



Rwanda

SGP Country Programme Strategy for utilization of OP5 grant funds

Country:

RWANDA

Resources to be invested:

Core US\$:	1,200,000
STAR US\$:	650,000
Co-financing US\$	2,850,000
Total US\$:	4,700,000¹

February, 2012

¹ The level of SGP OP5 resources is an estimated total of the GEF core grant allocation, anticipated STAR resources, as well as other sources of third party co-financing.

Acronyms

BD	Biodiversity
CBOs	Community-based Organizations
CCA	Community Conservation Area
CC	Climate Change
CD	Capacity Development
CPMT	Central Programme Management Team (For the SGP)
CPS	Country Programme Strategy
CSOs	Civil society organizations
CWS	Coffee washing stations
ENR	Environment and Natural Resources
GEF	Global Environment Facility
ILO	International Labour Organization
JICA	Japanese International Cooperation Agency
GHG	Greenhouse Gases
IW	International Waters
KM	Knowledge Management
LD	Land Degradation
LVEMP	Lake Victoria Environnemental Management Programme
MDGs	Millennium Development Goals
NAPA	National Action Plan for Adaptation to Climate Change
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Coordinator
NELSAP	Nile Equatorial Lakes Subsidiary Action Program
NGOs	Non-governmental Organizations
NNP	Nyungwe National Park
NSCs	National Steering Committees
PEF	Pacific Environment Fund
POPs	Persistent Organic Pollutants
RBM	Results-Based Management
REDD	Reduced Emissions from Deforestation and Forest Degradation
SGP	Small Grants Programme
SNV	
STAR	Système Transparent d'Allocation des Ressources

SWAPs	Sector-Wide Approaches
UNCBD	UN Convention on Biodiversity
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
USAID	US Agency for International Development.
WFP	World Food Programme

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1. SGP country programme - summary background

The Global Environment Facility (GEF) Small Grants Programme (SGP) is a flagship GEF programme implemented by UNDP and executed by UNOPS in 122 countries worldwide. The programme supports community projects that conserve and restore the environment while enhancing people's well-being and livelihoods.

The main focal areas of the SGP are conservation of biodiversity, climate change abatement, protection of international waters, reduction of the impact of persistent organic pollutants, prevention of land degradation, and sustainable forest management. Grants are made directly to community-based organizations (CBOs) and non-governmental organizations (NGOs), and the maximum grant amount per project is US\$ 50,000. More information on the programme can be found on <http://sgp.undp.org>.

The SGP in Rwanda (Category I)² was launched in 2005, and funded its first set of projects in 2006. By the end of the 4th Operational Phase (OP4) in 2010, 33 projects had been funded for a total amount of US\$1,474,127 in all the GEF focal areas. In kind and in cash co-financing were estimated to US\$1,168,317.

Since 2005, most of the SGP projects to date have been pilot projects which have contributed to introduce new technologies and influence national policies (e.g. briquettes, biogas, bamboo propagation techniques, mechanical control and recycling of water hyacinth). A number of these SGP projects were demonstration/replication of existing governmental programmes (forestry, agroforestry, water harvesting), whilst a second set are now being replicated/up scaled by the government and other partners.

Capacity building for civil society organizations (CSOs, including NGOs, CBOs and indigenous peoples organizations), poverty alleviation and womens' empowerment have been cross cutting results for almost all SGP projects. In Rwanda, the programme has targeted vulnerable groups including rural women, HIV affected people, displaced people, demobilized soldiers, genocide survivors, as well as unemployed youth.

Two SGP grantees have received awards at the international level: the 'ECOSAN' project was awarded by AFRICASAN (2011); and the mushroom spawning project recognized by SEED (www.seedinit.org) in 2011. During the last five years, SGP Rwanda has also successfully facilitated the implementation of 2 micro-grants programmes (for UNEP and the Nile Basin Initiative).

This Country Programme Strategy (CPS) for the 5th Operational Phase (OP5) is based on the following considerations:

A. SGP lessons learned since 2005:

- CSOs (NGOs and CBOs) are key environmental stakeholders;
- Capacity building and coordination of CSOs is need for better involvement in the ENR sector;

² Classification used at the global level based on country in the programme.

- The application of Results-Based Management (RBM) principles at project level is to be improved;
- Partnerships with governmental entities (local authorities, projects line ministries and agencies) is paramount for projects and programme success and sustainability;
- M&E and knowledge management need to be strengthened;
- Geographic focus is needed for increased impact during OP5;
- NSC composition is a key factor of the country programme success
- The average grant size per project is to be reduced in order to increase the number of projects and programme beneficiaries, preferably CBOs;
- Economic and social benefits for communities are paramount for project sustainability;
- The GEF SGP country programme can serve as a funding mechanism for community initiatives.

B. Key national environment issues

Rwanda, a small mountainous country with an area of 26,338 km² and about 11 million of inhabitants, is the most populated country in Africa in relation to its size (around 400hab/km²). The majority (more than 84%) of its population (more than 85%) depends on agriculture and uses biomass energy (firewood and charcoal). This situation, exacerbated by inappropriate agricultural practices, have led to pressure on natural resources especially forests, wetlands and land. Population growth also increases the quantity of waste which is not well managed. Key environmental issues include:

1. Forest and wetland degradation which leads to the loss of biodiversity and the reduction of carbon sinks;
2. Soil erosion leading to loss of fertility and siltation in wetland and rivers;
3. Water and land pollution due to increasing use of chemical fertilizers;
4. Inappropriate use of pesticides and disposal of hazardous chemicals.

A lot has been done, especially at the policy level and awareness rising. However much is yet to be achieved and there are niches for SGP country programme during the GEF OP5 period from 2011-2014.

