



**GLOBAL ENVIRONMENTAL FACILITY  
(GEF)**

**SMALL GRANT PROGRAMME (SGP)**

**FIFTH OPERATIONAL PHASE**

**2011-2014**

**Country Programme Strategy**

**YEMEN**

**Resources to be invested:                      US\$ 3,800,000<sup>1</sup>**

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<sup>1</sup> 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.

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## ACRONYMS

<b>BD</b>	Biodiversity
<b>CBD</b>	Convention on Biological Diversity
<b>CBOs</b>	Community Based Organizations
<b>CC</b>	Climate Change
<b>CCA</b>	Climate Change Adaptation
<b>CCM</b>	Climate Change Mitigation
<b>CD</b>	Capacity Development
<b>CITES</b>	Convention of the International Trade of Endangered Species
<b>CMS</b>	Convention on Migratory Species
<b>COPMACT</b>	Community Management of Protected Areas Conservation
<b>CPMT</b>	Central Programme Management Team
<b>CSOs</b>	Civil Society Organizations
<b>GDP</b>	Gross Domestic Product
<b>GEF</b>	Global Environment Facility
<b>GEF FA/s</b>	GEF Focal Area/s
<b>GHG</b>	Green House Gases
<b>GIS</b>	Geographic Information System
<b>GPS</b>	Global Positioning System
<b>ICCAs</b>	Indigenous Community Conservation Areas
<b>IW</b>	International Waters
<b>LDC</b>	Least Developed Countries
<b>LS</b>	Local Stakeholders
<b>M&amp;E</b>	Monitoring & Evaluation
<b>MFA</b>	Multi Focal Areas
<b>MOA</b>	Memorandum of Agreement
<b>NAMA</b>	Nationally Appropriate Mitigation Actions
<b>NAP</b>	National Action Programme
<b>NBSAP</b>	National Biodiversity Strategy and Action Plan
<b>NC</b>	National Coordinator
<b>NCSA</b>	National Capacity Self Assessment
<b>NFGs</b>	National Focal Groups
<b>NGOs</b>	Non Government Organizations
<b>NIP</b>	National Implementation Plan
<b>NPFE</b>	National Portfolio Formulation Exercise
<b>NSC</b>	National Steering Committee
<b>OP</b>	Operational Phase
<b>PA</b>	Programme Assistant
<b>PAs</b>	Protected Areas
<b>PERSGA</b>	Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden
<b>POPs</b>	Persistent Organic Pollutants

<b>PRSP</b>	Poverty Reduction Strategy Paper
<b>REDD</b>	Reducing Emissions from Deforestation and Forest Degradation
<b>SAP</b>	Strategy and Action Plan
<b>SAPs</b>	Strategic Action Programmes
<b>SC</b>	Stockholm Convention
<b>SFD</b>	Social Fund for Development
<b>SGP</b>	Small Grants Programme
<b>UNCCD</b>	UN Convention to Combat Desertification
<b>UNDP</b>	United Nations Development Programme
<b>UNDP RR</b>	UNDP Resident Representative
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFCCC</b>	UN Framework Convention on Climate Change
<b>UNOPS</b>	United Nations Office for Project Services
<b>WHS</b>	World Heritage Site

## **1. SGP COUNTRY PROGRAMME – SUMMARY BACKGROUND**

### **1.1. Introduction:**

The Republic of Yemen is located at the south-west of the Arabian Peninsula (12° and 19° N and longitudes 42° and 55° E), and covers an area of about 527,970 km<sup>2</sup>. Yemen has high population growth of 3.0% and total population of 22 million inhabitants. Yemen is a low-income country and belongs to the group of Least Developed Countries (LDCs) with an annual GDP of about \$580 per capita. It's ranked by UNDP as 140 out of 182 countries on the Human Development Index (2009) with two third of the population living in poverty. It's estimated that about 80% of the poor people are found in rural and remote areas of the country. The high population coupled with low natural resources base makes Yemen one of the poorest countries of the Middle East.

Yemen is characterized with varied topography being the coastal zone (over 2000 km on the Red Sea, Gulf of Aden and Arabian Sea) in addition to over 130 Islands); Western highlands extends from the Red sea to reach a height of up to 3,666 meters; Intermountain plains (above 2000 m above Sea level; Eastern slopes that descending towards the desert in the Empty Quarter. The combination of topography, location, isolation by seas and deserts, created various fragile ecosystems associated with high biodiversity and endemism in its fauna and flora. Old generations fully valued the natural resources base, hence adopted traditional norms and practices through the wise management of natural resources for sustainable livelihood (e.g. soil and water conservation by building and maintaining terrace system, construction of dams; rangeland grazing management and organic farming that was integrated with the conservation of woodlands).

