished the term of service and is no longer on the Committee. On an exceptional basis, and under specified conditions pre-approved by CPMT or the UCP Global Coordinator, CSOs with members in the NSC can submit proposals.

Country Programme Strategy

42. Before any grant-making or other programme activities may take place, each SGP participating country must have an approved Country Programme Strategy or Sub-regional Programme Strategy

(abbreviated here to CPS). The development/revision of the CPS is designed to ensure congruence with the SGP Project Document for the relevant Operational Phase; the strategic planning frameworks associated with the relevant Rio Conventions;29 as well as with the GEF National Portfolio Formulation Exercise (NPFE) where relevant.

43. For Upgrading Country Programmes, a standard UNDP-GEF Project Document is produced that reflects the Country Program strategy that is broadly coherent with the SGP Global strategic initiatives announced at the commencement of each Operational Phase. The Project Document is formulated after approval of the corresponding PIF and is approved by UNDP and the GEF CEO as per standard GEF and UNDP procedures. In the development of the Project Document, the same multistakeholder, participatory approach is followed as that of Country Program Strategy development.

44. For new SGP Country Programmes, the development of a CPS is one of the first tasks to be undertaken by the NC and newly-formed NSC. In both new and continuing SGP Country Programmes, it is important to involve key stakeholders in the CPS revision/elaboration process, and to fully engage and involve the NSC. In this regard, the CPS may be considered a living document, and shall be revised or updated in every operational phase of SGP, or as deemed necessary by the NSC, to align country programme priorities with GEF policies and priorities, and those included in the relevant SGP Project Document.

45. As described in the CPS Guidance framework, the development or revision of the CPS serves several broad purposes to:
   ✓ Identify the national circumstances and priorities of the country vis-à-vis the Project Document for the relevant Operational Phase;
   ✓ Provide stakeholders with a framework document to understand the priorities for SGP funding for strengthened country relevance and ownership;
   ✓ Provide a strategic framework for allocating resources, especially selection of SGP projects, through a bio-geographic and/or thematic focus;
   ✓ Serve as the framework for Country Programme operations and guiding programme implementation;
   ✓ Constitute the basis for the assessment of country programme achievements and impact.

46. The development/revision of the CPS (or UCP Project Document) should be undertaken as a participatory process that engages the full range of non-governmental and government stakeholders in the country. The CPS preparation should be seen not only as a document to satisfy global programmatic requirements, but as a country-led process which has value in its own right. The key players in the process are the NC (who facilitates the process, and is responsible for the majority of the drafting), and the NSC (which provides input and guidance throughout the process, and endorses the end product).

---

29 These include the GEF National Capacity Self-Assessment (NCSA) process; the CBD National Biodiversity Strategies and Action Plans (NBSAPs); the UNFCCC National Communications; the UNCCD National Actions Programmes (NAPs); and the Stockholm Convention National Implementation Plans (NIPs).

47. The CPS should contain: (a) background situation of the country which the SGP country programme has to consider; (b) key objectives vis-a-vis the country situation and the objectives of the global SGP Prodoc for the operational phase; (c) geographic (with maps) and/or thematic focal areas; (d) priority activities to be supported by grantmaking; and (e) expected outcomes, indicators, and M&E plan. For formulation of a UCP Project Document (ProDoc), the standard UNDP-GEF format is followed.

48. Recommended steps to developing the CPS or ProDoc are as follows:

   ✓ NC prepares an initial CPS or ProDoc draft for consultation with the NSC based on the current SGP Project Document or the approved PIF in the case of UCPs;
   ✓ Wide stakeholder consultations held with key CSO, government, academic and other concerned parties to discuss relevant issues (where possible, these consultations to be linked to the National Portfolio Formulation Exercise (NPFE) of the GEF in the country);
   ✓ Incorporation of stakeholder inputs into the draft CPS or ProDoc by the NC, and initial approval of the document by the NSC;
   ✓ Submission of the draft CPS to the CPMT Regional Focal Point for comment and review; draft ProDoc submitted to the UCP Global Coordinator for comment and review;
   ✓ Further CPS or ProDoc revision as necessary based on comments and recommendations by the CPMT or UCP Global Coordinator, respectively;
   ✓ Submission of the revised CPS or ProDoc by the NC for formal endorsement by the NSC;
   ✓ Final approval of the endorsed CPS by the SGP Global Manager, or delegated CPMT Regional Focal Point; final approval of the endorsed ProDoc by the UCP Global Coordinator and submission to the GEF for CEO Endorsement and to UNDP for approval;
   ✓ Posting and circulation of the final version of the CPS as a public document; posting of ProDoc on GEF Website.