C. Existing co-financing sources for the country programme

During the last five years, the SGP in Rwanda has successfully facilitated the implementation of 2 micro-grants programmes (for UNEP and the Nile Basin Initiative). Based on this experience, the county programme can position its self as a liable, efficient grant mechanism for community initiatives.

The country programme has mobilized TRAC funds from the UNDO Country Office (CO). Through the maintenance of good relationship with the UNDP CO, additional funds may be allocated to the SGP during OP5, especially for capacity development (CD) and knowledge management (KM).

Rwanda, being a pilot country of the One UN, the 'One UN Fund' is also another opportunity for co-financing. The SGP country programme is considered as a national stakeholder in the environment and natural resources (ENR) sector-wide approach. This

offers an opportunity for visibility and partnership building and hence for funds mobilization.

2. SGP country programme niche

Rwanda has ratified global environmental conventions as shown in Table 1 below. The country has a number of national laws and policies for the ENR sector, the most important being:

1. Vision 2020
2. Environment policy, 2003
3. Organic law N° 04/2005 of 08/04/2005 determining the modalities of protection, conservation and promotion of environment in Rwanda
4. National forestry policy, 2010
5. National strategy and action plan for the conservation of biodiversity in Rwanda, 2003
6. -Strategic Plan for Agricultural Transformation in Rwanda, 2004.
7. Energy policy for Rwanda, 2004
8. Sectoral Policy on Water and Sanitation, 2004

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

Rio Conventions + national planning frameworks	Date of ratification / completion
UN Convention on Biological Diversity (CBD)	29 th May 1995
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2003
UN Framework Convention on Climate Change (UNFCCC)	18th August 1998
UNFCCC National Communications (1 st , 2 nd , 3 rd)	2005,
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	N/A
UN Convention to Combat Desertification (UNCCD)	22 nd October 1998
UNCCD National Action Programmes (NAP)	2006
Stockholm Convention (SC)	8 th July 2002
SC National Implementation Plan (NIP)	2006
World Bank Poverty Reduction Strategy Paper (PRSP)	2008-2012
GEF National Capacity Self-Assessment (NCSA)	N/A
GEF-5 National Portfolio Formulation Exercise (NPFE)	February 2012
Strategic Action Programmes (SAPs) for shared international water-bodies	2002

During OP5, SGP Rwanda will assure all projects funded address national priorities as well as GEF-5 global strategic priorities, as outlined in the SGP OP5 project document approved by the GEF Council. The motto of “*Think globally, act locally*” will continue to

guide the programme. While SGP Rwanda will remain “flexible and open to innovative ideas”, the following activities will be given priority:

a. Climate change

SGP Rwanda will significantly contribute to the implementation of the forestry policy taking advantage of the land consolidation policy. Communities will be encouraged to switch to off-farm activities while investing in forestry. Agroforestry, efficient carbonization techniques, energy saving stoves and low GHG energy (e.g. briquettes, solar) will also be promoted.

b. Land degradation

In areas with high risk of soil erosion, farmers will be encouraged to adopt perennial crops and agroforestry methods, or will be facilitated to invest in off-farm activities as alternative to traditional agriculture, and convert their land to woodlands. Where possible, rainwater will be harvested, and used for small scale irrigation. Projects aiming to improve soil fertility through organic farming will also be supported.

c. Biodiversity

Priority will be given to the restoration of degraded parts of the Nyungwe National Park (NNP), the promotion of non-timber forest products (in particular, in the surrounding landscape in and around the NNP), as well as the conservation of wetlands that host threatened bird species.

d. International waters

With regard to international waters, priority will be given to joint initiatives with the Burundi country programme on transboundary issues, in line with the Nile Equatorial Lakes Subsidiary Action Program (NELSAP) priorities. Watershed management and water hyacinth control are also expected to be key target areas for OP5.

e. Persistent Organic Pollutants (POPs)

In the POPs focal area, best practices in waste recycling at “coffee washing stations” will be promoted. Building on lessons learned in previous SGP projects, organic manure will be promoted as alternative to chemical fertilizers. The country programme also plans to support a pilot project in e-waste management.

Multifocal area GEF projects will be encouraged and whenever possible, new projects will build on lessons learned during previous SGP phases. Successful OP4 and OP3 projects, or projects components, may also be replicated during OP5. This will help increase/sustain portfolio impact.