The Republic of Yemen became a participating country in the GEF-SGP in December, 2003. The SGP team was recruited by September 1st, 2004. The first grants making were made in May 2005 (OP3, Yr1). Yemen is a wide country with various topography, Climate and different annual precipitations (less than 50mm -1200mm). These results in fragile environment which is exacerbated by dense population in mountainous areas, heavy depletion of natural resources, land use changes and encroachment of desertification. The country programme focuses its activities in priority regions e.g. Protected Areas and Coastal Zone of the Red Sea and Gulf of Aden and within 30 km radius or depth of 50 Km. The start up of SGP in Yemen opened up opportunities for NGOs and CBOs to get actively involved in addressing community concerns related to environment and development. During OP3 and OP4, the country programme made a total of 38 grant projects (35 full grant projects and three planning grants). The aims of such focalization is to consolidate interventions in all focal areas to create an impact, reduce management time and resources, and give the required support to the various conventions (CBD, UNFCCC, UNCCD, SAP and SC) country had signed and ratified. The respective geographical regions in Yemen targeted with the GEF –SGP are: All protected Areas around Yemen (Bura (Hodiedah), Ottma (Dhamar), Aden (Aden), Sharma and Jethmoun and Socotra (Hadramout Gov.) and Hawf (Al-Mahra).

## 1.2. Resource mobilization:

During OP3 and OP4, SGP Yemen funded a total of 38 projects. SGP team efforts were dedicated to secure the most possible co-financing. A flexible way was adopted where partnerships were established with other stakeholders working in the same areas including private sector, government institutions and projects, bilateral projects and international NGOs. Programme portfolio indicated variation in resource mobilized between funded projects related to GEF focal areas, where no project (stand alone) was funded in the POPs focal area. The numbers of projects are indicated along each GEF focal areas in the table below which represents how projects were assigned to focal areas but in fact projects were also addressing more than one focal area.

In GEF-SGP OP5, Yemen is classified among Category I countries with total core allocation of US\$ 1,200,000. In addition, the country programme negotiated additional resources with Government and secured US\$ 700,000 from country STAR allocation being US\$ 300,000, 300,000 and 100,000 for Biodiversity Conservation, Climate change mitigation and land degradation focal areas respectively. It's anticipated that further resources will be mobilized through 100% of co-financing (in-kind and cash). This will bring the country portfolio to a total of US\$ 3,800,000 or above.

Table 1. Projects' distribution among focal areas and level of co-financing during OP3 and OP4

Focal Area	Projects	GEF-SGP Funding	Co-financing		Total
			Cash	In-kind	
Biodiversity	6	118973	61273	94689	274935
Climate Change Mitigation	7	126466	56011	61550	244026
International Water	1	26495	27158	4692	58345
Land Degradation	5	104028	94429	127389	325846
Persistent Organic Pollutants*	0	0	0	0	0
Climate Change Adaptation	3	85243	17897	114413	217553
Multi Focal Areas	16	467794	108258	619821	1195873
Total	38	928999	365026	1022554	2316579
<b>Percentage %</b>		<b>40.1</b>	<b>15.8</b>	<b>44.1</b>	<b>100.0</b>

\* Few projects' activities relevant to this focal area were grouped under Multi focal area and IW.

## 1.3.Regional coverage:

The SGP country programme in its strategy for OP3 and OP4 grants making were devoted to cover areas of geographical and thematic importance including all protected areas and their surroundings (30 km radius), Red Sea and Gulf of Aden coastal zone and Islands opposite for international water focal areas. This coastal zone was subject of a former GEF project and it's the focus of regional organization for the conservation of Red Sea and Gulf of Aden Environment (PERSGA). Protected areas in Yemen are scattered evenly around the country being in Dhamar, Hodiedah, Aden, Shabwah, Hadramout, Al-Mahrah Governorates and Socotra (WHS).

Geographical focusing enabled country programme to address key areas and to cluster its work in order to create better impact, feasible and cost effective monitoring. Most of grant projects were focused on Socotra and this was stimulated by the importance of the site, communities' eagerness to solve their environmental problems, and better opportunities for co-financing. Since Socotra was recognized by the United Nations Educational, Scientific and Cultural Organization (UNESCO) as a world natural heritage site in July 2008 (WHS), several projects were funded using "Community Management of Protected Areas Conservation" (COMPACT) programme which supports community livelihood through income generation projects. It's evident that regions where natural resources base is very poor and grazing of livestock constitutes the principle land use, rain-water harvest for human, livestock and trees plantation is major activity. Communities invest potential efforts and resources to secure water during the rainy season and their co-financing contribution is outstanding over up to 200%.

