

GLOBAL ENVIRONMENT FACILITY SMALL GRANTS PROGRAMME

COUNTRY PROGRAMME STRATEGY FOR UTILIZATION OF OP5 GRANT FUNDS

Country: **GHANA**

Resources to be invested: **US\$4,750,000**

Acronyms

BD	Biodiversity
BPR	Biennial Programme Report
CBOs	Community-based Organizations
CCA	Community Conservation Area
CC	Climate Change
CPMT	Central Programme Management Team (For the SGP)
CPS	Country Programme Strategy
DANIDA	Danish International Development Agency
GEF	Global Environment Facility
GHG	Greenhouse Gases
IW	International Waters
KM	Knowledge Management
LD	Land Degradation
MDGs	Millennium Development Goals
NAPA	National Action Plan for Adaptation to Climate Change
NBSAP	National Biodiversity Strategy and Action Plan
NCs	National Coordinators
NGOs	Non-governmental Organizations
NSCs	National Steering Committees
OPs	Operational Programs
POPs	Persistent Organic Pollutants
SGP	Small Grants Programme
UNCBD	UN Convention on Biodiversity
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change

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1.0 SGP COUNTRY PROGRAMME - SUMMARY OF BACKGROUND

1.1 The Global Environment Facility (GEF) Small Grants Programme (SGP) in Ghana was launched in 1992 and has gone through four operational phases. As a global funding mechanism, the GEF/SGP in Ghana supports community level initiatives that promote sustainable economic growth and social development within the GEF focal areas. The programme integrates poverty reduction as a critical entry point in environmental management and human development. It operates on the belief that global environmental problems can best be addressed if the local people affected by the problems are involved and there are direct benefits and ownership of the process.

1.2 The bio-geographic focal areas of the programme in Ghana are the Global Significant Biodiversity Areas within the tropical high rainforests, RAMSAR sites, and Wetlands within the coastal marginal forests, Mountainous areas within the middle belt semi-deciduous, and biological migratory corridors of the northern savanna woodlands ecosystem and degraded lands within the Sudan savanna and sahealian region.

1.3 Thematically, the programme has focused on Landscape-level biodiversity conservation through community-based management of protected areas, formalization and recognition of community-protected areas and the conservation of threatened habitats in dry lands and mountain ecosystems. The programme also supports the development of mangroves, wetlands, habitats and threatened sites important for conservation of migratory bird flyway networks and establishment of community-based ecotourism to support biodiversity conservation.

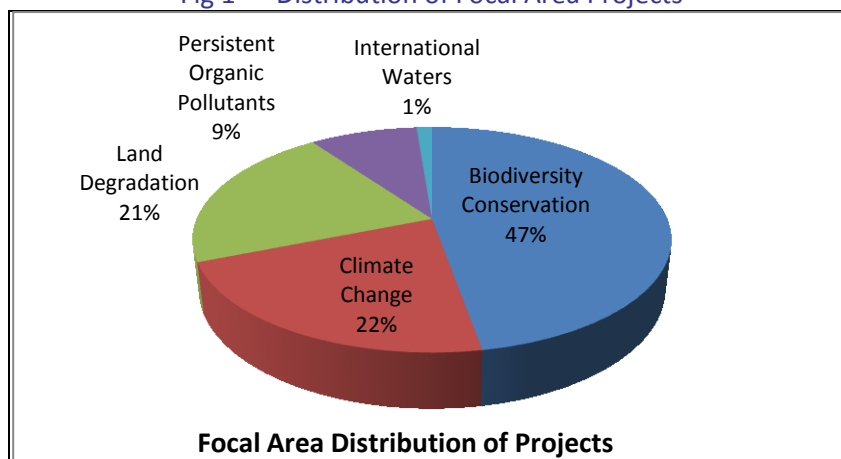
1.4 The programme supports mainstreaming, up scaling and replication of renewable energy, energy efficiency approaches and models for expanding energy access. It has supported community-private sector partnerships in biofuel production and consumption. Sustainable land management with special focus on sustainable use of rainwater, groundwater recharge and strategic use of groundwater resources; and sustainable woodland/rangeland management and promoting community-based initiatives on waste management to prevent open burning and Persistent Organic Pollutants (POP) pesticide management has also been promoted.

1.5 Currently classified as Category IIc under the GEF-5, Ghana has since its inception, approved and implemented 163 full projects within the GEF focal areas. Table 1 and figure 1 give a summary of the focal area distribution of projects implemented across the operational phases.

Table 1: Focal Area Project Distribution per Phase

Focal Area	Biodiversity	Climate Change	International Waters	Land Degradation	Persistent Organic Pollutants	TOTAL
Phase						
Pilot Phase	15	7	-	-	-	22
Phase 1	10	6	-	-	-	16
Phase 2	17	13	1	3	1	35
Phase 3	16	5	1	12	3	37
Phase 4	20	4	0	19	10	53
Total	78	35	2	34	14	163
<i>Percent</i>	<i>47</i>	<i>22</i>	<i>1</i>	<i>21</i>	<i>9</i>	<i>100</i>

Fig 1 Distribution of Focal Area Projects



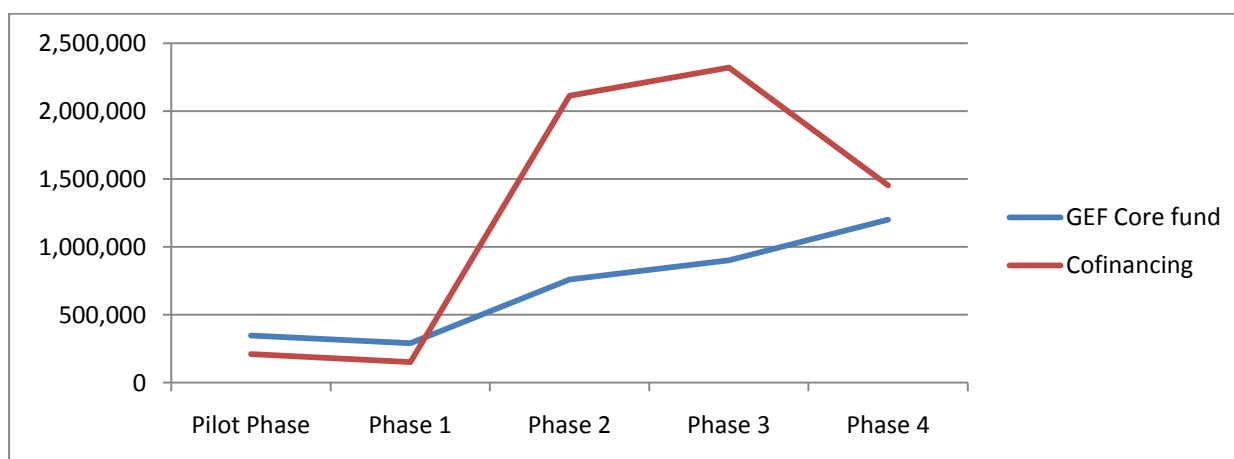
Programme Financing

1.6 A total amount of US\$ 9.745 million has been expended as grants to the local communities and non-governmental organisations since the programme inception. These funds are made up of US\$ 3.5 million from core GEF funds and US\$ 6.245 million mobilised in cash and in-kind as co-financing. The programme financing over the years is shown in table 2.

Table 2. Programme Financing Over the Years

Operational Phase	Number of Projects	Core GEF Funds (US\$)	Co financing			Total Grants
			Cash	In-kind	Total	
Pilot Phase	22	347,484	79,650	130,461	210,111	557,595
Phase 1	16	290,255	46,900	105,435	152,335	442,590
Phase 2	35	759,628	1,648,737	463,489	2,112,226	2,871,854
Phase 3	37	901,450	1,439,780	880,080	2,319,860	3,221,310
Phase 4	53	1,200,000	749,296	702,130	1,451,426	2,651,426
Total	163	3,498,817	3,964,363	2,281,595	6,245,958	9,744,775

Fig 2 Trends in Programme Financing Over the Years



As observed in the trend, during OP3 Ghana benefited from the partnership with Community Forestry programme implemented by the Ministry of Lands and Forestry with funding from the African Development Bank.

Development Partners

1.7 The programme has partnered with many development agencies in the execution of programmes within the national development agenda. The main development partners have been: a) donor community – the UNDP, the French Embassy, African Development Bank, DANIDA, Global Mechanism, and SNV; b) International Foundations – c) International NGO – Ricerca e Cooperazione, Friends of the Earth, TRAX-Ghana d) Private Sector – TRAGRIMAC, SPEED-Ghana e) National/Local Government – District Assemblies, Ministries of Energy, Environment, Lands and Natural Resources f) international initiatives – Fairfood International, Fairtrade, and the African European Climate Innovation Initiative.

2. SGP COUNTRY PROGRAMME NICHE

2.1 Country ratification of the relevant Rio Conventions and relevant national planning frameworks

2.1 The Government through various ministries and departments handle different aspects of the GEF focal areas activities. These institutions include: the Ministry of Environment and Science (Environmental Protection Agency, Council for Scientific and Industrial Research, Water Research Institute, Forest Research Institute of Ghana, Aquatic Biology), Ministry of Lands and Natural Resources (Forestry Commission), and the Ministry of Energy (Energy Commission, Renewable Energy Division). In keeping with its international obligations and international diplomacy, Ghana has ratified a number of Rio-conventions which jointly seek to bridge the gap between economic development and environmental conservation. (See table 3).