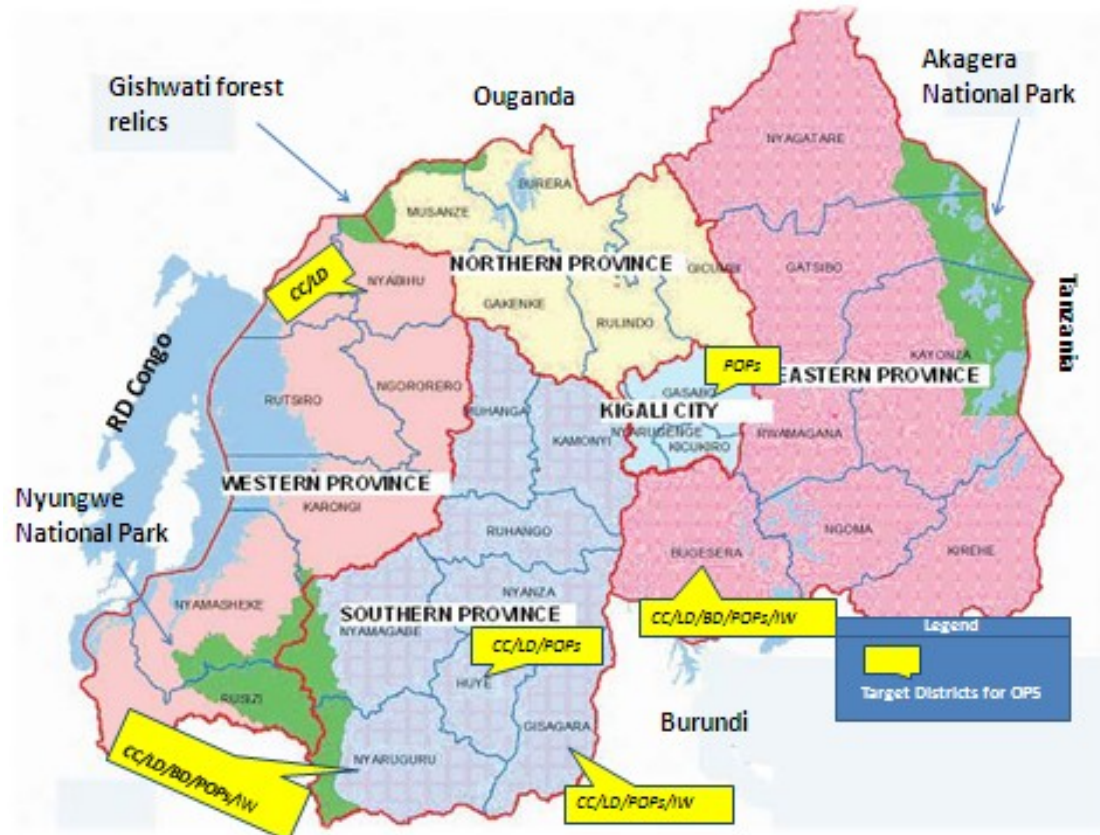
In order to facilitate access to grants, the country programme will share the OP5 CPS and the application form among key stakeholders, including CSOs networks and key partners. The CPS document will also be available on the UNDP website. An OP5 call for proposals will be done through stakeholders’ fora. The country programme will also proactively suggest projects ideas to targeted districts which may identify appropriate NGOs/CBOS to implement them. Vulnerable groups, including indigenous/marginalised people, will be privileged beneficiaries of funded projects.

Planning grants may also be used to facilitate the access to grants by communities with little experience in project design and management. This is expected to help increase the

proportion of CBOs vs. NGOs (in particular given that the later normally have higher management costs).

During previous GEF phases, all districts in the Nile basin part of the country were eligible. A more targeted geographic focus will be applied during GEF 5.

Map1. Geographic focus of the GEF SGP in OP5 (not applicable for OP5 year 1).



While there are Districts with more severe environmental issues, five rural districts shown in Map1 (out of 27) and Kigali City have been identified as “privileged targets” for grants during OP5 (see the map above). The selection of the target districts in the southern part of the country was motivated by the possibility of developing multifocal area GEF field interventions:

- ✓ Presence of international rivers and associated threatened wetlands with possibility of transboundary initiatives (i.e. *Akanyaru-Rweru-Mugesera* complex, *Bugesera* District);
- ✓ Presence of natural forest to protect (i.e. *Nyungwe* National Park);
- ✓ Presence of coffee washing stations;
- ✓ Need for soil fertility improvement (all districts);
- ✓ Presence of sources and rivers to be protected from pollution;
- ✓ Possibility of playing a catalytic role among the poorest districts with smaller number of funded initiatives (i.e. *Gisagara*, *Bugesera* and *Nyaruguru*);

- ✓ Presence of organizations with which SGP Rwanda can build strategic partnership (i.e. NELSAP for international waters, coffee washing stations (CWS) for pollution control, WCS for the conservation of *Nyungwe* National park);
- ✓ Presence of a large number of universities and research centers;
- ✓ Existence of SGP projects that need to be sustained (bamboo, beekeeping)

In the northern part of the country (*Nyabihu* District), the SGP has the ambition to be the “key community partner” in a governmental programme to restore the *Gishwati* forest. Given the priority given to this OP5 geographic focus area, a number of co-financing opportunities will be explored. There is also an SGP OP4 project whose results need to be sustained.

Based on specific environmental issues, thematic focus within the selected districts will be as following:

- Climate Change/Land degradation: *Huye, Gisagara, Nyaruguru, Bugesera* and *Nyabihu* Districts;
- Biodiversity: *Nyaruguru* (NNP) and *Bugesera* (wetlands);
- International waters: *Bugesera* (wetlands of *Cyohoha, Akanyaru* rivers);
- POPs: Kigali city (chemical wastes management at household level and e-wastes) and the above mentioned districts (recycling in coffee washing stations and organic farming).

However this geographic focus will not be applied for the first year as the programme had developed a pipeline of good projects that are in line with GEF5 priorities and ready to be implemented.

Table 2. Consistency with national priorities

OP5 project objectives	National priorities	SGP 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>	<p>Protected areas and community conserved areas (CCAs) effectively managed and biodiversity therein conserved for ecological, social, economic and cultural benefits.</p> <ul style="list-style-type: none"> • Area of critical habitat protected • Annual update on number and status of rare or endangered species • National revenue from tourism products 	<ul style="list-style-type: none"> • Area of critical habitat protected • National revenue from tourism products
<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>	<p>Biodiversity outside protected areas assessed, mapped and conserved</p> <ul style="list-style-type: none"> • Inventory of biodiversity outside protected areas • Strategy for conservation of biodiversity outside protected areas • Vermin & animal control mechanisms • Biodiversity outside protected areas conserved and sustainably managed for socio economic benefits <p>All wetlands inventoried, mapped & conserved for optimal ecological & economic benefits to local, national & transboundary interest groups.</p> <ul style="list-style-type: none"> • Inventory & database of wetlands in place & regularly updated; • Wetlands management structures at all levels • Legal & regulatory instruments <p>Implement protection of riverbanks and lake shores degradation</p> <p>Increased number of people deriving their livelihoods from off-farm NR-based activities.</p> <ul style="list-style-type: none"> • Increment of the proportion of women and youth enterprises based on ENR activities • Increment of handicrafts contribution to GDP (%) • No. of labour-intensive schemes set-up 	<ul style="list-style-type: none"> • Biodiversity outside protected areas conserved and sustainably managed for socio economic benefits • Wetlands management at community level • Implement protection of riverbanks and lake shores degradation • Increment of the proportion of women and youth enterprises based on ENR activities; • Increment of the handicrafts contribution to GDP (%)
<p><u>SGP OP5 Immediate Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level</p>	<p>National capacity developed for cost-effective & sustainable climate change management.</p> <ul style="list-style-type: none"> • Climate change-related vulnerability monitored to support socio-economic development 	<ul style="list-style-type: none"> • CSO involvement in climate change management promoted