Table 2. OP3 and OP4 projects' distribution over geographical and thematic focuses

Region	Projects' distribution over geographical focus							Total
	BD	CC	IW	LD	POPs	CCA	MFA	
Dhamar	0	0	0	1	0	0	1	2
Hodiedah	0	1	0	2	0	0	3	6
Aden	0	0	0	0	0	0	0	0
Shabwah	0	0	0	0	0	0	1	1
Hadramout	0	0	0	0	0	0	2	2
Al-Mahrah	1	0	1	0	0	1	5	8
Socotra	5	6	0	2	0	2	4	19
Total	6	7	1	5	0	3	16	38

#### 1.4. Thematic coverage:

Projects' distribution over GEF focal areas is overlaid with geographical focus and communities' needs and concerns. Water harvesting projects are the majority of projects funded during OP3 and OP4. These projects were classified according to each project activities which were assigned to land degradation (LD), Biodiversity conservation (BD), livelihood and Multi-focal areas. Due to climate change impact most areas in the country received low and erratic rainfall hence subjected local communities to shortage of water for domestic, livestock and agriculture. Due to such circumstances, there was need to concentrate on management of water resources as a key theme and local communities were genuinely co-financing (In-kind-44% and Cash-16%) towards solving their environmental problems.

The low number of projects in IW and the non in the POPs GEF focal areas were due to the fact that communities in geographical focuses are remote and do not have pronounced related environmental problems. Another possible factor could be the low capacities of local communities in these areas to identify related problems hence hindered their involvement in addressing such problems. Further, both focal areas related issue are undertaken in some of the Multi-focal areas projects.

Since its inception, SGP-Yemen focused its works on geographical and thematic GEF focal areas, in less developed and disadvantaged geographical areas. These areas were as follows:

- 1.4.1. Protected Areas (PAs) and their surroundings within 30 km radii: As all PAs are found in remote areas of Yemen where traditional management systems are becoming more subjected to negative changes and might impact further other parts of the protected areas. The aim was to build up a mutual benefit relationships between PAs and local communities through livelihood improvement projects. These PAs are Ottma (Dhamar Governorate), Bura PA (Hodiedah Governorate), Aden Governorate, Sharma-Jathmoun PA, Socotra Island (Hadramout Governorate) and Hawf PA Al-Mahrah Governorate).
- 1.4.2. The Red Sea and Gulf of Aden coastal zone between Hodiedah and Luhayyah and the Islands opposite (Hodiedah Governorate), this region was subjected to a GEF project and considered very important for the International Water, Biodiversity and climate change focal areas.

The SGP developed a number of partnerships with other institutions, projects, and private sector resulting in considerable cash, in-kind co-financing and administrative support for SGP funded projects coincide in geographical focuses (Governmental and Multilateral Cooperation and International NGOs). In addition a moderate private sector contribution was secured to project cash co-financing. The country programme managed to establish a working relation and partnership with other existing project and organizations in its geographical focus areas, most notably on Socotra (World Heritage Site). Both cash and in-kind co-financing and logistical support were achieved and better impacts were secured.

## 2. SGP COUNTRY PROGRAMME NICHE

2.1 In response to global conventions, Yemen signed and ratified most of them due to its commitment towards addressing global concern. The table below shows conventions and frameworks that have been signed and ratified by Yemen.

Table 3. List of relevant conventions and national/regional plans or programmes

<b>Rio Conventions + national planning frameworks</b>	<b>Date of ratification / completion</b>
UN Convention on Biological Diversity (CBD)	February 21, 1996
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2000, 2004, 2005
UN Framework Convention on Climate Change (UNFCCC)	21 <sup>st</sup> February 1996
UNFCCC National Communications (1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> )	2001 , 2011,not yet
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	NA
UN Convention to Combat Desertification (UNCCD)	21 <sup>st</sup> February 1996



<b>Rio Conventions + national planning frameworks</b>	<b>Date of ratification / completion</b>
UNCCD National Action Programmes (NAP)	1996
Stockholm Convention (SC)	January 2004
SC National Implementations Plan (NIP)	2005
World Bank Poverty Reduction Strategy Paper (PRSP)	2003-2005
GEF National Capacity Self-Assessment (NCSA)	2007
GEF-5 National Portfolio Formulation Exercise (NPFE)	Not yet
Strategic Action Programmes (SAPs) for shared international water-bodies	2004/5
Vienna Convention on Ozone layer protection	21 <sup>st</sup> February 1996
Montreal Protocol on substances depleting the Ozone layer, London and Copenhagen adjustments	21 <sup>st</sup> February 1996
Basel Convention regarding hazardous substance and its movement cross borders	21 <sup>st</sup> February 1996
Convention on Migratory Species (CMS)	September 9 <sup>th</sup> , 2006
Convention of the International Trade of Endangered Species (CITES)	1997
Bio safety Protocol	January, 2006
National plan of Action for Marine Environment from Land-based Activities.	2005

## **2.2 Focuses during OP3 and OP4:**

During the Operational Phases 3 and 4, SGP country programme focused its work according to country priorities, national plans and strategies and SGP niches. Hence, geographical and thematic focuses were identified. These were all Protected Areas (PAs), areas previously subjected to GEF projects in order to consolidate long term impacts e.g. Red Sea and Gulf of Aden; reaching less advantaged and developed communities. The programme aimed at assisting in the implementation of national strategies to fulfill country obligations towards international conventions.