Table 3: List of relevant conventions Ghana has ratified

Rio Conventions + national planning frameworks	Date of ratification/completion
UN Convention on Biological Diversity (CBD)	August 29, 1994
CBD National Biodiversity Strategy and Action Plan (NBSAP)	August 29, 1994
UN Framework Convention on Climate Change (UNFCCC)	June 09, 1995
UNFCCC National Communications (1 st , 2 nd , 3 rd)	May 1-2 2001
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	November 2010
UN Convention to Combat Desertification (UNCCD)	December 27, 1996
UNCCD National Action Programmes (NAP)	April 2002
Stockholm Convention (SC)	May 03, 2003
SC National Implementation Plan (NIP)	January 21, 2003
World Bank Poverty Reduction Strategy Paper (PRSP)	February 19, 2003 & November 2005
GEF National Capacity Self-Assessment (NCSA)	October 2005
GEF-5 National Portfolio Formulation Exercise (NPFE)	July 2011
Strategic Action Programmes (SAPs) for shared international water-bodies	May 2006

2.2 As part of national efforts to meet the obligations of these conventions, stakeholders undertook National Capacity Self Assessment (NCSA) in 2004. Emanating from the NCSA was the recognition that efforts at implementing all three conventions in Ghana under the purview of different institutions were confronted with similar challenges and opportunities. Accordingly, a central body at the national level has been set up to coordinate and harmonize

the various initiatives and strategies operating under the different conventions. The Ghana Environmental Conventions Coordinating Authority (GECCA) has therefore been established to ensure better management of Ghana's environment and natural resources.

2.3 A review of the implementations of the various conventions and national policies identified gaps, issues and opportunities that support the activities of the SGP in the country. The main environmental issues are continuous dwindling of the national forest cover; biodiversity degradation due to over exploitation of forest and wildlife resources; inconsistent and inadequate involvement of local communities in forest management; excessive droughts and floods due to climate variability; inadequate expertise at the local levels to execute activities in the climate change and biodiversity conservation focal areas; unsustainable farming practices and increasing use of persistent organic pollutants in agricultural production.

2.4 The GEF/SGP has a unique role of providing funding in its focal areas and also working to bring the technical expertise from the government institutions into close collaboration with the NGO/CBO community to address some of the environmental challenges. In this way, the capacities of the NGOs would be built and communities assisted to work towards achieving their developmental aspirations including improvement in their livelihoods while providing global environmental benefits.

2.2 OP5 Country Programme Strategy

2.2.1 Programme Vision and Goal

2.5 The vision of the SGP-Ghana under the GEF-5 is to achieve an efficient, decentralized and transparent national programme for providing small grants support to community-level initiatives that utilizes a wide range of innovative models to demonstrate and provide global benefits within the GEF focal areas.

2.6 The goal toward this vision is to seek transformative changes at the district and community levels through policy influence, partnership development, knowledge generation and sharing that seek to upscale, mainstream and replicate the innovative models of SGP activities, leading to global environmental benefits.

2.2.2 Strategic Direction and Consistency with National Priorities

2.7 The OP5 SGP-Ghana programme has been designed within the GEF-5 strategic framework and Ghana's environmental management priorities with the following broad strategic directions:

- Mainstreaming biodiversity conservation and sustainable use into production landscapes through community-based management of protected areas conservation taking into account the anticipated impacts of climate change.
- Rehabilitation and development of mangroves, wetlands, habitats and threatened sites important for conservation of migratory bird flyway networks.

- Bio-enterprise development to support sustainable use of biodiversity through training in domestication of wildlife, ecotourism, and appropriate techniques of maintenance, harvesting, storage and packaging of traditional medicine and livelihood support activities.
- Protecting socio-ecological production landscapes for the benefit of biodiversity and human wellbeing by maintaining and rebuilding landscapes in which land and natural resources are used and managed in a more sustainable manner.
- Promoting Land Use, Land Use Change, and Forestry activities aimed at reducing forest emissions and promoting forest conservation, afforestation and reforestation, and sustainable forest management.
- Supporting low carbon growth focusing on energy efficient, renewable energy carbon finance and climate strategy.

2.8 The SGP niche within the national priorities under GEF-5 is summarized in table 4.

Table 4: Programme Consistency with National Priorities

OP5 Project Objectives	National Programme Priorities	SGP-Ghana Niche
<p><u>SGP OP5 Immediate Objective 1:</u> Improve sustainability of protected areas and indigenous and community conservation areas through community-based actions</p>	<ul style="list-style-type: none"> • Expand protection area system by including inland and coastal wetlands, fringe and riverine forests, sensitive areas such as slopes, sacred groves; • Improving forest and wildlife resources through equitable sharing of management responsibilities and benefit flows to local stakeholders, especially the rural poor; 	<ul style="list-style-type: none"> • Community protected area governance based on collaborative management arrangements. • Strengthening local capacity for the adoption of Community Protected Areas (CPAs), including sacred sites, Community Resource Management Area (CREMA), and Community Dedicated Forests. • Implementations of CREMA management plans and capacity strengthening of Forest based community association.
<p><u>SGP OP5 Immediate Objective 2:</u> Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions</p>	<ul style="list-style-type: none"> • Revision of the National Biodiversity Strategies and Action Plans (NBSAPs) in line with the CBD's new strategic plan to be adopted at COP-10, national reporting, and implementation of guidance related to the Clearing House Mechanism (CHM). • Improving governance in the public sector such as participation, transparency and accountability; and improving services delivery to rural stakeholders. 	<ul style="list-style-type: none"> • Supporting bio-enterprise development including livelihood support activities and ecotourism. • Integrating traditional ecological knowledge and modern science to promote innovations and exploring new forms of co-management systems.
<p><u>SGP OP5: Immediate Objective 3:</u> Promote the demonstration, development and transfer of low carbon</p>	<ul style="list-style-type: none"> • .Generate 10% of national energy from renewable resources by 2020 and promote low carbon initiatives via national Appropriate Mitigation Actions • REDD+ and Agriculture carbon 	<ul style="list-style-type: none"> • Support the up-scaling of innovative low carbon technologies including the use of improved charcoal and wood stoves for domestic, institutional and commercial use in

OP5 Project Objectives	National Programme Priorities	SGP-Ghana Niche
technologies at the community level.		<p>the coastal and northern savanna areas.</p> <ul style="list-style-type: none"> • Collaborate in the promotion of eco-charcoal certification in selected wood fuel producing areas. • Support solar light initiatives in deprived but productive areas of the economy.
<u>SGP OP5: Immediate Objective 4:</u> Promote and support energy efficient, low carbon transport at the community level	<ul style="list-style-type: none"> • Less reliance on fossil fuels, higher energy efficiency and increased use of renewable energy 	<ul style="list-style-type: none"> • Collaborate in promoting bamboo bicycle development for rural women farmers • Decentralized energy supply through the production and use of biodiesel by local enterprises and end-use efficiency in off-grid and poorly served grid connected areas of Ghana.
<u>SGP OP5 Immediate Objective 5:</u> Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry	<ul style="list-style-type: none"> • Land use and soil management, management of vegetative cover, wildlife and biodiversity management, water resource management, rural infrastructure development, energy resources management, and improvement of socio-economic environment for poverty reduction. 	<ul style="list-style-type: none"> • Support conservation of natural regeneration areas, wildfire prevention, and • Support the establishment of community woodlots and plantations.
<u>SGP OP5 Immediate Objective 6:</u> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities	<ul style="list-style-type: none"> • Full involvement of the communities to ensure that they make informed choices based on a thorough undertaking and implications of each option; 	<ul style="list-style-type: none"> • Upscaling mechanisms to compensate local communities that protect ecosystem stability, functions, and services in watershed areas to ensure stable flow of high-quality water downstream • Support the promotion of indigenous leafy vegetables to enhance agro-biodiversity.
<u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)	<ul style="list-style-type: none"> • Promotion of dryland forestry, agro forestry and community fuelwood plantations; • Promotion of drought-tolerant crops, dryland farming systems and rangeland management; • Bush burning control, modifications and alternatives, and community support and sanctions; • Development and dissemination of soil fertility enhancement measures and integrated nutrient management; 	<ul style="list-style-type: none"> • Local capacity building to implement innovative and indigenous sustainable land management activities • Support the implementation of eco-woodfuel certification ecologically sensitive areas • Support wildfire management in the savannah areas.
<u>SGP OP5 Immediate Objective 8:</u> Support transboundary water body management with community-based initiatives	<ul style="list-style-type: none"> • Integrated Water resources management • Buffer zone policy to enhance the conservation of water catchment areas • Densu River basin management • Transboundary water resources management of the Volta River basin 	<ul style="list-style-type: none"> • Upscale the community conservation and management of hippos within the White Volta and Tano River Basins

OP5 Project Objectives	National Programme Priorities	SGP-Ghana Niche
<p><u>SGP OP5 Immediate Objective 9:</u> Promote and support phase out of POPs and chemicals of global concern at community level</p>	<ul style="list-style-type: none"> • Management of PCB-containing equipment to sound management and disposal. • Elimination of PCB as required under Stockholm Convention 	<ul style="list-style-type: none"> • Community waste management to prevent open burning • Support local enterprises to process waste for agricultural production • Support Integrated Pest Management and alternatives to the use of the POPs pesticides for controlling termites and ants.
<p><u>SGP OP5 Immediate Objective 10:</u> Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends</p>	<ul style="list-style-type: none"> • Strengthening capacities and incentives for community-based action by District Assemblies and Traditional Authorities to address desertification; • Development and dissemination of land and water management technologies and integrated watershed management 	<ul style="list-style-type: none"> • Develop the skills of CSO staffs and members through training to increase effectiveness. • Support the networking NGOs in thematic and focal area development.
<p><u>Cross-Cutting Results:</u> Poverty reduction, livelihoods and gender</p>	<ul style="list-style-type: none"> • Policy and institutional reforms; • Good Governance and Civil Society Participation; • Tenure, security and rights. • Protecting and enhancing the natural resources on which people depend for their livelihoods; • Improving health and well being by eliminating pollution and disease; • Reducing the risks to the vulnerable and excluded, and 	<ul style="list-style-type: none"> • Incorporating livelihood development enterprises in all community-based interventions. • <u>Gender Mainstreaming</u> to ensure equality, efficiency, sustainability and minimize the resistance to gender mainstreaming in projects. It will treat gender as an integral part of all development activities to be supported.