	<ul style="list-style-type: none"> • Integrated National Climate Change management policy and strategy developed and implemented • Private sector and CSO involvement in climate change management promoted 	
<p><u>SGP OP5 Immediate Objective 4:</u> Promote and support energy efficient, low carbon transport at the community level</p>		<ul style="list-style-type: none"> • Low carbon transport options, such as bicycle routes
<p><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</p>	<p>Degraded forests in important watersheds and catchment areas rehabilitated and new ones planted.</p> <ul style="list-style-type: none"> • Area of micro-catchments planted with trees • Well maintained tree nurseries • No of hectares of rehabilitated forests • No of hectares of new planted forests • Local capacity developed in catchment management <p>Forestry and agroforestry resources used efficiently to provide energy generate income & support livelihoods.</p> <ul style="list-style-type: none"> • Annual wood consumption reduced by 30% (8,900,000 m3 in 2002 to 6,200,000 m3. • % of women and vulnerable groups engaged in forestry and agro-forestry • % of tree farmers benefiting from carbon trade 	<ul style="list-style-type: none"> • Well maintained tree nurseries • No of hectares of rehabilitated forests • No of hectares of new planted forests • Local capacity developed in catchment management • Annual wood consumption reduced by 30% (8,900,000 m3 in 2002 to 6,200,000 m3. • % of women and vulnerable groups engaged in forestry and agro-forestry • % of tree farmers benefiting from carbon trade
<p><u>SGP OP5 Immediate Objective 6:</u> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities</p>	<p>Arable land protected from erosion and exhaustion</p> <ul style="list-style-type: none"> • % annual increment in land secured against erosion <p>Equitable & sustainable use of water for production Enhanced</p> <ul style="list-style-type: none"> • Smallholder irrigation schemes in water scarce areas of <i>Bugesera, Umutara, Muhanga & Huye.</i> • Coffee washing stations with water recycling • Proportion of area under flood irrigation • Rain water harvesting/ reservoirs established in erosion prone areas 	<ul style="list-style-type: none"> • Arable land protected from erosion and exhaustion • Smallholder irrigation schemes in water scarce areas of <i>Bugesera, Umutara, Muhanga & Huye.</i> • Coffee washing stations with water recycling

<p><u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)</p>	<p>Increased number of people deriving their livelihoods from off-farm NR-based activities.</p> <ul style="list-style-type: none"> • Promote women and youth enterprises based on ENR activities; • Increase the contribution of handicrafts to GDP • Set-up labour-intensive schemes 	<ul style="list-style-type: none"> • Promote women and youth enterprises based on ENR activities • Increase the contribution of handicrafts to GDP
<p><u>SGP OP5 Immediate Objective 8:</u> Support transboundary water body management with community-based initiatives</p>	<ul style="list-style-type: none"> • Where practicable, and on the basis of multilateral or bilateral agreements, foster direct co-operation in the use of water resources between community groups on either side of the border which share water resources. 	<ul style="list-style-type: none"> • Support community groups for transboundary water body management in collaboration with SGP in neighbouring countries (Burundi and/or Tanzania).
<p><u>SGP OP5 Immediate Objective 9:</u> Promote and support phase out of POPs and chemicals of global concern at community level</p>	<p>Measures for agricultural pollution control in place & effectively implemented</p> <ul style="list-style-type: none"> • Incidences of chemical pollution from farming activities 	<ul style="list-style-type: none"> • Contribute to the reduction of POPs in urban centres (such as Kigali), including e-waste management
<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>	<p>Civil society and private sector participation in ENR policy formulation & implementation enhanced</p> <ul style="list-style-type: none"> • Participation of civil society in ENR cluster & Sector-Wide Approaches (SWAps) • Partnerships between ENR institutions & CSOs • Public-private partnership in ENR management • Level of compliance with Environmental Impact Assessment (EIA) and related legislation 	<ul style="list-style-type: none"> • Participation of civil society in ENR cluster & SWAps • Partnerships between ENR institutions & CSOs • Level of compliance with EIA and related legislation
<p><u>Cross-Cutting Results:</u> Poverty reduction, livelihoods and gender</p>	<ul style="list-style-type: none"> • Encourage the creation of cooperatives • Promote entrepreneurship • Reduce dependence to agriculture • Womens' and youth empowerment • Facilitate the access to credit and saving schemes 	<ul style="list-style-type: none"> • Encourage the creation of cooperatives • Promote entrepreneurship • Womens' and youth empowerment • Facilitate access to credit and saving schemes

3. Capacity development, poverty reduction and gender results for SGP ³

At the programme level, NGOs/CBOs (including non-grantees) and the public, will be sensitized on global environmental challenges and related Rio Conventions. The GEF SGP will position itself as the “popularizer” of the Rio global conventions in Rwanda. Training on entrepreneurship and project management will also be provided.

Each SGP OP5 project will also have a capacity building and awareness raising component. The country programme will ensure projects beneficiaries participate in the project design and M&E, and that they are aware of the environmental issues to be addressed by their project.