Country Operating Budget

49. The Country Operating Budget or Sub-regional Operating Budget (abbreviated here to COB) is the financial provision for country, or sub-regional, programme implementation. The COB is prepared by the NC, and reviewed and approved by the CPMT and UNOPS. The COB should allow the effective operation of the country or sub-regional programme in implementing activities in support of the objectives of the Project Document, as well as to be responsive to specific country circumstances and needs, as reflected in the CPS. In countries where a NHI hosts the SGP, the COB is generally covered by the terms of the contract for services between the organization and UNOPS. The COB process and related guidelines are highlighted in detail in the UNOPS SGP SOPs.

50. The budget for operations of Upscaling Country Programmes is approved as part of the Project Document and is subject to revision on an annual basis along with approval of Annual Work Plans and requests for annual Authorized Spending Limits. UNOPS, as executing agency, manages the budget in direct contact with the National Coordinator and in collaboration with the relevant UNDP Country Office.
   j.

PART III IMPLEMENTATION AND ADMINISTRATION OF SGP GRANTS

SGP grants and project cycle

51. Each SGP Country Programme should, after adopting or revising its CPS or Project Document, prepare and issue an SGP programme announcement. Information in the call for proposals should clearly state that the SGP makes grants to eligible CSOs30, or to individuals, as in the case of fellowships, with priority for the poor and vulnerable in the GEF focal areas, with a maximum grant amount for a project of US$50,00031. The subsequent process of developing an SGP grant project should then take place in a transparent manner covering the: (i) project preparation guidelines setting forth the eligibility criteria; (ii) application/proposal review process and calendar; (iii) formats for project concept and proposal development, and; (iv) co-financing requirements in cash and/or in-kind.

52. Project concepts from eligible CSOs may be screened by the NC or jointly with the NSC. Each country programme should determine which screening modality it will follow, and periodically review this decision to make sure that the modality chosen is working well. In both cases, project concept selection should be done on the basis of established eligibility and selection criteria in accordance with the CPS or UCP Project Document At the very least, project concepts should be relevant to one or several of the GEF focal areas and reflect the needs of the community or communities and/or stakeholders that would be involved. Once the concepts have been selected, the proponent organizations will be notified of this decision and asked to develop complete project proposals.

53. It is critical for all project proposals to meet the GEF and SGP criteria. While it is an important part of the NC responsibilities to assist CSOs in proposal development, sometimes additional assistance is nonetheless required. In such cases, two options may be considered: (i) a local consultant may be hired or a capable "assisting NGO" may be contacted to help the CSO/CBO/communities according to terms of reference that the NC elaborates in coordination with the proponent organization; and (ii) the SGP planning grant modality may be used.

54. In support of regional or global scaling up, mainstreaming, replication, and broader adoption of SGP successes and lessons learned, as well as to leverage resources and utilize strategic opportunities at these levels, grants for regional or global initiatives32 can be provided. For the Global SGP, guidance for proactive or responsive modalities as well as procedures for this will come from the SGP CPMT in consultation with involved SGP Country Programmes and/or relevant Programme stakeholders and partners.

---

[30] The term civil society organization (CSO) herein refers to the definition of major groups agreed by Governments at the United Nations Conference on Environment and Development in 1992 to include non-governmental organizations (NGOs), farmers, women, the scientific and technological community, youth and children, indigenous peoples and their communities, business and industry, workers and trade unions and local authorities. For SGP, their eligibility for grants follows the practice of the GEF (for the purpose of CSOs attending/observing Council meetings) which defines them as 'non-profit organizations". Local authorities shall include traditional or indigenous governance units and their proposals to be eligible should refer to meeting the needs of communities under their jurisdiction. Furthermore, international NGOs and for-profit business and industry groups are not directly eligible for SGP support, but may co-finance the Programme's grant projects. Priority grant-making should also be directed at grassroots groups such as community-based organizations (CBOs), indigenous peoples, farmers, women, youth and children, and workers. Those that are especially vulnerable because of poverty, social exclusion, or disability should also be provided priority.

[31] The SGP Country Programme could provide grants above this maximum amount for "Strategic Grants" that can be up to $150,000 under a special provision for this category of grants and following guidance from CPMT or the Global UCP Coordinator as relevant.

[32] The allocated funds for this should not exceed 10% of the available GEF global core grant allocation for an operational phase.