2.5 Programme Approach to GEF Focal Area Strategies

2.5.1 Biodiversity Conservation

2.8 The goal of the biodiversity focal area will be the conservation and sustainable use of biodiversity and the maintenance of ecosystem goods and services. To achieve this goal, the strategy will encompass four objectives of: a) improving the sustainability of community protected sacred natural sites and landscapes to provide ecosystem services, biodiversity conservation and continuation of cultural practices within the coastal savannah ecosystem ; b) mainstreaming biodiversity conservation and sustainable use into production landscapes; c) building local capacities to integrate the Convention on Biological Diversity (CBD) obligations into local level planning processes and implementation of enabling activities; and d) promoting the maintenance and rebuilding of socio-ecological production landscapes.

Objective 1: To sustainably manage community protected sacred natural sites and landscapes to provide ecosystem services, biodiversity conservation and continuation of cultural practices

2.9 The programme will support projects that promote community protected area governance (community-based and collaborative management arrangements) for Protected Areas management, and extend the recognition, strengthening and adoption of Community Protected Areas (CPAs), including Sacred Groves, Community Resource Management Area (CREMA), and Community Dedicated Forests. The programme will seek to support the implementation of the CREMA strategy across the selected geographic areas and advocate its formal recognition by the Government. It will seek collaboration with the Ministry of Lands and Natural Resources to complete the mapping of sacred groves and conduct ethno-biological assessment of the most significant ones within the dry and moist forest ecosystems. The programme will also seek to extend the community-based conservation approaches to landscape-level for priority areas around Global Significant Biodiversity Areas (GSBAs), World Heritage sites, Biological corridors, hotspots, and important bird areas.

Objective 2: To mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, seascapes and Sectors through community initiatives and actions

2.10 Eco-tourism offers a great opportunity to encourage conservation and avoid the threats to biodiversity and generate revenue to meet the management requirements. To support the ecotourism activities, the programme will promote income generating activities including commercial honey production, handicrafts, basketry, woodcarving, horticultural and other botanical products. The programme will continue to deliver the global benefits of: (i) biodiversity (indirect use and option values, and existence values particularly with regards to threatened species); (ii) provision of ecosystem goods and services, including contributions to climate mitigation; and (iii) carbon storage. Therefore, the programme will improve the management effectiveness of protected areas and build on the community knowledge management to support the Satoyama initiatives to realize that societies are in harmony with nature, where communities maintain and develop socio-economic activities in alignment with natural processes.

CLIMATE CHANGE

2.11 The SGP GEF-5 Climate Change strategy will promote a broad portfolio of environmentally sound, climate-friendly technologies to achieve large Green House Gas (GHG) reductions. In this regards, the programme portfolio will promote technologies promote sustainable transportation utilizing bamboo bicycle development for rural women farmers and decentralized energy supply through the production and use of biodiesel by local enterprises and end-use efficiency in off-grid and poorly served grid connected areas of Ghana. The programme objectives are:

Objective 2.1: To promote the demonstration, deployment, and transfer of low-carbon technologies at community level.

2.12 The programme will support the introduction of innovative technologies including the use of improved charcoal and wood stoves, for domestic, institutional and commercial use in the coastal and northern savanna areas. Decentralize solar lighting systems for communities would be promoted.

Objective 2.2: To promote and support energy efficient low carbon transport at the community level.

2.13 The programme will seek to address the poor access to energy services for domestic, farming and agro-processing in Ghana. The implementation strategy is to: a) increased utilization of bio-fuel systems based on locally available resources as a model of sustainable energy for organic farming. b) Increase flow of community investments into decentralized energy supply and end-use efficiency in off-grid and poorly served grid connected areas of Ghana. c) Expand menu of modern and sustainable energy solutions for productive activities and income generation in Ghana.

Objective 2.3: To support the conservation and enhancement of carbon stocks through sustainable management of land use, land-use change, and forestry

2.14 The programme will seek to support carbon growth by helping communities to improve on their climate change adaptive capacity, reduce their vulnerability and contribute to improving the resilience of their ecosystems under the sustainable land management projects. The emphasis will be on creation and conservation of natural regeneration areas, wildfire prevention, and community afforestation (woodlot and plantation).

LAND DEGRADATION

2.15 The Land Degradation focal programme aims to achieve the goal of reducing and reversing the severity and impact of land degradation in the northern savannah ecosystem. The land degradation focal area will embrace the landscape approach by adopting ecosystem principles, such as maintaining and enhancing the connectivity between ecosystems. The strategy to be adopted will encompass four objectives: (i) maintain or improve flow of agro-ecosystem services to sustaining the livelihoods of local communities; (ii) generate sustainable flows of forest ecosystem services in the savannah region including sustaining livelihoods of forest-dependent people; (iii) reduce pressures on natural resources from competing land

uses in the wider landscape; and (iv) increase capacity to apply adaptive management tools in sustainable land management.

Objective 3.1: To maintain and improve flow of agro-ecosystem services to sustaining the livelihoods of local communities

2.16 The programme approach will be the prevention of land degradation in dry savannah areas through promoting activities in Sustainable Land Management (SLM) based on capacity building and implementing innovative and indigenous land management activities in soil nutrients managements, compost preparation, agro-forestry and organic farming.

PERSISTENT ORGANIC POLLUTANTS (POPs)

Objective 4.1: To promote and support the phase out of POPs and chemicals of global concern at community level

2.17 The Programme objective in the POPs focal area is to assist communities to reduce production, use, and releases of POPs in order to protect human health and the environment. The programme will play a more strategic role in catalyzing actions to inform, influence, and change government policies and communities' perceptions and behaviors. The programme will provide financial and technical assistance, on the basis of incremental costs, to small holder vegetable producers, especially those in the transitional zone and peri-urban centres, to reduce and/or eliminate the releases of POPs into the environment.

2.18 The programme has identified two areas that are most appropriate for community-based intervention; community waste management to prevent waste burning and POPs pesticide management related to health issues. Recognizing the inadequate capacity at the community level to address POPs, GEF SGP will undertake capacity building and training among national coordinators and GEF SGP partners.

**3.0 CAPACITY DEVELOPMENT, POVERTY REDUCTION AND GENDER
MAINSTREAMING FOR GEF-SGP PRIORITIES**

3.1 All projects to be approved will build in capacity-building interventions. At the community-level the "*learning by doing*" approach will be adopted by providing resources to try out concrete and innovative efforts directed at local sustainable development concerns. The programme will create the needed learning within its communities, CBOs and NGOs to implement solutions. This will continue on with the eventual networking of grantees as well as country programme partners.

3.2 Training programmes will be funded for farmers/local entrepreneurs to learn cultivations/propagation practices for alternative crops. Local business people will be assisted in small ruminant production for animal protein on one hand and organic manure on the other hand for home gardening and vegetables. The programme will explore opportunities for the development of small enterprise bamboo and cane processing.

3.3 The programme will strengthen the abilities of CBOs and NGOs to collaborate in the implementation of project activities in the priority focal areas of the GEF. A support strategy will focus on the intersection of important themes to decide a combination of activities that potentially reinforce one another. The SGP will support the civil society organization to develop its physical capacity to work, and/or its system to function. The skills of its staff and members would be developed through training to increase effectiveness and new skills would be taught.