This illustrates the programme vision to strengthen community based actions towards addressing environmental issues in critical regions and benefit remote and less advantage communities. Despite the efforts being made by local communities in all areas under focus, the full impact is not yet achieved due to the size of areas under coverage and deeper problems that need further work to achieve tangible results before considering shifting to other regions. Hence, there is still a need to assist communities' especially

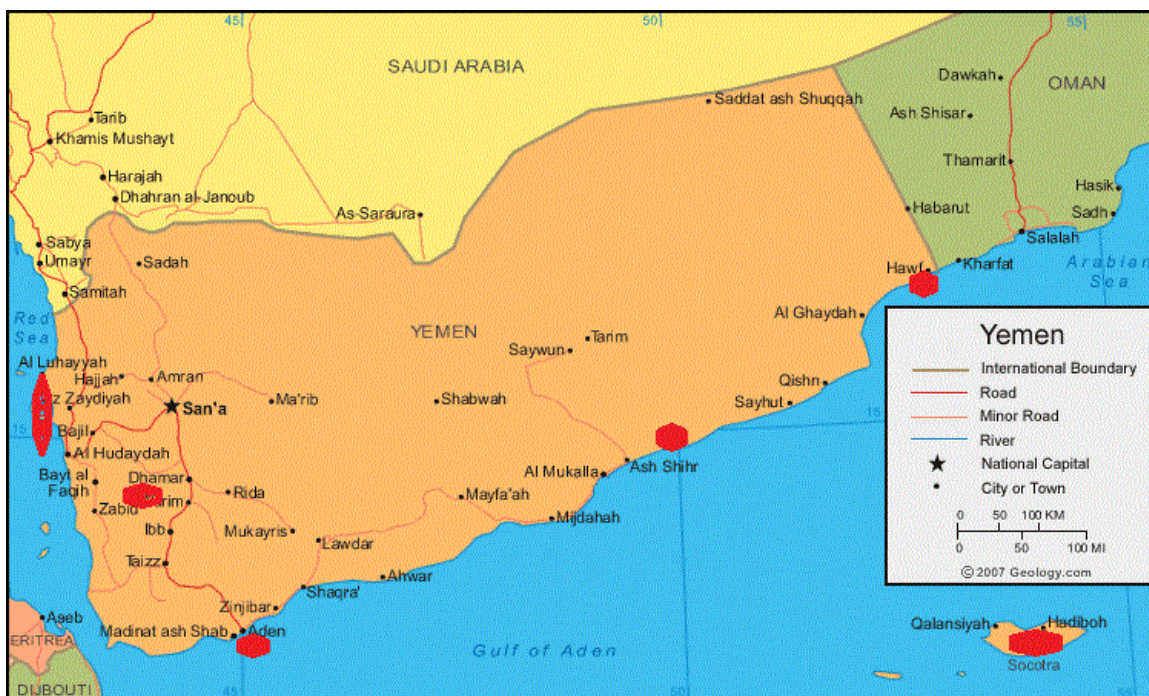
women in these areas during OP5 to enable addressing various environmental concerns in all GEF focal areas.

Protected Areas system is recently established in Yemen when many protected areas were established and recognized by the national law. Most of these were already an Indigenous Community Conserve Areas (ICCAs) that were under traditional management system since long time ago. Yet both types of protection systems need to be covered under t effective management systems for PA or strengthening the traditional system and ensure its continuity especially in the light of socio-economic changes that might affect traditional governance system in these areas.. The lessons learnt that can be exchanged and replicated between communities in order to maximize the benefits are yet to be realized.

### **2.3 SGP Regional Focuses during OP5:**

The fact that Yemen is a wide country dictates a set up of geographical focuses in order to achieve tangible and consolidated results in a most effective and economical manner. Such selection of geographical focus areas was aided by their biological thematic importance (Protected Areas), pressing need of communities (less developed marginal areas and Poverty) and possibility to implement and monitor funded projects. Such geographical focus will be subjected to future review because of advancing problem and solution applied coupled by the sustainable results achieved in the selected regions.

The selected geographical focuses (highlighted in the map below) are all protected areas that were recently declared by Cabinet decrees under the responsibility of the Ministry of Water and Environment, Environmental Protection Authority (Bura, Ottma, Hawf, Aden and Socotra) and the Red Sea coastal areas between Hodeida and Luhhayah which is of national and regional biological importance that was subjected to a former GEF projects and comes under the mandatory conservation of the Regional Authority for the Protection of the Environment of the Red Sea and Gulf of Aden (PERSGA). This fact dictates the need to strengthen the protection concept among resource users and harmonizing mutual benefits between communities and conservation.