Planning Grants

55. The NC or NSC may authorize planning grants[33] once project concepts have been selected. CSOs such as CBOs, indigenous peoples' organisations and communities with little experience in project design and management receive priority to benefit from this assistance. Hence, the planning grant has an important capacity-building function which in itself is an important SGP objective. The NC makes recommendations to the NSC about which proponent organizations would require a planning grant.

56. A planning grant can be used by an eligible CSO to organize stakeholder workshops or meetings to design the project in a participatory manner. The planning grant can be used to contract an experienced NGO or local consultant to work with the project proponents to elaborate the project, to undertake baseline assessments, develop a business plan (for projects with strong sustainable livelihood elements), and through learning-by-doing, build capacity in proposal design including the development of indicators and a monitoring and evaluation plan.

57. Administratively, a planning grant is a grant like any other SGP grant, and therefore can only be made to eligible CSOs. The project document for the planning grant specifies the activities to be undertaken, and the responsibilities of the parties concerned. The NSC generally approves the planning grant, although the NSC can in certain instances also delegate approval to the NC for certain exceptional cases (e.g. time-sensitive activities, smaller amounts). The process follows the modus operandi of SGP facilitative grant-making and is explained in detail in the UNOPS SGP SOPs.

Project proposals

58. SGP provides grants to support activities that help achieve the programme objectives outlined in the CPS and the global SGP project document or the UCP Project Document for the Operational Phase. In terms of helping achieve global environmental benefits, the SGP's starting point is to ensure that each project proposal fits the GEF criteria and that each proposal clearly articulates how project objectives and activities would have a positive effect in the relevant GEF focal areas. To create sustainability and impact beyond the project, SGP projects can combine demonstration, capacity-building, network building, awareness raising, and dissemination of lessons learned as integral components. Given this comprehensive approach, while a logical framework is not formally required, it would be advisable to include a Monitoring and Evaluation work plan in each proposal (see SGP M&E Framework).

59. As a demand-driven programme, SGP projects endeavour to address both the GEF criteria, as well as community needs and initiatives. The SGP usually works with communities and localities that confront a multitude of social and economic development problems that impact on concerns related to global environmental conventions. For SGP interventions to have relevance and utility at the community level, these non-GEF circumstances are taken into account in project design. A key

---

[33] Planning grants are usually in the range of $2,000 to $5,000 depending on the capacity of the proponent and additional work that has to be done. The NSC should decide how to make the provision of planning grants in the most facilitative way such as allowing the NC to make planning grant decisions and reporting on these in NSC meetings.

guiding philosophy of the programme has been to reach the marginalized poor and vulnerable communities, especially when there are no other donors present, and where development baseline conditions have not been met. Typically, the SGP will therefore need to mobilize additional resources to help provide the co-financing, technical assistance, capacity-building, gender training, income-generation component, or whatever non-GEF element may be necessary for a project's success. These project components are vital to achieving local acceptance, ownership, and sustainability of SGP interventions.

Funds disbursement

60. The maximum amount for an SGP grant is $50,000 per project.[34] In special cases, grants for "strategic projects" that consolidate efforts of several communities and CSOs could be provided at a maximum of $150,000. SGP grants generally only cover a portion of project costs, with other components provided by the CSO partner, the community itself, or by other donors. Since SGP grants fund activities that are directly relevant to the GEF criteria, co-financing must be sought for community baseline or sustainable development needs. However, since it would be unrealistic to require a baseline/incremental cost exercise for each individual project, each country should instead endeavour to mobilize enough funding in cash or in kind to "match" the GEF country grant allocation[35].

61. Once the NSC has approved a project for SGP funding support, a Memorandum of Agreement (MOA) is signed on behalf of UNOPS between the grantee and the UNDP CO. SGP projects normally have a duration of between one and three years. The amounts and schedules may differ, contingent upon the nature and length of project activities, but in no case should the first disbursement be more than 50% of the total project grant amount (except when justified and prior approval from UNOPS has been received). The MOA and grant disbursement process, the applicable templates, and all related guidelines are found in detail in the UNOPS SGP SOPs.

62. A grantee may submit another proposal upon successful completion of an initial project but no grantee can receive funds exceeding US$50,000 in a given operational phase. Any grantee which has received the maximum $50,000 in one Operational Phase, may however submit another funding request in the following Operational Phase if the evaluation of project outcomes are positive. .