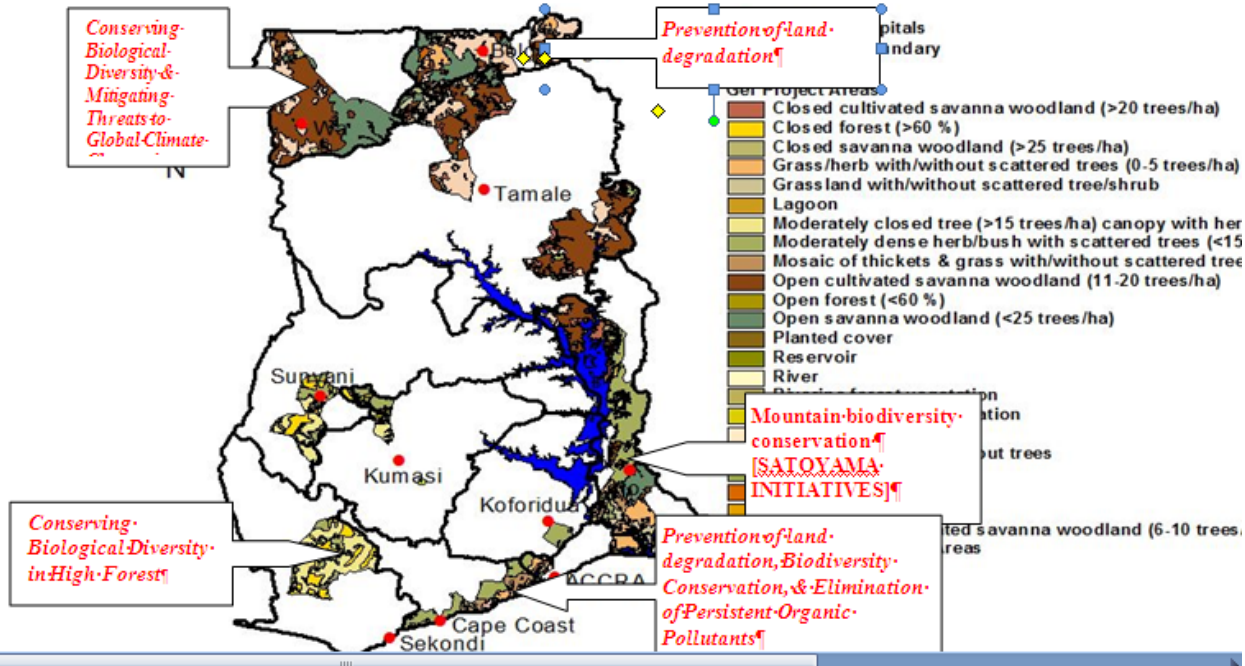
3.4 Other approaches to strengthen civil society in its structure, process, relationships, and enabling environment would include:

- Social organisation priority will be given when representation of civil society is weak and disorganised. The funding of activities would focus on pragmatic structural support and would be tailored to the organisational capacities of local partners. Suitable partners would be identified to pro-actively support to build capacity (e.g., for organising and grassroots service delivery).
- Development support corresponds to a more demand-driven situation in which civil society has acquired significant degrees of organisational capacity, especially with respect to grassroots services without any effective mechanism for decentralisation of resources for development, or networking/lobbying capacity. Support would focus on strengthening processes and relationships, especially networking and lobbying capacity.
- Decentralised co-operation is effective only in situations with a vivid civil society in the dual sense of the fabric of the voluntary sector being strong, and the degree of political and administrative decentralisation being well advanced. Here, emphasis would be given to local policies, and to establishing partnerships between the various local stakeholders in medium-term programmes.
- Gender Mainstreaming The programme will always assess the implication of all projects for men and women. It will treat gender as an integral part of all development activities to be supported. Conscious efforts would be made to grant projects to women groups. The main purpose of gender mainstreaming is to ensure equality, efficiency, sustainability and minimize the resistance to gender mainstreaming in development projects.

PROPOSED OP5 BIO-GEOGRAPHIC AND THEMATIC AREAS



Section



4.0 OP5 COUNTRY PROGRAM OUTCOMES, INDICATORS AND ACTIVITIES

Biodiversity: OBJECTIVE 1.1 Improve sustainability of protected areas and indigenous and community conservation areas through community based actions				
Programme Outcome	Objectively Verifiable Indicators			Activities
	Result Indicators	OP5-Targets	Means of verification	
<p>Outcome 1.1.1: Community-level actions and practices on biodiversity conservation in and around protected areas, and indigenous and community conservation areas improved and replicated by other agencies.</p>	<ul style="list-style-type: none"> Number of Traditional Protected Areas (TPA), Community Resource Management Area (CREMA) and Community Conserved Areas (CCAs) identified, documented and strengthened Number and hectares of PTAs, CREMA and CCAs conserved and developed. Local capacity for protected area management increased. Number of GEF-SGP projects in identified biological corridors and GSBAs applying sustainable use practices Number of SGP best practices replicated outside the SGP 	<ul style="list-style-type: none"> 200 new Community conserved areas identified, recognized and documented in the savannah woodland ecosystem At least 4 Landscape-level conservation covering 50,000 ha initiated to support GSBAs, biological corridors, hotspots, important bird areas in the marginal forests At least 4 new CREMA, PAs and CCAs within the biological corridors supported. and applying sustainable use practices 1,500 farm families involved in the conservation of at least 10 species of endangered flora and fauna At least two SGP best practice models and technologies replicated by national and international agencies. 	<ul style="list-style-type: none"> Individual Project reports and NC/NSC monitoring visits to project Tracking of hectares of PAs and CCAs supported through GEF-SGP database entries 	<p>Four core GEF funding and two non-GEF projects covering:</p> <ul style="list-style-type: none"> Documentation, mapping and management Traditionally sacred sites to link GSBA Sustainable use of biodiversity/agro-biodiversity. Community-based Integrated Coastal Zone Management (ICZM) Sustainable management and utilization of CREMAs Dialogue with Government to include indigenous territories, CREMA PTA and CCAs in policy. Adaptive management techniques for landscape level conceptual models of conservation interventions
<p>Outcome 1.1.2: Benefits generated at the community level from conservation of biodiversity in and around protected areas and indigenous and community conservation areas increased</p>	<ul style="list-style-type: none"> Extent of biodiversity- friendly managed landscapes Number of projects contributing to certification through market value- added labels (organic, fair trade, etc.) Number of individuals that demonstrate improved livelihoods based on sustainable use 	<ul style="list-style-type: none"> At least three new ecotourism projects initiated and supply chain linked to the national ecotourism circuit. At least 5 bio-enterprises established and marketing of NTFPs, & BD-friendly products initiated. At least 500 farm families with improved livelihoods related to benefits from protected areas At least 2 projects on the conservation of native crops and useful plants implemented. 	<ul style="list-style-type: none"> Project reports and monitoring visits Annual report of national Tourist Board. Field observation Tracking of hectares of BD-landscapes conserved through GEF 	<p>Four core GEF funding and two non-GEF projects covering</p> <ul style="list-style-type: none"> Landscape-level conservation efforts through community-based management of protected areas conservation. Ecotourism Development Development of Ecological and Technology Demonstration Centres. Inventorying, gazettement, formalization and recognition of community-conserved areas (CCAs)

Biodiversity: OBJECTIVE 1.1 Improve sustainability of protected areas and indigenous and community conservation areas through community based actions

Programme Outcome	Objectively Verifiable Indicators			Activities
	Result Indicators	OP5-Targets	Means of verification	
			SGP database	
<p>Outcome 1. 1.3: Increased recognition and integration of indigenous and community conservation areas in national protected area systems</p>	<ul style="list-style-type: none"> Percent of projects which develop field-tested Access and Benefit Sharing (ABS) mechanisms Number of significant species with maintained or improved conservation status Number and hectares of significant ecosystems with maintained or improved conservation status 	<ul style="list-style-type: none"> The conservation of at least 10 endangered and near extinction species maintained At least 150,000 ha of savannah and mountain ecosystem placed under sustainable management with active community involvement. Satoyama initiative piloted in at least 10 mountainous communities in mid-Volta to conserve biodiversity in agricultural landscapes 	<ul style="list-style-type: none"> SGP Database Project reports and monitoring visits 	<p>2 community based projects funded by Core GEF grants and four non-SGP funds to support:</p> <ul style="list-style-type: none"> Participatory schemes to conserve wild relatives of domesticated plants and animals for the sustainable utilization of biodiversity (traditional health practitioners) and support to traditional health practitioners, packaging, and trading in traditional medicine. Integrated traditional ecological knowledge and modern science to promote innovations and exploring new forms of co-management systems
<p>Outcome 1. 1.4: Increased understanding and awareness at the community-level of the importance and value of biodiversity</p>	<ul style="list-style-type: none"> Number of schools with Environmental Clubs Number of community natural resource management committees formed and registered Number of forest fringe communities made aware of environmental laws and regulations 	<ul style="list-style-type: none"> At least 10 environmental school clubs formed and made functional At least 20 community natural resource management committee formed and registered At least the status and conservation of 10 significant ecosystems improved through conservation awareness and education. 	<ul style="list-style-type: none"> SGP Database Project reports and monitoring visits Field observation 	<p>2 community based projects funded by Core GEF grants:</p> <ul style="list-style-type: none"> Youth involvement in biodiversity conservation Capacity development for forest dependent organizations
<p>BD: OBJECTIVE 1.2 Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions</p>				
<p>Outcome 1.2.1: Improved community-level sustainable use of biodiversity in production landscapes</p>	<ul style="list-style-type: none"> Hectares of production landscapes / seascapes under improved sustainable use practices Number of significant species maintained or improved conservation status Number and hectares of significant ecosystems with maintained or improved conservation status 	<ul style="list-style-type: none"> 10,000 hectares of production landscapes /seascapes under improved sustainable use practices, 15 significant species of near extinction maintained or improved conservation status 30,000 hectares of significant ecosystems with maintained or improved. 	<ul style="list-style-type: none"> SGP Data base End of project results 	<p>2 community based projects funded by Core GEF grants</p> <ul style="list-style-type: none"> establishment of natural regeneration areas and community forests in ecological sensitive areas promotion of the cultivation of indigenous species to maintain biodiversity

Biodiversity: OBJECTIVE 1.1 Improve sustainability of protected areas and indigenous and community conservation areas through community based actions