Women and youth empowerment, job creation, income generation and households’ well-being improvement will continue to be assets for projects eligibility. Vulnerable groups, including indigenous people (such as forest-based hunter gatherer populations), will be privileged beneficiaries of SGP-funded projects.

The reporting system will also be improved so that OP5 results of cross-cutting issues are captured in the SGP global database, as well as part of OP5 Annual Reports to be shared with the CPMT, NSC, UNDP CO and other stakeholders. Gender data disaggregation of project beneficiaries will be mandatory.

4. OP5 country outcomes, indicators and activities

Table 3: OP5 Results Framework

SGP OP5 Immediate Objective 1: Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community-based actions			
Outcomes	OP5 Indicators	Means of verification	Activities <i>Approx # projects⁴</i>
<p>SGP BD Outcome 1.1: Improved community-level actions and practices, and reduced negative impacts on biodiversity resources in and around protected areas, and indigenous and Community conservation areas.</p> <p>SGP BD Outcome 1.2: Benefits generated at the community level from conservation of biodiversity in and around protected areas and indigenous and community conservation areas</p>	<p>- hectares of CCAs and other PAs positively influenced through SGP support Target: 100Ha</p> <p>- Number of community members with improved livelihoods related to benefits from protected areas Target: 1000 community members</p> <p>- Number of significant</p>	<p><i>Report from grantees</i></p> <p><i>Reports from the country programme</i></p> <p><i>Reports from relevant governmental institutions (e.g. districts, line</i></p>	<p><i>Regeneration of degraded areas of Nyungwe National Park (at least 4 projects)</i></p> <p><i>Promotion of non timber forest products (at least 4 projects around PAs)</i></p> <p><i>Promotion of off farm activities (including</i></p>

³ During OP5, the SGP capacity development outcome is cross-cutting and relates to interventions corresponding with each of the relevant GEF focal areas.

⁴ The estimated number of OP5 projects should distinguish between the utilization of core grants (which can apply across GEF focal areas) and non-core GEF resources (which need to be directly linked to the relevant GEF focal areas). In accordance with the GEF Steering Committee decision (March 2010), up to 20% of non-core GEF resources mobilized may be used for secondary focal areas.

<p>SGP BD Outcome 1.4: Increased understanding and awareness at the community-level of the importance and value of biodiversity</p>	<p>species with maintained or improved conservation status Target: at least 2 species</p> <p>- Number and hectares of significant ecosystems with maintained or improved conservation status. Target: 2,000 Ha</p>	<p><i>ministries, JAF)</i> <i>GEF SGP Data base</i></p> <p><i>Field visits</i></p>	<p><i>handicrafts) for the conservation of PAs (forests and wetlands) (at least 4 projects)</i></p>
<p>SGP OP5 Immediate Objective 2: Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions</p>			
<p>SGP BD Outcome 2.1: Improved community-level sustainable use of biodiversity in production landscapes/ seascapes through community-based initiatives, frameworks and market mechanisms, including recognized environmental standards that incorporate biodiversity considerations.</p> <p>SGP BD Outcome 2.2: Increased understanding and awareness of sustainable use of biodiversity</p>	<p>- Number of significant species with maintained or improved conservation status Target: 1 species</p> <p>- hectares of significant ecosystems with maintained or improved conservation status Target: 500 ha</p>	<p><i>Idem</i></p>	<p><i>Sustainable fishing of tilapia (at least 2 projects)</i></p> <p><i>Community conservation of ecological niches of threatened species (e.g Wetlands management at community level s) (at least 2 projects)</i></p>
<p>SGP OP5 Immediate Objective 3: Promote the demonstration, development and transfer of low carbon technologies at the community level</p>			
<p>SGP CC Outcome 3.1: Innovative low-GHG technologies deployed and successfully demonstrated at the community level</p> <p>SGP CC Outcome 3.2: GHG emissions avoided8</p>	<p>- Number of demonstrative projects addressing community level barriers to deployment of low-GHG technologies Target: 10 projects</p> <p>- Number of national or international partners or agencies are aware of SGP practices and lessons Target: At least 3 partners</p>	<p><i>Idem</i></p>	<p><i>Efficient carbonization techniques for charcoal making (at least 2 projects)</i></p> <p><i>Dissemination of energy saving stoves (at least 4 projects)</i></p> <p><i>Promotion of briquettes projects (at least 1 project)</i></p> <p><i>Low GHG energy e.g solar energy (at least 3 projects)</i></p>
<p>SGP OP5 Immediate Objective 5: Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry</p>			
<p>SGP CC Outcome 5.1: 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> <p>SGP CC Outcome 5.2: Restoration and enhancement of carbon stocks in forests and non-forest lands, including peat lands</p>	<p>- Hectares under improved sustainable land management and climate proofing practices Target: at least 100 Ha</p> <p>- Hectares of forests and non-forest lands with restoration and enhancement initiated Target: 1,000 Ha</p>	<p><i>Idem</i></p>	<p><i>Forest/woodlands plantation (at least 6 projects)</i></p> <p><i>Forest/woodlands restoration and enhancement (at least 4 projects)</i></p>