PART IV REPORTING AND COMMUNICATIONS

63. The NC has lead responsibility for communications between the Country Programme and the CPMT or UCP Global Coordinator. In general, the NC reports on substantive and technical matters to the CPMT or UCP Global Coordinator and on administrative and financial issues to the UNOPS portfolio manager. The NC should keep the UNDP CO informed of progress in programme implementation, usually through the RR and SGP focal point in the UNDP CO. In particular, the NC and PA are expected to maintain a close working relationship with the UNDP CO regarding the COB and grants

---

[34] In many cases, it may however be advisable to provide smaller initial amounts when the grantee-partners have lower implementation capacity.

[35]The matching of GEF funds with co-financing is finally reckoned at the global programme level so as not to disadvantage new country programmes or those in difficult situations.

disbursements which serves to keep the UNDP abreast of SGP developments.36 The NC should also endeavour to share relevant SGP reports with the GEF Operational and Political Focal Points as well as global environmental convention focal points.

64. Communications among Country Programmes are facilitated through the global, regional, and sub-regional list servers, the SGP global database and workspace, and the SGP website. Recurring global reporting requirements, such as annual reports, are complemented by periodic requests by the CPMT, UCP Global Coordinator and/or UNOPS for information on specific subjects, such as reports under preparation for the GEF Council, or for the relevant global environmental conventions. Full guidance on all project and programme reporting is provided in the SGP Monitoring & Evaluation Framework.

65. SGP country teams are responsible for entering detailed information for all prior and current Operational Phases into the SGP database, including the upload of grant project MOAs. Since the database is the foundation for all reporting and communications at the global level, it is imperative that NCs and PAs input the database as soon as projects are approved by the NSC, and keep it regularly updated on the progress of projects. The SGP database and website also includes visual documentation of SGP projects and Country Programmes, accounts of lessons learned, and case studies. Project briefs should be stored in the files of every project for easy use and sharing.

66. The NC is required to report on technical and substantive project and programme progress through the Annual Country Report (GEF Project Implementation Review for UCPs). The ACR complements the information that is entered in the SGP database and should cover progress in meeting the year's deliverables as well as other important information including: (i) assessment of the overall progress for the country programme portfolio; (ii) results of project monitoring and evaluation; (iii) key outcomes of SGP-sponsored events; (iv) progress in strengthening working relationships with CSOs, as well as with government agencies and donors; (v) results of resource mobilization efforts; (vi) development of SGP visibility as a GEF programme and activities to share lessons learned and influence policy; and (vii) any special challenges and difficulties faced.

67. The NC shall take all necessary measures to ensure the visibility of the GEF financing. Such measures shall be in accordance with the need to give adequate publicity to the action being implemented as well as to the support from the GEF. A communication and visibility plan shall be outlined in each project document. This should include, *inter alia*, the compulsory use of the GEF logo on all material, publications, leaflets, brochures and newsletters, websites, business cards, signage, vehicles, supplies and equipment, display panels, commemorative plaques, banners, promotional items, photographs, audiovisual productions, public events and visits and information campaigns. The plan should also include press releases, press conferences and press visits to project sites.

68. The Programme Review is an overall assessment of the Country Programme performance to be undertaken by the NC and the NSC, in consultation with SGP grantees and other stakeholders, at the completion of an SGP Operational Phase. The purpose of the Programme Review is to assess the cumulative progress of the Country Programme in a particular Operational Phase and provide

---

36 SGP Country Programmes are required to monitor the funds (grants and COB amounts) and expenditures allocated to them. Reporting tools and relevant guidelines are provided by the UNOPS SGP SOPs.

strategic recommendations on the direction for the programme in the next Operational Phase. Once finalized, the Programme Review should be shared by the SGP country team with the country GEF Operational and Political Focal Points and also the relevant Rio Convention focal points.

69. Audits of SGP Country Programmes will be conducted in accordance with the internationally accepted auditing standards, and applicable financial rules and regulations. The SGP audit exercises are designed to improve the transparency, accountability and quality of SGP country and global operations. The audits will cover management, financial, and administrative issues as they relate to the country programme as a whole, and will not normally include provisions for project-level inspection. The principles and processes governing SGP audit operations can be found in the UNOPS SGP SOPs.

Annex 14. Tracking tools at baseline

(Attached)

Annex A: References

Bellamy, J.-J., & Hill, K. (2010). *Monitoring Guidelines of Capacity Development in Global Environment Facility Projects.* New York: UNDP.

Biodiversity Secretariat and Ministry of Environment & Renewable Energy. (2014). *Sri Lanka's Fifth National Report to the Convention on Biological Diversity.*

Breuste, J., & Dissanayake, L. (2014). *Socio-economic and environmental change of Sri Lanka's Central Highlands.* Institute of Mountain Research.