Programme Outcome	Objectively Verifiable Indicators			Activities
	Result Indicators	OP5-Targets	Means of verification	
Geographic and Thematic Focus Biodiversity Portfolio Under GEF-5				
Bio-Geographic areas	Implementation mechanisms	Focused Thematic Areas		Eligible Areas
<i>Global Significant Biodiversity Areas and Community Protected Sacred Sites in Dry marginal forest area,</i>	Strategic partnership with Forestry Commission, Ghana Environmental Convention Coordinating Authority (GECCA), SNV, Ricerca e Cooperazione Ghana Conservation Heritage, and other global partners.	<ul style="list-style-type: none"> Landscape-level conservation efforts through community-based management of protected areas conservation. Ecotourism Development Development of Ecological and Technology Demonstration Centres. Inventorizing, gazettement, formalization and recognition of community-conserved areas (CCAs) 		Eguafo-Abriem , Gomoa Adzintem Nkwanta, Kyabobo National park Area, Pusupu Wetu Mountain Gbele Resource Reserve & Zukupuri Wildlife Sanctuary

CLIMATE CHANGE: Objective 2: Promote the demonstration, development and transfer of low carbon technologies at the community level

Programme Outcome	Result Indicator	OP5-Target	Sources of verification	Activities
Outcome 2.1 Renewable energy, energy efficiency and sustainable mobility interventions replicated, up scaled or mainstreamed in national development priorities and plans	<ul style="list-style-type: none"> Number of innovative models for promotion of energy efficiency, renewable energy in development activities introduced at local levels. Number of sustainable mobility interventions replicated 	<ul style="list-style-type: none"> Two biofuel energy intervention to supply biodiesels to farm machineries introduced Solar energy systems for rural communities in sensitive ecological areas mainstreamed into policy, district development programmes Bamboo bicycles manufactured for rural women in sustainable land management At least two Information communication technology system using renewable energy developed 	<ul style="list-style-type: none"> Project reports, thematic portfolio review, country progress reviews reports. SGP global Database 	<ul style="list-style-type: none"> 4 community based projects funded by Core GEF grants biofuel, solar, bamboo bicycle 2 community project funded from non-core funds ICT and solar drying
Outcome 2.2 Innovative low-Green House Gas (GHG) technologies deployed and successfully demonstrated at the community level	<ul style="list-style-type: none"> Number of projects with demonstrations addressing community level barriers to deployment of low-GHG technologies 	<ul style="list-style-type: none"> Four projects with demonstrations addressing community level barriers to deployment of low-GHG Technologies Two efficient energy saving cooking technologies for Institutional and Commercial Stoves in major urban centres Manufacture and use of efficient energy stoves, briquette (from wood waste, crop residues & shea butter waste) and for small business enterprises introduced 	<ul style="list-style-type: none"> Project reports, thematic portfolio review, country progress reviews reports. SGP global Database 	<ul style="list-style-type: none"> 4 community based projects funded by Core GEF grants cooking stoves, briquette, 2 community project funded from non-core funds on small business enterprises

<p>Outcome 2.3 Community-Based climate change Adaptation (CBA) practice incorporated in district development priorities</p>	<ul style="list-style-type: none"> Number of indigenous climate change adaptation practices documented and best practices promoted. 	<ul style="list-style-type: none"> At least one project under CBA initiated under the African Climate Adaptation Initiative in the savannah area Using the universal methodology and/or approach developed for implementation of CBA activities in, mountain areas, drought and flood prone ecosystems 	<ul style="list-style-type: none"> End of project report SGP Global Database 	<ul style="list-style-type: none"> 2 community based projects funded by Core and non-GEF grants on community-based adaptation practices.
<p>Outcome 2.4 Sustainable land use, land use change, and forestry management and climate proofing practices adopted at the community level for forest and non-forest land-use types</p>	<ul style="list-style-type: none"> Hectares under improved sustainable land management and climate proofing practices 	<ul style="list-style-type: none"> At least 1,000 hectares of woodlot under improved sustainable land management and climate proofing practices. At least two wildfire management interventions introduced 	<p>GEF SGP database, project reports and monitoring visits</p>	<ul style="list-style-type: none"> 3 community based projects funded by Core GEF grants 1 community project funded from non-core funds.
<p>Outcome 2.5 Improved community-level actions and practices, and reduced negative impacts in land use frontiers of agro-ecosystems and forest ecosystems (rural/urban, agriculture/forest)</p>	<ul style="list-style-type: none"> Number of community members with improved actions and practices that reduce negative impacts on land uses 	<ul style="list-style-type: none"> At least 500 community members having improved actions and practices that have reduced pressure on land uses 	<p>GEF SGP database, project reports and monitoring visits</p>	<ul style="list-style-type: none"> 1 community based projects funded by Core GEF grants supporting agro-forestry and tree growing

GEOGRAPHIC AND THEMATIC FOCUS ON CLIMATE CHANGE PORTFOLIO UNDER GEF-5

Geographic areas	Implementation mechanisms	Thematic Area focus	Eligible Areas
Savanna ecosystem	Partnerships with local authorities, climate change network, the private sector and development partners, UNDP energy & environment	Promoting the mainstreaming, up scaling and replication of renewable energy, energy efficiency approaches and models for expanding energy access	Wa East, Nadowli District Upper West

LAND DEGRADATION: Objective 3: Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities.

Project Outcome	Objectively verifiable indicators		Sources of verification	Activities
	Indicator	OP5-Target		
<p>Outcome 3.1: Improved community-level actions and practices, and reduced negative impacts on agro-,savannah and forest ecosystems and that ecosystem services demonstrated to sustain ecosystem functionality</p>	<ul style="list-style-type: none"> Hectares under improved agricultural, land and water management practices (by management practice) Number of farming groups adopting best practice in environmental management. 	<ul style="list-style-type: none"> At least five projects with 5,000 hectares under improved agricultural, land and water management practices by local communities. At least 50 community groups invest in agro-forestry and woodlot establishment 	<p>GEF-SGP database, project reports and monitoring visits</p>	<ul style="list-style-type: none"> 14 community based projects funded by Core GEF grants on sustainable land management interventions 1 community project funded from non-core funds supporting farmers adopting IPM

<p>Outcome 3.2 Community-based models of sustainable forestry management developed, tested, and linked to carbon sequestration.</p>	<ul style="list-style-type: none"> • Number proven sustainable land management models and good practices for sustainable agricultural practices, rangeland and forestry management • Number of national and international agencies or partners are aware of successful SGP demonstrations and innovative approaches 	<ul style="list-style-type: none"> • At least one SGP model is incorporated in the National Strategy for Desertification control • At least one international agency and partner has learned of SGP demonstrations and innovative approaches • SGP knowledge, experiences, and best practices shared with national and global networks 	<p>GEF SGP database, project reports and monitoring visits</p>	<ul style="list-style-type: none"> • 4 community based projects funded by Core GEF grants/ non-core funds to build capacities and knowledge sharing
<p>Outcome 3.3: Improved community-level actions and practices, and reduced negative impacts in land use frontiers of agro-ecosystems and forest ecosystems (rural/urban, agriculture/forest)</p>	<ul style="list-style-type: none"> • Number of community members with improved actions and practices that reduce negative impacts on land uses 	<ul style="list-style-type: none"> • At least 1,000 community members having improved actions and practices that have reduced pressure on land uses. • At least 30 community bye-laws on good environmental practice (including wildfire management) in place. 	<p>GEF SGP database, project reports and monitoring visits</p>	<p>1 core GEF/non GEF project on IPM Land tenure issues are resolved</p>
GEOGRAPHIC AND THEMATIC FOCUS FOR OP-5 SGP LAND DEGRADATION PORTFOLIO				
Geographic areas	Implementation mechanisms	Focused Thematic Areas	Eligible Areas	
<p>Coastal and northern savannah ecosystem</p>	<p>Partnership with APDO and National plantation development</p>	<ul style="list-style-type: none"> • Sustainable agriculture with special focus on sustainable use of rainwater, groundwater recharge and strategic use of groundwater resources; • Sustainable forest and woodland management. 	<p>Talensi Nabdam ; Jirapa Communities fringing Mole National Park</p>	

PERSISTENT ORGANIC POLLUTANTS: Objective 4: Promote and support phase out of POPs and chemicals of global concern at community level

Project Strategy	Objectively verifiable indicators		Sources of verification	Activities
	Indicator	OP5-Target		
<p>Outcome 4.1 Improved community-level initiatives and actions to prevent, reduce and phase out POPs, harmful chemicals and other pollutants, manage contaminated sites in an environmentally sound manner, and mitigate environmental contamination</p>	<ul style="list-style-type: none"> Tons of POPs waste avoided from burning Tons of obsolete pesticides disposed of appropriately Evidence of SGP contributing to the implementation of national plans and policies to address POPs, harmful chemicals and other pollutants 	<ul style="list-style-type: none"> At least two compost form waste enterprise established to ensure that at least 100 tons of POP chemical waste avoided from burning One national survey to determine the level of POP-chemical in vegetables sold on the local markets At least 100 vegetable farmers adopt IPM in vegetable farming systems SGP-Ghana is contributing to the implementation of national plans and policies to address POPs, harmful chemicals and other pollutants 	GEF SGP database, project reports and monitoring visits	Two core GEF grants one non-core funds: : <ul style="list-style-type: none"> Support community based projects in IPM in vegetable production Strengthen collaboration with IPEN and other POPs networks to reach out to NGOs and exchange information and knowledge; Test and promote models to control malaria without the use of DDT; and alternatives to the use of the POPs pesticides – e.g. chlordane, mirex, dieldrin – for controlling termites and ants
<p>Outcome 4.2 Community-based approaches on waste management and POPs pesticide management demonstrated with good experiences disseminated</p>	<ul style="list-style-type: none"> Number of projects supporting the Implementation of NIP 	<ul style="list-style-type: none"> Priority at the community level, waste management (particularly preventing waste burning) and the reduction and control of POPs pesticide, focusing on POPs alternatives and organic models to control pests) 	GEF SGP database, project reports and monitoring visits	One community core GEF grants: <ul style="list-style-type: none"> Test and promote models on community-based waste management, particularly to prevent waste burning
GEOGRAPHIC AND THEMATIC FOCUS FOR OP-5 SGP PERSISTENT ORGANIC POLLUTANTS PORTFOLIO				
Geographic areas	Focused Thematic Areas		Eligible Areas	
Transitional zone ecosystem	<ul style="list-style-type: none"> Integrated pest and vector management and BAT/BEP for the reduction of POPs releases in vegetable production. Community-based waste management to prevent waste burning 		<ol style="list-style-type: none"> Greater Accra Brong Ahafo (Techiman District) 	