SGP CC Outcome 5.3: GHG emissions avoided			
SGP OP5 Immediate Objective 6: Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities			
<p>SGP LD Outcome 6.1: Improved community-level actions and practices, and reduced negative impacts on agro-, and forest ecosystems and ecosystem services demonstrated to sustain ecosystem functionality, economic value of ecosystem services in target areas, as appropriate</p> <p>SGP LD Outcome 6.2: Community-based models of sustainable forestry management developed, and tested, linked to carbon sequestration for possible up scaling and replication where appropriate, to reduce GHG emissions from deforestation and forest degradation and enhance carbon sinks from land use, land use change, and forestry activities</p>	<p>-Hectares under improved agricultural, land and water management practices (by management practice) Target: 300 Ha.</p> <p>- Number of national and international agencies or partners are aware of successful SGP demonstrations and innovative approaches Target: At least 10 partners</p> <p>- Number of national/local governments or international policy making processes with SGP influence Target: At least 2 policies influenced</p>	<i>Idem</i>	<p><i>Promotion of agroforestry and water harvesting for irrigation (at least 4 projects)</i></p> <p><i>Promotion of off farm activities for the conservation/restoration of fragile agro-ecosystems and forests (trade-off for change in land use) (at least 4 projects)</i></p> <p><i>Promotion of environmental friendly crops (at least 3 projects)</i></p>
SGP OP5 Immediate Objective 7: Reduce pressures at community level from competing land uses (in the wider landscapes)			
<p>SGP LD Outcome 7.1: 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>	<p>- Number of community members with improved actions and practices that reduce negative impacts on land uses Target: 300 community members</p>	<i>Idem</i>	<p><i>Promotion of off farm activities as alternative to agriculture at land use frontiers (at least 3 projects)</i></p>
SGP OP5 Immediate Objective 8: Support transboundary water body management with community-based initiatives			
<p>SGP IW Outcome 8.1: Effective and climate resilient community-based actions and practices supporting implementation of SAP regional priority actions demonstrated</p> <p>SGP IW Outcome 8.2: Synergistic partnerships developed between SGP stakeholders and transboundary water management institutions and structures supporting implementation of SAP regional priority actions</p>	<p>- Number of SAPs to which SGP is providing implementation support Target: 2 SAPs supported (NELSAP and LVEMP)</p> <p>- Number of regional transboundary water management processes to which SGP is contributing good practices and lessons Target: 2 processes (NELSAP and LVEMP).</p>	<i>Idem</i>	<p><i>Joint projects with SGP Burundi and Tanzania on transboundary water bodies issues (support to NELSAP and LVEMP projects) (at least 3 projects)</i></p>
SGP OP5 Immediate Objective 9: Promote and support phase out of POPs and chemicals of global concern at community level			
<p>SGP CH Outcome 9.1: Improved community-level initiatives and actions to prevent, reduce and phase out</p>	<p>-Number of SGP projects contributing to the implementation of national</p>	<i>Idem</i>	<p><i>Awareness raising in regards to harmful chemical waste disposal</i></p>

<p>POPs, harmful chemicals and other pollutants, manage contaminated sites in an environmentally sound manner, and mitigate environmental contamination</p>	<p>plans and policies to address POPs, harmful chemicals and other pollutants Target: 6 projects</p>		<p><i>at household level (at least 1 project)</i></p> <p><i>Promotion of organic farming (at least 3 projects)</i></p> <p><i>Promotion of best practices in waste management in coffee washing stations. (at least 1 project)</i></p> <p><i>Pilot project on e-waste management (at least 1 project)</i></p>
<p>SGP OP5 Immediate Objective 10: Enhance and strengthen capacities of CSOs</p>			
<p>SGP CD Outcome 10.1: Active participation of NSCs and NFGs in GEF focal areas at the national level (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> <p>SGP CD Outcome 10.2: Improved information flows to/from CBOs and CSOs in SGP countries regarding good practices and lessons learned, and application of such practices.</p> <p>SGP CD Outcome 10.3: Increased public awareness and education at the community-level regarding global environmental issues.</p> <p>SGP CD Outcome 10.4: Capacity of CBOs and CSOs strengthened to support implementation of global conventions.</p> <p>SGP CD Outcome 10.5: Increased application of community-based environmental monitoring</p> <p>SGP CD Outcome 10.6: Evaluation of SGP projects and programs against expected results strengthened, including increased capacity of CBOs and</p>	<p>- Number of SGP representatives participating in national GEF coordination meetings Target: at least 1SGP representative actively participating in all GEF coordination meeting at national level.</p> <p>- Quantity and quality of SGP knowledge base, and use of knowledge base; Target: 1 KM platform established</p> <p>- Quantity and quality of contributions to knowledge fairs, conferences, publications and research. Target: At least 40 projects with KM activities and materials.</p> <p>- Number of demonstrations and piloted examples of community-based environmental monitoring systems used in SGP projects Target: at least 40 NGOs/CBOs with capacities strengthened.</p> <p>- Quantity and quality of evaluation documentation of expected project results, and unexpected effects. Target: at least 85% of Projects incorporate M&E activities in their design</p> <p>-Number of CBOs and CSOs</p>	<p><i>Idem</i></p>	<p><i>Production and dissemination of communication materials at projects level</i></p> <p><i>Partnership building with relevant stakeholders at project and programme level</i></p> <p><i>Publication of lessons learned at project and programme levels</i></p> <p><i>Strengthening the GEF SGP forum and affiliation to international fora, including GEF NGO network.</i></p> <p><i>Training for NGOs and CBOs on global and national environmental issues</i></p> <p><i>Organization of (or participation in) knowledge fairs/conferences</i></p> <p><i>Participatory M&E at project and programme levels (including (at least 2 projects)</i></p>

CSOs to apply relevant evaluation methodologies.	demonstrating understanding of the role of evaluation through application of relevant evaluation methodologies Targets: At least 70% of projects specify sufficient indicators which are covered in completion reports		
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5. Monitoring & Evaluation plan

Strengthening of monitoring and evaluation (M&E) will be an important focus area for SGP during OP5. The M&E of individual projects will be participatory. Special attention will be paid at the project design phase especially on baseline data collection and the definition of OP5 result indicators.