◆ Indicates SGP-Yemen' geographical focuses during OP5

## 2.4 SGP niche for grant-making in relation to the national priorities:

Table 4. Consistency with National Priorities

OP5 project objectives	National priorities	SGP niche
<u>SGP OP5 Immediate Objective 1:</u> Improve sustainability of protected areas and indigenous and community conservation areas through community-based actions	<ul style="list-style-type: none"> <li>Strengthening the role of local communities in managing their Protected Areas to ensure biodiversity conservation (Fulfill NBSAP) and sustainable use of natural resources for their livelihood</li> </ul>	<ul style="list-style-type: none"> <li>Ten projects are funded in and around protected areas targeting biodiversity conservation and sustainable livelihood of local communities</li> </ul>
<u>SGP OP5 Immediate Objective 2:</u> Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions	<ul style="list-style-type: none"> <li>Enable local communities to develop mutual benefits from conservation of biodiversity through resources' sustainable use e. g. Honey, handicrafts, medicine, ecotourism, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Five projects are funded benefiting 15 communities and diversify equal products and services.</li> </ul>
<u>SGP OP5 Immediate Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level	<ul style="list-style-type: none"> <li>Enable communities in targeted areas to use low carbon renewable energy (solar and wind etc.) based activities to replace conventional fuel for various uses in their livelihood e.g. electrification, irrigation, crop processing, other domestic uses.</li> <li>Promote the efficient uses of</li> </ul>	<ul style="list-style-type: none"> <li>Five projects are funded benefiting 12 local communities, 600 households.</li> <li>Four projects are funded to address this theme include minimum 500 families.</li> </ul>

OP5 project objectives	National priorities	SGP niche
	energy sources e.g. fire wood, electricity and biogas.	
<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"> <li>Promote the use of alternative transport renewable energy driven.</li> </ul>	<ul style="list-style-type: none"> <li>Two projects are funded aimed at enabling communities to use alternative and renewable energy driven transport.</li> </ul>
<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"> <li>Enable local community through best practice application to land management including reforestation activities and rangelands management.</li> </ul>	<ul style="list-style-type: none"> <li>Four projects are funded benefiting 15 communities (15,000 people) and covering 1,000 ha.</li> </ul>
<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"> <li>Enable farming and pastoral communities to adopt sustainable use of soil and water resources.</li> </ul>	<ul style="list-style-type: none"> <li>Four projects are funded benefiting 20 communities (4,000 people) and 7,000 ha of land.</li> </ul>
<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"> <li>Raise awareness of communities of the importance of ecosystem management and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Four projects (or Cross-cutting activities) are funded aimed at enhancing conservation of four different eco-systems (land area 20Km<sup>2</sup>).</li> </ul>
<u>SGP OP5 Immediate Objective 8:</u> Support transboundary water body management with community-based initiatives	<ul style="list-style-type: none"> <li>Promote and support community initiatives towards coastal zone management.</li> </ul>	<ul style="list-style-type: none"> <li>Three projects are funded addressing international water issues covering 100 km of coastal and marine habitats.</li> </ul>
<u>SGP OP5 Immediate Objective 9:</u> Promote and support phase out of POPs and chemicals of global concern at community level	<ul style="list-style-type: none"> <li>Promote and adopt organic farming and pesticides free crops production practices.</li> <li>Promote environmentally friendly of Solid waste disposal alternative to burning.</li> </ul>	<ul style="list-style-type: none"> <li>Two projects funded in organic and pest management in crops.</li> <li>Two projects (four communities) are funded targeting communities involvement in waste recycling and proper disposal.</li> </ul>
<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	<ul style="list-style-type: none"> <li>Enable the extraction and dissemination of lessons learnt/best practices, accumulate knowledge among various stakeholders, communities in different areas of Yemen.</li> </ul>	<ul style="list-style-type: none"> <li>One project is funded targeting the extraction of lessons learnt and sharing. At least 40 NGOs and CBOs and grass roots groups received capacity building training.</li> </ul>
<u>Cross-Cutting Results:</u> Poverty reduction, livelihoods and gender	<ul style="list-style-type: none"> <li>Established a knowledge platform that can be used to share lessons learnt by NGOs and CBOs in the country.</li> </ul>	<ul style="list-style-type: none"> <li>One project is funded creating knowledge platform benefiting 100 NGO and CBOs</li> <li>Ten projects are funded addressing poverty reduction, Livelihood improvement and gender</li> </ul>

OP5 project objectives	National priorities	SGP niche
		mainstreaming benefiting 20 communities (1500 households).