INTERNATIONAL WATERS
Objective 5: Support transboundary water body management with community-based initiatives

Project Strategy	Objectively verifiable indicators		Sources of verification	Activities
	Indicator	Target		
Outcome 5.1 Effective and climate resilient community-based actions and practices supporting implementation of SAP regional priority actions demonstrated	<ul style="list-style-type: none"> Number of network of NGOs and communities involved in integrated management of Black Volta basin, its governance structure and process Ha of river Basin applying sustainable management practices and contribution to implementing SAP 	<ul style="list-style-type: none"> One network of NGOs from Ghana and Burkina Faso strengthened in Black Volta Basin Management 150,000 ha of Black Volta Basin under sustainable community management a 	GEF SGP database, project reports and monitoring visits	1 community based projects funded by Core GEF grants to conserve hippos on the black Volta under biodiversity conservation
Outcome 5.2 Community-based integrated management of Black Volta are fully integrated into global IW activities, and models upscaled, replicated and mainstreamed	Number CREMA, CCA and PTA along the banks of the Black Volta	<ul style="list-style-type: none"> Three CREMA formed along the Black Volta 	GEF SGP database, project reports and monitoring visits	1 community based projects funded by Core GEF grant under BD to create community protected areas

GEOGRAPHIC AND THEMATIC FOCUS OF SGP INTERNATIONAL WATERS PORTFOLIO

Geographic areas	Focused Thematic Areas	Eligible Areas
<i>Black & White Volta Basin</i>	Land and water degradation and protection of globally important biodiversity	Nadowli District

5.0 Monitoring and Evaluation Plan

5.1 The SGP secretariat will be responsible for the coordination of all projects and activities under the CPS and will monitor the implementation through regular reporting by grantees and field visits. Each grantee will supervise its own work plan, monitor performance, whether by project inputs and outputs or policy measures, and will report on progress and problems at bi-monthly project coordination meetings either on-line or during project visits. The regular reports will be analyzed and consolidated by the SGP secretariat as a routine function in preparation for annual reports and project reviews. The project and programme level monitoring and evaluation plan are shown in tables 5.1 and 5.2.

Table 5.1 Monitoring and Evaluation Plan at Project level

No	Monitoring and Evaluation Activity	Responsible Parties	Budget Source	Time frame
1.	Pre-project evaluation and situational analysis	NC, Grantee	SGP Administrative budget	At project planning stage and prior to the NSC project approval
2	Baseline Data Collection	Grantee, NC	Grantee co-financing	At project proposal writing
3	Formulation of operational work plan	Grantee	Covered under the grant amount	Prior to the disbursement requests
4.	Project progress and financial reporting to coincide with disbursement schedules	Grantee, NC, PA and DP	Covered under the grant amount & co-financing	At each disbursement requests
5	Project implementation assistance monitoring visit and/or mid-term evaluation	NC, NSC and DPs	SGP Administrative budget	As appropriate but at least twice a year to coincide with 2 nd and prior to last disbursement
6.	Participatory project monitoring	Grantee and beneficiaries	Covered under the project grant amount	During the project implementation
7	Project Evaluation Visit	NC, NSC & DP	Variable	At the end of the project
8	Project final Report	Grantee	Covered under the project grant amount	Following the completion of project activities
9	Project Evaluation Report	NC, NSC, DPs Independent external party	Variable	After the completion of project activities

Table 5.2 Monitoring and Evaluation Plan at country level programming

No	Monitoring and Evaluation Activity	Responsible Parties	Budget Source	Time frame
2.1	Country programme Strategy review	NC, NSC, & CPMT	SGP Administrative budget	Beginning of OP5
2.2	Strategic country portfolio review	NSC	SGP Administrative budget	Once during the OP5
2.3	NSC Meetings	NC, NSC, UNDP	SGP administrative	Variable depending on

No	Monitoring and Evaluation Activity	Responsible Parties	Budget Source	Time frame
			and operating cost	projects approval cycle and emerging policy issues
2.4	Performance and results assessment (PRA) of NC performance	NC, NSC, UNDP CO. CPMT & UNOPS	SGP administrative and operating cost	Once per year
2.5	Country programme Review resulting in Annual Country Report	NC presenting to NSC and CPMT	SGP administrative and operating cost	Once per year
2.6	Financial 5-in-1-Report	NC/PA/UNOPS	SGP administrative and operating cost	Quarterly
2.7	National stakeholders review of country programme	NC, NSC and Grantees	SGP administrative and operating cost	Once during the OP5
2.8	SGP Capacity building and training in GEF thematic focal areas	NC & Grantees	SGP administrative and operating cost	Once every year
2.9	Media encounter and training in reporting in GEF focal Areas	NC, NSC and Media practitioners	Variable	Twice during OP5

6. KNOWLEDGE MANAGEMENT PLAN

6.1 The objective of GEF SGP's knowledge management efforts is to leverage lessons learned from projects, to replicate its successes, and to inform and influence sustainable development policy and practice. The SGP-Ghana will seek to leverage the power of knowledge to improve effectiveness and efficiency and to demonstrate the impact of the investments. It will be based on the five traditional pillars that Ghana has adopted for project management namely: development of information systems to monitor and evaluate the portfolio; analysis and codification of lessons learned through generation of knowledge products and services; knowledge dissemination, as well as other development and environment communities of practice; knowledge uptake for application and improvement; and feedback loop. Knowledge management will be an integral part of the programme to support the creation of global environmental benefits.

6.2. The programme will conduct thematic studies to document best practices and lessons learnt by community involvement in Biodiversity Conservation, Climate Change adaptation and mitigation, Sustainable Land Management practices and minimization of POPs. This study would be published and disseminated to relevant practitioners and decision makers. .

6.3. The SGP secretariat will produce and distribute bi-yearly newsletters to the NGO platform, donors and other stakeholders. A short video clips on the projects achievements and issues will be produced to be shown on the national television stations. In addition, various radio discussions on the GEF/SGP activities will be organized throughout the year. It will also encourage prospective donors and partners to visit project sites and in as much as possible to get involved in proposal development through to implementation.

6.4. As part of the overall communications strategy that will be developed and implemented during the third operational phase, the SGP will set up a working archive of

successful replicable experiences and "best practices" as well as learning from negative experience. The programme will accumulate a substantial body of knowledge about sustainable, integrated community-based projects that may have a positive effect on global environmental problems. Proven approaches and techniques, as well as practices to be avoided, would be proactively shared and communicated to interested communities and NGOs and "mainstreamed" within other environment, development and small grant programmes; local and national governments; the UNDP and GEF systems; international environmental NGOs, other practitioners, and other donor agencies.

6.5. As a first step, lessons learned and "best practices" must be identified, documented, and systematized. Parallel to this effort, case studies of significant GEF/SGP projects would be prepared. These materials would then be disseminated to NGOs, communities, and other stakeholders at the local level, and NGO/CBO networks, partner agencies, and government bodies at the national level. Finally, the programme will strive for the institutionalization of the lessons of experience, including through legislative and executive action. In this manner, lessons gained will be more lasting and secure.

6.6. Key to the communications strategy of the programme will be the creative applications of information technology, including the SGP-Ghana programme website which will be linked to the main global SGP website. An array of materials will be posted, including the country programme strategies, project proposal formats, and lists of funded projects, case studies, and evaluations. The websites will permit more efficient and widespread exchange of experiences and lessons learned among country programmes and other interested parties. The websites may be used to create public awareness of GEF objectives and the achievements of the SGP. Electronic Communications will also help the SGP establish links with other projects, programmes and agencies, thus promoting mainstreaming. Audio/visual techniques and materials will also be used for promotional, informational, and training purposes.

7.0 RESOURCE MOBILIZATION PLAN

7.1 Strategization and Resources Allocation

7.1 Following the lessons learnt during the implementation of GEF-4 and in line with the goal and objectives of GEF-5, the programme intends to implement 67 projects in the priority areas. The matrix in table 6 is a guide to the allocation of resources in the priority GEF focal areas during the operational phase five. Nonetheless, projects to be implemented may not be mutually exclusive to the focal areas. Most projects may be cross-cutting or cover multiple focal areas but will be identifiable with the GEF strategic priorities that they are supporting.