Central Bank of Sri Lanka. (2011). *Central Bank of Sri Lanka Annual Report.*

Demetriades, J. (2007). *Gender Indicators: What, Why and How? .* BRIDGE.

FAO, GEF. (2014). *Mainstreaming Biodiversity Conservation and Sustainable Use into Inland Fisheries Practices in Freshwater Ecosystems of High Conservation Value.*

GEF. (2011). *GEF policies on environmental and social safeguards and gender mainstreaming.* Washington, D.C.: Global Environment Facility.

GEF. (2011). *Instrument for the Establishment of the Restructured Global Environment Facility.* Washington, D.C.: Global Environment Facility.

GEF. (2012). *Principles and Guidelines for the Engagement of Indigenous Peoples.* Washington, D.C.: Global Environment Facility.

GEF. (2013). *Mainstreaming Gender at the GEF.* Washington, D.C.: Global Environment Facility.

GEF. (2014). *Summary of the negotiations of the Sixth Replenishment of the GEF Trust Fund.* Washington, D.C.: Global Environment Facility.

GEF. (2015). *Sustainable Land Management Financing in the GEF.* The Global Environment Facility.

GEF SGP. (n.d.). *Progress review of Climate Adaptation .* GEF small grants programme.

Gitonga, S. (2005). *Demonstrating Global Environmental Benefits Simplified approach for taking stock of community contribution to global GHG reduction.*

Government of Sri Lanka. (2006). *Portfolio of Strategic Conservation Sites/Protected Area Gap Analysis in Sri Lanka.* Colombo: MENR.

Hill, K., Rife, M. J., & Twining-Ward, T. (2015). *The strategic value of GEF-funded cross-cutting capacity development projects.* New York: UNDP.

IUCN. (2002). *Occasional Papers of IUCN Sri Lanka An Assessment of the Status of Biodiversity in the Muthurajawela Wetland Sanctuary.*

IUCN. (2011). *Biodiversity and Socio-economic Information of selected areas of Sri Lanka side of the Gulf of Mannar.* Colombo: FAO.

IUCN. (2011). Biodiversity and Socio-economic Information of Selected Areas of Sri Lankan Side of the Gulf of Mannar.

IUCN Sri Lanka. (2000). *The 1999 list of threatened fauna and flora of Sri Lanka.*

IUCN Sri Lanka and Ministry of Environment and Natural Resources. (2007). *The 2007 Red List of Threatened Fauna and Flora of Sri Lanka.* Colombo, Sri Lanka: IUCN and Ministry of Environment and Natural Resources.

Ko, I. K., Choi, D. J., & Triwecko, R. (2011). *Final Reporting Workshop for the 2010 Knowledge Sharing Programme.*

Lindström , S., Mattsson, E., & Nissanka, S. P. (2012, May). Forest cover change in Sri Lanka: The role of small scale farmers.

Mock, G. (2014). *Communities in Action for Landscape Resilience and Sustainability The COMDEKS Approach.* United Nations Development Programme.

Moser, A. (2007). *Gender and Indicators Overview Report.* BRIDGE, UNDP,Institute of Development Studies.

Nordic Agency for Development and Ecology and GEF Evaluation Office. (2007). *Joint Evaluation of the GEF Small Grants Programme Country Programme Case Study: The Philippines.*

Nyandiga, C., & Jose, A. L. (2015). *A Practitioner's Guide to Establsihing a Community-Based Adaptation Programme: Recommendations Based on a UNDP-GEF Community-based Adaptation Pilot Project.* United Nations Development Programme.

ODI/CDKN. (2014). *The IPCC's Fifth Assessment Report: What's in it for South Asia (Executive Summary).* London, England: Overseas Development Institute and Climate and Development Knowledge Network.

Rahmawati, F., Yustika, A. E., Ashar, K., & Santoso, D. B. (2014). The institutional coordination of Brantas Watershed Management. *Journal of Economics and Sustainable Development*, 207-215.

UNDP. (2012). *Human Development Report.*

UNEP. (2009). *Sri Lanka Strategy for Sustainable Development- Way Forward.* Ministry of Environment, UNEP.

UNICEF. (2009). *Sri Lanka Case Study on Gender Equity .*

UN-REDD Programme. (2012). *Women Organizing for Change in Agriculture and Natural Resource Management.* FAO, UNDP, UNEP.

Wetlands: Providing more than a billion livelihoods. (2016, January). *Biodiversity Sri Lanka*.

Wijesundara, S. (2010). *Invasive Alien Plants in Sri Lanka.*

World Bank. (n.d.).

World Bank. (2012). *Sri Lanka Country Overview.*