### 3. CAPACITY DEVELOPMENT, POVERTY REDUCTION AND GENDER RESULTS FOR SGP

Upon receiving projects' concept prepared by NGOs, CBOs and Community groups, that are found eligible, a full project preparation is initiated. NC visits the proposed site to ensure that project concept is genuine and generated in a participatory manner by stakeholders. Participatory problem analysis, solutions and activities are developed during this stage. In order to address gender balance in projects, country programme will ensure the increase of gender representation in the NSC to reach 50% (currently at 30%) and increase women participation and as well as to benefits from implemented project.

Each proposed project activity by applicant is assigned to NGO, CBO or community members responsible for executing this activity and ensuring target results are achieved. Projects outputs have to be accountable; measurable; can be achieved within stated timeframe and within the existing capacity of stakeholders. In the case that the NGO, CBO and communities require technical assistance, a planning grant will be made to organize a participatory workshop or to recruit a consultant to help design the project and assist in preparing the full proposal. Upon submitting the project proposal to the SGP-NC, a project review form is prepared based on key issues (relevance to GEF FA, sustainability, clear outcomes, co-financing, etc).

The Full project proposal and its review form will be submitted to NSC 1-2 weeks prior to the review meeting for grants approval. The NSC consists of ten members representing NGO's and CBO's (4) Government including GEF-FP (2), academia (2), UNDP CO (1) and donors (1). Grant approval is decided upon by common consensus. The country programme is adopting the modality of Community Management of Protected Areas Conservation (COMACT) in livelihood and income generating activities on Socotra (WHS). Such projects enabled communities to realize benefits were found and going to be a driving force for community conservation of biodiversity.

SGP-Yemen geographical focuses are selected based on GEF-focal areas importance and poverty reduction needs. The rural areas targeted by the country programme addressing both GEF focal areas and poverty alleviation through support to communities solving their environmental problems relevant to natural resources sustainable uses and poverty eradication. This approach assisted country programme to build links between livelihood and environment.

It's anticipated that projects applications will be implemented in a diversified manner but concentration in target areas around Yemen; hence SGP will adopt two ways of developing grantees capacity in project management and implementation to reach tangible impacts and sustainability. This can be through individual and on-site grantees groups training conducted by SGP Team and NSC members or conduct training workshops to involve all grantees in their respective geographical focus and destinations.

A continuous guidance and directive steps are provided to grantees through written guidelines and during the field visits in the course of project implementation for monitoring. A consideration can be made for a specialized organization through grant to build up the capacity of NGOs and CBOs in areas under SGP country programme geographical focuses. It's evident from experiences during OP3 and OP4 that communities that went through capacity building as their first project benefited from the training and was further backstopped by SGP team (NC, PA and NSC).

Several NGOs and CBOs and Community groups managed to succeed in applying for the full grants (within grant ceiling) and implement them successfully. This fact, illustrates the lessons learnt and the utilization of capacities developed during projects' implementation. Grantees that developed good capacity were asked to support others in the same region in regards to project planning, procurement and reporting.

#### 4. OP5 COUNTRY OUTCOMES, INDICATORS AND ACTIVITIES

Table 5. Results Framework

<b>SGP OP5 Immediate Objective 1:</b> Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community-based actions			
<b>Outcomes</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Activities</b>
<i>1.1. Improved community-level action and practices, reduced negative impacts on biodiversity resources</i>	<i>50,000 hectares of PAs influenced</i>	<i>SGP data base and national reports on PAs status in consultation with relevant stakeholders/institutions</i>	<i>Six projects are supported by SGP (3 core &amp; 3 STAR)</i>
<i>1.2. Benefits generated at the community level from biodiversity conservation in and around PAs</i>	<i>4,000 people are benefited</i>	<i>SGP data base with reports indicating number of people benefited</i>	<i>Four projects are supported being 2 each (core and STAR)</i>
<i>1.3. Increased recognition and integration of indigenous and community conserved area systems</i>	<i>50,000 hectares of PAs and ICCAs are influenced</i>	<i>SGP data base and national reports on PAs status in consultation with relevant stakeholder/Institutions</i>	<i>Two projects are funded (1 core &amp; 1 STAR)</i>
<i>1.4. Increased understanding and awareness at community level of the importance and values of biodiversity</i>	<i>30,000 hectare of significant eco-system maintained and improved conservation status</i>	<i>SGP data base with list of Eco-system conservation status improved</i>	<i>Two projects are supported (1 core &amp; 1 STAR)</i>
<b>SGP OP5 Immediate Objective 2:</b> Mainstreamed biodiversity conservation and sustainable use in production landscapes, seascapes and sectors through community initiatives and actions			
<i>2.1. Improved community-level sustainable use of biodiversity in production land/Seascapes through community-based initiatives, frameworks and market mechanisms influencing recognized environmental</i>	<i>• 20,000 hectares of production land/Seascapes under improved sustainable uses through SGP support</i>	<i>SGP data base show list of projects and their respective reports</i>	<i>Four projects are successfully implemented (2 core &amp; 2 STAR)</i>