Table 6: Guide to Allocation of resources in Priority Areas

ACTIVITY	Biodiversity	Climate Change	Land Degradation	Persistent Organic Pollutant	Capacity Development	Total
Hands-on Activity	20	15	16	10	1	62
Research & Policy Analysis	0	1	0	1	0	2
Information Dissemination, Networking & Dialogue	0	1	1	1	0	3
Total GEF Focal Area	20	17	17	12	1	67

7.2. The following strategies will be put in place to expand the impact of the GEF/SGP in Ghana during the operational phase five:

- Aggressively identify income generation, commercialization and sustainable livelihood issues in line with the GEF/SGP focal areas and operational programmes.
- In as much as possibly include capacity building in all projects to ensure technical competence of NGO/SGP community. One stand alone capacity building project will be implemented to build the capacities of the civil society in project management.
- Improve on the capacity of NGOs/CBOs to identify, design, implement, monitor and evaluate projects
- Assess existing and potential partnerships with donors, government and the private sector implemented at country levels.
- Strengthen membership of NSC with additional members (e.g. private sector, representative of Ministries of Finance/Economic Development) and the organization of resource mobilization units with National Focal Point
- Prepare new partnerships such as development of focused portfolios, conduct of due diligence reviews and preparation of appropriate communication materials
- Conduct of donors fora at country level to identify potential partners
- Train and prepare project portfolios designed to generate additional resources (e.g. micro-credits, blended loans, carbon finance, etc.)
- Intensify resource mobilization efforts particularly in country programmes moving out of dependence on GEF grant funds with dedicated support from SGP CPMT and GEF SGP Steering Committee.
- Mainstream SGP grant making with MDG and poverty reduction programme of the government for expanded co-financing.

7.2 Resource Mobilization

7.3 The programme will continue to rely on the core GEF funds, STAR allocation and negotiate for TRAC funding from the UNDP. In addition, the programme will seek to liaise with other funding sources in-country to address problems in the focal areas of GEF. Experience on the ground has also shown that apart from the global environmental problems, communities also have other felt developmental needs that have to be addressed. In general, it is when these other needs or non-GEF problems are sufficiently addressed that the communities show more commitment to the GEF problems.

7.4 In the situation where the SGP funds are limited and must be used solely to reduce threats to the global environment, the SGP will identify strategic partners to co-finance activities and assist with the non-GEF or "baseline" components of the project. In seeking co-funding for non-GEF activities, SGP will use its available core funds to leverage new and additional funds so as to make the programme bigger and more effective.

7.3 Indicative funds to be mobilized

7.5 The NSC will continuously assess the need of the SGP to mobilize resources. By the end of each year, the NSC will estimate what proportion of non-GEF funds is needed by grantees so as to be able to forecast their needs into the future. This will help to define how much time and effort are needed to put into resource mobilization. Currently, at the average global level,

SGP is targeting 1:1 ratio between GEF/SGP funding and co-financing from other sources at project levels. The programme will therefore target at mobilizing at least \$0.5 million cash and \$0.8 million in-kind contributions annually to support the field activities. It is expected that GEF/SGP global core funds will be maintained at US\$0.35 million annually during the three-year period whilst the rest would be mobilized from external sources including the STAR.

7.6 The indicative funds to be mobilized for OP5 programme in Ghana based on initial agreement discussed so far is summarized in table 8. The target is based on the assumption that the project portfolio will be 17 projects annually for four years. Table 8 gives an indicative plan of how funds would be mobilized over years to support SGP activities in country.

Table 8.0 Indicative funds to be mobilized.

FUND SOURCES	OPERATIONAL YEAR				Total
	OP5 Yr.1	OP5 Yr.2	OP5 Yr.3	OP5 Yr.4	
Core GEF Funds	350,000	0	0	0	350,000
GEF STAR funds	0	330,000	330,000	340,000	1,000,000
Cash to be mobilized from other sources (Global fund World Cocoa Foundation, COMDEKS etc)	200,000	300,000	350,000	350,000	1,200,000
In-kind contribution from NGO and Communities	500,000.00	500,000.00	600,000	600,000	2,200,000
Total	1,050,000	1,130,000	1,280,000	1,290,000	4,750,000

7.4 Sources of Additional Funding

7.7 The programme hopes to get additional funds from Ghana's STAR allocation of US\$ 2 million based on a letter signed by the government for the next three years. The strategy to mobilize additional funding for the country programme will cover the following sources of funding:

Matching fund from Grantees

7.8 The programme will give priorities to community-based projects that have secured matching funds for implementation. The programme will develop joint proposals with the other donors and clearly identify which activities would be implemented by each donor. Most especially the programme will secure co-financing and technical assistance for projects complementation from the Central Government and District Assemblies. Currently discussions had been held with a number of donors and MOU will be signed to confirm the agreements. The programme will seek to encourage the District Assemblies to stake part of their Common funds for environmental projects and develop linkages to be able to secure or augment SGP grants whenever possible. A memorandum of understanding for cooperation with the donor and NGO will be signed prior to project implementation.

7.9 There are government service providers that have expertise in the GEF focal areas at the district level. Often times, these institutions are resource starved and their interventions at the community level are low. On the other hand, the NGOs/CBOs that operate more cost effectively at the community level have a low technical capacity to implement activities in the focal areas. The SGP will work to bring the technical expertise from the government service providers into close collaboration with the NGO/CBO community. This way, the communities can be assisted to work towards achieving their developmental aspirations including improvement in their livelihoods while providing global environmental benefits.

In-kind contribution from applicants and other Donors

7.10 All projects to be approved are expected to have in-kind contribution of not less than 50 percent of the total project cost. The in-kind contribution will cover direct labour, land and use of office resources for the implementation of field activities. The man-hours that would be invested into the project will be carefully calculated and valued as part of the community contribution to the project implementation.

Using sustainable livelihood

7.11 The programme has learned that beneficial impact in the GEF focal areas comes about through using sustainable livelihood strategies. Thus, an essential part of SGP projects is often an income-generation component linked to one of the GEF focal areas. The projects to be implemented as much as possible will buy into the on-going poverty reduction programmes in the country. Using the sustainable livelihood approach, the programme will collaborate with the Global Mechanism to implement sustainable land management project in the three northern regions.

UNDP and other UN Agencies

7.12. Mainstreaming the SGP methodology and experience in other UNDP programmes and in the GEF system is a key goal of the fifth operational phase. The GEF/SGP country programmes will increase their links with other UNDP programmes such as RESPRO, Africa 2000 Network, and those involved in poverty alleviation, community development, gender issues, and indigenous peoples.

Dovetailing into GEF Macro and Medium-size grants

7.13. Country programmes would join forces with GEF projects and programmes in-country, especially the biodiversity project in the Savanna and High forest zones to achieve a greater impact in the GEF focal areas. Successful GEF/SGP projects can be replicated and expanded using the medium-sized GEF project mechanism. Country programmes will also seek to coordinate efforts with GEF projects, including providing support for successful community-based components to explore funding from medium and large-sized GEF.

Bilateral and Multi-lateral Donors

7.14. The various embassies of the developed countries in Ghana have small grants windows that provide funding in some GEF operational areas, particularly afforestation. For example,

the French Embassy (FSD), Canadian Development Agency (CIDA), European Union, and World Bank have local grants for NGOs that includes support for activities in the forestry and energy sector (traditional energy and renewable energy). The SGP needs to tap actively into these sources of funding as well as linking up with multi-lateral agencies in the country. The programme proposes to develop memorandum of understanding with the SNV (Netherlands Development Organization) for technical assistance in project implementation countrywide.

Private Sector participation in SGP

7.15. The programme will strengthen cooperation with the private sector to provide financing for livelihood components in the form of “soft-soft” loans. It is hoped that NGO or donor partners would also look to the GEF/SGP when designing their projects to provide them the focus on global environmental concerns. The GEF/SGP could work with project participants to develop mechanisms for commercializing products yielded by project activities.

Marketing SGP

7.16. In order to effectively mobilize additional resources, SGP Ghana needs to market itself. In this regard, the SGP will produce brochures that will provide basic information on: who we are; what we do; how the NSC is structured and how it works. Case studies of some projects in retrospect will be outlined in the brochure. The brochure will provide information on the strengths of the SGP and the opportunities that it has for expanding its achievements.