SGP Rwanda will ensure that for each project relevant stakeholders are involved and provide inputs since the beginning (project concept). Local government authorities, the Joint Action Forum (forum of non- governmental initiatives at district and central levels) will be key partners for M&E.

As shown in Table 4, each project will be visited at least 3 times by SGP staff and partners: before project approval, before each grant disbursement (2-3 times) and after project completion. At least 3 of those visits will involve NSC members and key partners at district and ministry levels. Project sites visits costs will be reduced through geographic focus and partnership building.

Harmonized reporting forms will be enhanced to ensure better reporting. Programme progressive reports will be shared twice a year with local authorities and other relevant partners, including the UNDP CO and the GEF OFP. The SGP database will be regularly updated to keep CPMT informed on programme progress.

Mid term evaluation will be done by the NSC at programme and project levels in order to take corrective measures where necessary.

For the sake of sustainability, the country programme will hand over the follow-up of completed projects to relevant governmental institutions, as well as other partners for upscaling, while keeping in touch with the grantee. SGP grantees' network will also be used to keep communication grantees.

To simplify M&E and build grantees' capacity, SGP Rwanda will identify appropriate partners that can support grantees in reporting at low costs and training them on GEF/UNOPS reporting requirements. Costs related to the support (such as by authorized intermediaries) will then be included in the project budget. At the programme level, the

recruitment of a UN Volunteer (UNV) for M&E will be envisaged. This will allow the NC to have more time for strategic issues such as fund mobilization, strategic partnership, knowledge management, and hunting of innovative project ideas.

During OP5, the country programme will become more country-driven as per SGP philosophy. Before each project approval, the applicant organization will be required to consult key stakeholders (including project beneficiaries) to ensure the relevance of the project, proposed activities and sites vis-à-vis national priorities and community needs. Recommendations from local authorities and the relevant line ministry will be positively encouraged for project eligibility. The same stakeholders will be kept informed about project approval progress through reports and site visits. Joint visits will be organized at least twice during the project lifecycle.

At project start, a stakeholders' meeting will be held in order to identify success factors. This will help collect relevant information and build partnerships.

Table 4. M&E Plan at the Project Level

SGP Individual Project Level		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantees	Duration of project
Baseline Data Collection ⁵	Grantees, NC	At project concept planning and proposal stage
Two or Three Project Progress and Financial Reports (<i>depending on agreed disbursement schedule</i>)	Grantees, NC, PA	At each disbursement request
Project Work plans	Grantees, NC, PA	Duration of project
NC Project Proposal Site Visit (<i>as necessary / cost effective</i> ⁶)	NC	Before project approval, as appropriate
NC Project Monitoring Site Visit (<i>as necessary / cost effective</i>)	NC	On average once per year, as appropriate
NC Project Evaluation Site Visit (<i>as necessary / cost effective</i>)	NC	At end of project, as appropriate
Project Final Report	Grantees	Following completion of project activities
Project Evaluation Report (<i>as necessary / cost effective</i>)	NC, NSC, External party	Following completion of project activities
Prepare project description to be incorporated into global project database	PA, NC	At start of project, and ongoing as appropriate

⁵ Capacity-development workshops and M&E trainings may be organized in relation to innovative techniques for community monitoring, including new technologies (i.e. GPS-enabled cameras, aerial photos, participatory GIS, etc.); as well as in response to guidelines for “climate proofing” of GEF focal area interventions; REDD+ standards; and/or other specific donor/co-financing requirements.

⁶ To ensure cost-effectiveness, project level M&E activities, including project site visits, will be conducted on a discretionary basis, based on internally assessed criteria including (but not limited to) project size and complexity, potential and realized risks, and security parameters.

At the programme level, the OP5 Annual Report will consolidate all project results using the OP5 project indicators, as well as other programme level portfolio indicators (as required). The annual review of the programme will involve NSC members and Rio conventions focal points. The M&E plan at the country programme is as described in Table 5.

Table 5. M&E plan at the programme level

SGP Country Programme Level		
M&E Activity	Responsible Parties	Timeframe
Country Programme Strategy Review	NSC, NC, CPMT	Start of OP5
Strategic Country Portfolio Review	NSC, NC	Once during OP5
NSC Meetings	NSC, NC, UNDP CO	Minimum twice per year
Performance and Results Assessment (PRA) of NC Performance	NC, NSC, UNDP CO, CPMT, UNOPS	Once per year
Country Programme Review resulting in Annual Country Report ⁷	NC presenting to NSC and CPMT	Once per year
Financial 4-in-1 Report	NC/PA, UNOPS	Quarterly

6. Knowledge management plan

Knowledge generation and management will be a key priority at programme and project levels. SGP Rwanda will ensure that projects are “knowledge-based” as much as possible and generate results themselves that will be shared with other NGOs/CBOs and other stakeholders. For this to happen, the programme will strengthen M&E and partnerships with “high learning institution” and research centers. SGP projects could indeed be case study for research or internship.

SGP Rwanda will facilitate access to the global SGP network by local NGOs. The later will also be encouraged to adhere to international fora, including the GEF NGO network.

Country programme annual reports and projects final reports will be used to disseminate knowledge generated by different projects. Rio Conventions’ communications are also good opportunities for knowledge dissemination. Social networks like Facebook and local media will be used for knowledge dissemination, as relevant. One photostory per project will be the rule. At project level, knowledge management costs will be included in projects budgets.

⁷ The annual Country Programme Review exercise should be carried out in consultation with the national Rio Convention focal points and the associated reporting requirements.

Policy influence, using knowledge generated at project level, will be done through participation at important meetings, workshops, as well as joint field visits. Additional opportunities will also be explored through the: (i) ‘One UN’ framework (and its thematic groups); (ii) National Environment Sector Working groups; (iii) Joint Action Forums (at district level); (iv) World Environment Day activities; (v) inception workshops for large GEF projects, and other donor initiatives. Building on SGP field pilots and demonstration projects, SGP Rwanda will also initiate joint projects with UN agencies to be funded by the ‘One UN fund’.