<b>SGP OP5 Immediate Objective 1:</b> Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community-based actions			
<b>Outcomes</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Activities</b>
<i>standards that incorporate biodiversity consideration.</i>	<ul style="list-style-type: none"> <li>• <i>Five species of fauna and flora recovered</i></li> </ul>		
<i>2.2. Increased understanding and awareness of sustainable use of biodiversity</i>	<ul style="list-style-type: none"> <li>• <i>Five species of flora are used sustainably</i></li> </ul>	<i>SGP data base and projects' reports</i>	<i>One projects (1 core &amp; 1 STAR)</i>
<b>SGP OP5 Immediate Objective 3:</b> Demonstration, development and transfer of low- GHG technologies at the community level			
3.1. Innovative low-GHG technologies deployed and successfully demonstrated at the community level	<ul style="list-style-type: none"> <li>• <i>400 tons of CO2 reduced through use of SGP support</i></li> <li>• <i>4,000 community members demonstrating low-GHG technologies</i></li> </ul>	<i>SGP data base through uploaded data and reports</i>	<i>Four projects (2 core &amp; 2 STAR)</i>
3.2. GHG emission avoided	<i>Two Hundreds Households adopting energy efficient energy technologies</i>	<i>SGP data base indicating four projects data and reports</i>	<i>Two projects are supported by SGP (1core &amp; 1 STAR)</i>
4. Increased energy efficient, low-GHG transport at the community level			
4.1. Low-GHG transport options demonstrated at the community level	<i>Two communities adopting low GHG transport</i>	<i>SGP data base loaded with project details and reports.</i>	<i>Two projects funded 1 core &amp; 1 STAR)</i>
4.2. Increase investment in community-level efficient, low-GHG transport systems	<i>One community adopting</i>	<i>SGP data base loaded with project details and reports.</i>	<i>One project is funded (STAR)</i>
4.3. GHG emission avoided	<i>20 tone of CO2 avoided</i>	<i>SGP data base loaded with project details and report.</i>	<i>One project (STAR)</i>
5. Conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry			
Sustainable land use , land use change and forestry management and climate proofing practices adopted at the community level	500 hectares of land applying sustainable forest, agricultural and water management practices	<i>SGP data base loaded with project details and reports</i>	<i>Four projects are implemented (2 Core &amp; 2 STAR)</i>
Restoration and enhancement of carbon stocks in forest and non-forest land including peat land	250 hectares of degraded land restored and rehabilitated	<i>SGP data base loaded with project details and reports</i>	<i>Two project are impleme with SGP support(1 Core 1 STAR)</i>
GHG emission avoided	30 tons of CO2	<i>SGP data base loaded</i>	<i>Two project are</i>

**SGP OP5 Immediate Objective 1:** Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community-based actions

<b>Outcomes</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Activities</b>
	avoided	<i>with project details and reports</i>	<i>funded(1 Core &amp; 1 STAR)</i>
6. Maintenance or improvement in flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities			
<i>6.1. Improve community level actions and practices and reduce negative impact on agro-and forest ecosystem services demonstrated to sustain ecosystem functionality</i>	<i>500 hectares of land applying sustainable forest, agricultural and water management practices</i>	<i>Projects details uploaded to SGP database with their respective reports</i>	<i>Two projects are implemented with SGP support (1 Core &amp; 1 STAR)</i>
<i>6.2. Community-based models of sustainable forestry management developed and tested, linked to carbon sequestration for possible up-scaling and replication</i>	<i>4 communities demonstrating best practices</i>	<i>SGP data base with projects information and relevant reports</i>	<i>Two projects are funded through SGP (1 Core &amp; 1 STAR)</i>
7. Reduction of pressures at community level from competing land uses (in the wider landscapes)			
<i>7.1. Improved community level-actions and practices and reduce negative impact in land use frontiers of agro-ecosystem and forest ecosystem</i>	<i>1400 hectares of land influenced through land use practices</i>	<i>Project data and reports uploaded into SGP data base</i>	<i>Four projects are funded (3 Core &amp; 1 STAR)</i>
8. Sustainable transboundary water body management with community-based initiatives			
<i>8.1. Effective and climate resilience community-based actions and practices supporting implementation of SAP regional priority actions demonstrated</i>	<i>- 1,000 hectares of marine/coastal areas or fishing grounds managed sustainably. -25 tones of land-based pollution avoided.</i>	<i>SGP data base contain projects details, results and reports</i>	<i>4 projects are funded from SGP core</i>
9. Phase out of POPs and chemicals of global concern at community level			
<i>9.1 Improved community-level initiatives and actions to prevent, reduce and phase out POPs, harmful Chemicals and other pollutants managed contaminated sites in an environmentally sound manner and mitigate environmental contamination</i>	<i>- 50 tons of solid waste prevented from burning by alternative disposal</i>	<i>SGP data base loaded with projects details and reports</i>	<i>Two projects are funded from SGP Core</i>
10. Enhance and strengthen capacities of community-based and nongovernmental organizations to engage in			