ANNEXES

Annex 1: PROGRAMME PERFORMANCE AND IMPACT ASSESSMENT (July 2011-March 2014)

Impacts	Outcome indicators	Unit of measurement	Data set	Method of data collection	Frequency of Reporting
1. Livelihood assets creation and capacity development	<ul style="list-style-type: none"> • Disposable incomes of targeted rural households • Food Security of project beneficiaries. • Alternative livelihood activities supported • Capacity of traditional health clinics practitioners • Gender participation in income generation activities. • Resource user groups founded or expanded • NGOs, CBOs and/or individuals trained annually in project formulation and management and focal areas of GEF 	<ul style="list-style-type: none"> • Percentage change • Number • Number supported • Number supported • Number women • percent change • Number of groups • Number trained 	Project Reports Government official poverty data - GLSS (for all poverty indicators) Socio-economic baseline study Household surveys	Compile from Reports. Field visits	At end of the year
2. Education and awareness	<ul style="list-style-type: none"> • Environmental educational programs • Natural resource assessment methods • Indigenous management practices documented and published. • Media events and press coverage • Schools reached with SGP-initiated educational materials • Awareness of technologies by CBOs, NGOs, private sector & government agencies. 	<ul style="list-style-type: none"> • Number organized • No. of guides • No. documented and published • No. of articles • No. of schools and students • No. of programmes 	Community records, project data, images Community records, project data, Images survey results Community records Survey records	Communities keep data, physical observations Community enumerators keep records, images PRA, interviews Interviews, observations	Annually
3. Community-based global biodiversity conservation	<ul style="list-style-type: none"> • Area (reserves, parks, other) under effective participatory management • Participatory resource management and land-use plans developed and implemented • Change in institutional arrangement for 	<ul style="list-style-type: none"> • Ha • Number of plans 	Maps, project records, remote sensing data Gene bank records "passport data" Maps and vegetative	Area measurement GIS, mapping Interviews, physical observations	Annually Seasonally (dry and wet seasons) At suitable

Impacts	Outcome indicators	Unit of measurement	Data set	Method of data collection	Frequency of Reporting
	managing wildlife and forest protected areas <ul style="list-style-type: none"> Plant gene banks established Regeneration of vegetative cover Change in area under compatible land use Changes in key flora and fauna Degraded areas rehabilitated and by communities 	<ul style="list-style-type: none"> Organigram Number Ha Ha Number ha 	cover records Project records of land use. Survey data, & community records	Review of minutes of meetings, record of inauguration. Gene bank records, collect passport data Community report on land use,	intervals Biennially
4. Financing availability and mechanisms	<ul style="list-style-type: none"> Income generated from alternative livelihood activities Revolving funds created for communities Additional funding or support obtained Improved markets and/or distribution networks provided Investment per area receiving SGP funding Local or national government funds invested in programmes to improve waste disposal or to undertake remediation efforts Local or national government funds invested in support of renewables & energy efficiency Innovative financial support mechanisms developed 	<ul style="list-style-type: none"> Amount Number set up Amount/year Number Number Amount Amount Amount 	Project records, management plans, maps Community records, Records of oral testaments from practitioners Guideline document Practitioners' records Interview records	Review guidelines and record of official meetings Interviews, observations Community enumerators Collaborate with agricultural extension staff to collect data from farms	Annually Continuous Biennially
5. Reduced vulnerability to adverse climatic effects	<ul style="list-style-type: none"> Diversity in livelihood options and sources of income based on range of natural & social assets Range and scope of crop types for small-scale farmers Percentage of vegetation cover Portfolio in local livelihood strategies including food resources, income sources, health & 	<ul style="list-style-type: none"> Amount Number ha Amount/year 	Survey data Survey results	Structured surveys, interviews	Biennially Once in three years

Impacts	Outcome indicators	Unit of measurement	Data set	Method of data collection	Frequency of Reporting
	education “options” <ul style="list-style-type: none"> National measures to protect diverse livelihood strategies including innovations, knowledge, and practices of local & indigenous communities Energy alternatives including household energy mix and the level of use of cleaner energy sources Enhanced local government reporting of livelihood risks associated with ecological change 	<ul style="list-style-type: none"> Number Number Amount 			
6. Indirect environmental benefits	<ul style="list-style-type: none"> Rate and type of land conversion in project area Percentage of area where local use of fuel-wood /harvesting/hunting/grazing/water extraction estimated to be sustainable Increased population of a particular species Level of community adoption and use of clean energy technologies, energy efficiency Penetration of small-scale renewables in the market Level of development and implementation of projects supporting renewable and energy efficiency by CBOs , NGOs, local & national authorities, and the private sector local land use management plans influenced by projects 	<ul style="list-style-type: none"> Ha percent Number Number Number Number Number 	Practitioners’ accounts, project records Interview records, community management records Survey records Progress Reports Special Studies	Interviews, collect data from practitioners Interviews, review community records, surveys	Biennially Annually Income assessment – biennially;
7. Barrier removal for sustainable land management (LD)	<ul style="list-style-type: none"> Agricultural land recovered by improved tillage methods, agroforestry practices and suitable land uses Improved fire management systems introduced Rehabilitation of degraded forested areas Eroded land stabilized through artificial restoration, tree-planting 	<ul style="list-style-type: none"> Ha Number Ha Ha 	Practitioners’ accounts, project records Interview records, community management records Survey records	Interviews, collect data from practitioners Interviews, review community records, surveys	Biennially Annually
8. Threat reduction for	<ul style="list-style-type: none"> Local population estimates of arid and semi-arid zone species 	<ul style="list-style-type: none"> Number 	Practitioners’ accounts, project records	Interviews, collect data from	Biennially Annually

Impacts	Outcome indicators	Unit of measurement	Data set	Method of data collection	Frequency of Reporting
biodiversity (BD)	<ul style="list-style-type: none"> • Changes in extent of under graded arid and semi-arid habitat. • Changes in extent and quality of mangroves (patch size, maximum tree size). Forest: <ul style="list-style-type: none"> • Local population estimates of forest species • Changes in natural forest extent • Number of concessionaries in the formulation of timber extraction Mountain: <ul style="list-style-type: none"> • Rate of deforestation on slopes >20percent in project areas • Agrobiodiversity: <ul style="list-style-type: none"> • Changes in number of local land races & domestic livestock breeds. • Changes in extent of agricultural area using low-input high diversity production methods • Incorporation of local land races and indigenous breeds in national breeding programmes • Certification standards for agricultural products 	<ul style="list-style-type: none"> • percent • Number • percent • Number • Number • percent • Number • percent • percent 	Interview records, community management records Survey records Progress Reports Special Studies	practitioners Interviews, review community records, surveys	
Barrier removal & reduction of green-house gases (CC)	<ul style="list-style-type: none"> • Energy production and/or savings and installed capacities (# equipment installed by beneficiaries). • Energy savings made by project beneficiaries as a result of energy efficiency measures (# tonnes of averted carbon). • Total capacity accrued in production and in savings as result of project activities. • Alternatives energy options currently in use by communities. • Number or level of implementation of similar or related activities by CBOs, NGOs, local & national authorities 	<ul style="list-style-type: none"> • Ha • percent • Number • Number • Number 	Practitioners' accounts, project records Interview records, community management records Survey records	Interviews, collect data from practitioners Interviews, review community records, surveys	Biennially Annually;

Impacts	Outcome indicators	Unit of measurement	Data set	Method of data collection	Frequency of Reporting
Stress reduction for international waters	<ul style="list-style-type: none"> Point source pollution' reduction projects which directly reduce waste loads entering a transboundary water system 'Non-point source pollution' projects to train farmers in techniques to reduce the widespread use of pesticides (# kg pollutants) Amount of estuaries, riverine or wetland areas placed under protected management (# hectares or other measurements) Eroded land stabilized through artificial restoration, tree-planting, or other interventions that reduce sedimentation Uptake of alternative livelihood options 	<ul style="list-style-type: none"> Number kg kg Number/ha Number/ha Number 	Project records Interview records, community management records Survey records	Interviews, collect data from practitioners Interviews, review community records, surveys	Biennially Annually Income assessment – biennially;
Barrier removal for sustainable land management (LD)	<ul style="list-style-type: none"> Agricultural land recovered by improved tillage methods, agroforestry practices and suitable land uses Rangeland and pastures improved or restored through conflict resolution and strengthened land use systems Improved fire management systems introduced Ground water recharged in subterranean aquifers. Rehabilitation of degraded forested areas Introduction of fees for ecosystem services Eroded land stabilized through artificial restoration, tree-planting Uptake of alternative livelihood options 	<ul style="list-style-type: none"> Ha Ha/Number Number of hectare Litres per year ha ha No. of people 	Project records Interview records, community management records Survey records	Interviews, collect data from practitioners Interviews, review community records, surveys	Biennially Annually Income assessment – biennially;

Impacts	Outcome indicators	Unit of measurement	Data set	Method of data collection	Frequency of Reporting
Contribution to multi-focal GEF priority areas	<ul style="list-style-type: none"> Species diversity in animal husbandry population (BD, LD) Energy production as associated with the use to natural resources supplies land degradation and pollution (CC, IW, BD, LD) Development of fisheries policies that explicitly address biodiversity issues (IW, BD) Formulation of policy on watershed protection that recognizes the role of biodiversity (IW, BD) Linkages of energy, transport, taxation or climate policy with environment and development policies (CC, IW, BD) Biomass energy policy that links with forest conservation and watershed catchment policies (CC, IW, BD) Hydropower policy that links with watershed management and erosion control policies Species diversity in international water body (BD) Use of renewable energy as an alternative to batteries to reduce water body pollution (CC, IW) 	<ul style="list-style-type: none"> Number Number Number Number Number Number Number Number Number 	Practitioners' accounts, project records Interview records, community management records Survey records	Interviews, collect data from practitioners Interviews, review community records, surveys	Biennially Annually Income assessment – biennially;
Global Environmental Benefits (direct)	<ul style="list-style-type: none"> Avoided greenhouse gas emissions (# tons of carbon) (CC) Biodiversity conserved at ecosystem, species and genetic levels (BD) Adequate protection of a habitat of an endangered or endemic species (# hectares in protected areas) (BD) Direct reduction of pesticide run-off into a river shared by two countries Improved transboundary water system health, including more sustainable fishing & reduced sedimentation (# kg of silt load reduced) (IW) 	<ul style="list-style-type: none"> Tons of carbon percent Ha No. of kg pollutants Kg of silt reduced 	Practitioners' accounts, project records Interview records, community management records Survey records	Interviews, collect data from practitioners Interviews, review community records, surveys	Biennially Annually Income assessment – biennially;