The same OP5 strategies will be used to advocate for success stories replication and up scaling. In addition, OP5 knowledge fairs will be used to demonstrate business opportunities offered by SGP projects to the private sector.

7. Resource Mobilization Plan

SGP Rwanda will help grantees develop their partnership with organizations which can co-finance their project. During OP5, the “50% co-financing in cash or in cash” rule will be, more than before, a requirement for project approval. Different donors will be encouraged to use the SGP as a funding modality for community projects. Knowledge dissemination and visibility enhancement will help achieve this.

The following organizations have been identified as potential partners with which SGP can develop synergies.

A. Governmental agencies

- ✓ Rwanda Environmental Authority (climate change, large and medium size GEF projects, awareness raising for CSOs, NGOs/CBOs coordination)
- ✓ Ministry of Agriculture (forestry, agroforestry)
- ✓ Rwanda Development Board (RDB) : for PAs conservation

B. Multilateral agencies:

- ✓ UNDP and ILO (capacity building for civil society)
- ✓ UN Women (women empowerment)
- ✓ WFP (food security and food for work)
- ✓ NELSAP (international waters protection in the Nile Basin)
- ✓ LVEMP (international waters for the Lake Victoria basin)

C. Bilateral organizations

- ✓ JICA, USAID (agriculture)
- ✓ SNV, GIZ (energy)

D. Private sector

- ✓ Multi-sectors Investment Group (beekeeping products commercialization)
- ✓ Handicraft, honey, agricultural produces sellers/exporters

E. Civil Society

- ✓ Nile Discourse Forum (NBDF) (awareness raising and advocacy on transboundary issues in the Nile basin)
- ✓ Wildlife Conservation Society WCS: conservation of Nyungwe National Park)

The above list is not exhaustive and shall be amended and updated as OP5 proceeds.

ANNEX 1: GEF SGP OP5 PROJECT LEVEL INDICATORS

SGP OP5 results indicators	
Biodiversity (BD)	
BD1	<ul style="list-style-type: none"> ○ Hectares of indigenous and community conserved areas (ICCAs) influenced ○ Hectares of protected areas influenced ○ Hectares of significant ecosystems with improved conservation status
BD2	<ul style="list-style-type: none"> ○ Hectares of production landscapes / seascapes applying sustainable use practices ○ Number of significant species with maintained or improved conservation status ○ Total value of biodiversity products/ecosystem services produced (US dollar equivalent)
Climate Change (CC)	
CCM1	<ul style="list-style-type: none"> ○ Tonnes of CO2 avoided by implementing low carbon technologies: <ul style="list-style-type: none"> ▪ Renewable energy measures (please specify) ▪ Energy efficiency measures (please specify) ▪ Other (please specify) ○ Number of community members demonstrating or deploying low-GHG technologies ○ Total value of energy or technology services provided (US dollar equivalent)
CCM4	<ul style="list-style-type: none"> ○ Tonnes of CO2 avoided by implementing low carbon technologies: <ul style="list-style-type: none"> ▪ Low carbon transport practices (please specify) ○ Total value of transport services provided (US dollar equivalent)
CCM5	<ul style="list-style-type: none"> ○ Hectares of land under improved land use and climate proofing practices ○ Tonnes of CO2 avoided through improved land use and climate proofing practices
Land degradation (LD) & Sustainable Forest Management (SFM)	
LD1	<ul style="list-style-type: none"> ○ Hectares of land applying sustainable forest, agricultural and water management practices ○ Hectares of degraded land restored and rehabilitated
LD3	<ul style="list-style-type: none"> ○ Number of communities demonstrating sustainable land and forest management practices
International Waters (IW)	
IW	<ul style="list-style-type: none"> ○ Hectares of river/lake basins applying sustainable management practices and contributing to implementation of SAPs ○ Hectares of marine/coastal areas or fishing grounds managed sustainably ○ Tonnes of land-based pollution avoided
Persistent Organic Pollutants (POPs)	
POPS	<ul style="list-style-type: none"> ○ Tons of solid waste prevented from burning by alternative disposal ○ Kilograms of obsolete pesticides disposed of appropriately ○ Kilograms of harmful chemicals avoided from utilization or release
Capacity Development, Policy and Innovation (all focal areas)	
CD	<ul style="list-style-type: none"> ○ Number of consultative mechanisms established for Rio convention frameworks (please specify) ○ Number of community-based monitoring systems demonstrated (please specify) ○ Number of new technologies developed /applied (please specify) ○ Number of local or regional policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5) ○ Number of national policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5) ○ Number of people trained on: project development, monitoring, evaluation etc. (to be specified according to type of training)

SGP OP5 results indicators

Livelihoods, Sustainable Development, and Empowerment (all focal areas)

Cross-cutting	<p>Livelihoods & Sustainable Development:</p> <ul style="list-style-type: none">○ Number of participating community members (gender disaggregated) (Note: mandatory for all projects)○ Number of days of food shortage reduced○ Number of increased student days participating in schools○ Number of households who get access to clean drinking water○ Increase in purchasing power by reduced spending, increased income, and/or other means (US dollar equivalent)○ Total value of investments (e.g. infrastructure, equipment, supplies) in US Dollars (Note: estimated economic impact of investments to be determined by multiplying infrastructure investments by 5, all others by 3). <p>Empowerment:</p> <ul style="list-style-type: none">○ Number of NGOs/CBOs formed or registered○ Number of indigenous peoples directly supported○ Number of women-led projects supported○ Number of quality standards/labels achieved or innovative financial mechanisms put in place
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