<b>SGP OP5 Immediate Objective 1:</b> Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community-based actions			
<b>Outcomes</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Activities</b>
consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and enhance capacities of CBOs and CSOs to monitor and evaluate environmental impacts and trends*			
10.1. Active participation of NSCs and NFGs in GEF focal areas at the national level	- Four NSCs and NFGs participate in national events relevant to GEF focal areas	Lessons learnt and knowledge are adopted in GEF SGP national network	NSCs and NFGs participating in 10 national and regional meetings
10.2. Improved information flows to/from CBOs and CSOs in SGP countries regarding good application of such practices	- Minimum of Eight lesson learnt from SGP network are adapted and used by national NGOs CSOs	Data base loaded with eight projects that include adaptation of lesson learnt	Eight projects funded to include activities based on demonstrate adaptation of lesson learnt from others.
10.3. Increased Public awareness and education at community-level regarding global environmental issues	- Two workshops per funded project are held to raise awareness and improved community education regarding global environment issues	SGP data based furnished with feedback and lesson learnt	Fifty workshops are held involving approximately 10,000 people
10.4. Capacity of CBOs and CSOs strengthening to support implementation of global conventions	- Three training workshops are held targeting NGOs and CBOs in three regions	Twenty-four NGOs and CBOs received practical capacity building training within their respective projects	Forty-eight members of NGOs and CBOs participated
10.5. Increased application of community-based monitoring	- Ten communities received training on projects monitoring	Ten projects include training on community environmental monitoring	Ten projects are funded include training activities on monitoring
10.6. Evaluation of SGP projects and programs against expected results strengthened, including increased capacity of CBOs and CSOs to apply relevant evaluation methodologies	- Ten communities received project evaluation training	Data base include Ten projects being successfully evaluated by communities.	An evaluation training is included in the activities of Ten projects funded by SGP CORE and STAR

\* Outputs indicated here are not stand alone projects but accounted for as activities in different projects

## **5. MONITORING & EVALUATION PLAN**

### **5.1 Monitoring and evaluation:**

Monitoring and evaluation are key activities to ensure smooth project implementation and key deliverables. The following logical sequences will be followed in project

development and implementation. Upon NSC approval of the grant project and MOA signature the following monitoring and evaluation steps will be as follow:

- 5.1.1. NC prepares a letter to the chosen local bank by grantees in order to open an account bearing project name and signatories as suggested by NGOs or CBOs in project proposal. This will facilitate disbursement release and monitoring the project funds.
- 5.1.2. NC make the first visit to each approved project as early as possible to assist grantees of participatory planning of the implementation of project activities and ensure that all logistics are fully understood (e. g. Project records, procurements, do's and don'ts, reporting, etc).
- 5.1.3. A quarterly field visit is made to project areas to ensure that all activities are proceeding as planned and assists grantees to answer their question if any.
- 5.1.4. A certifying field visit is made upon receiving each progress and final report to verify the report and assess project progress against expenditure. In this visit, NC approves the required disbursement.
- 5.1.5. At the end of each visit, observations are discussed with grantees in order to become aware of and to take the required action.
- 5.1.6. At end of each project an independent consultant will be recruited to carry out project evaluation and participatory evaluation workshop to decide best use of collective knowledge gained and lessons learnt in the project.

## **5.2 Local stakeholders' participation:**

Local Stakeholder participation in setting project objectives and outputs; monitoring frequency; document progress and reporting are key issues in ensuring ownership of project and its results. The following logical steps are followed:

- 5.2.1. Upon local stakeholders (LS) identify their local problems; they build the full consensus of the problem among stakeholders at their location (men and women) in a participatory meeting/s with the decision to approach GEF-SGP, hence a request or project concept drafted and sent to SGP-NC.
- 5.2.2. Upon receiving of project concept by NC who examines its eligibility for SGP grant (relevance to GEF focal areas). NC contact LS for verification and locate a visit to the area to ensure that project concept was genuinely created; suit local environment; assess stakeholders' capacity and credibility.
- 5.2.3. In the visit, a participatory workshop is held to assist LS identify project objectives and outputs, data collection (as required) and participatory full project development based on the SGP format.
- 5.2.4. In the same workshop LS are briefed of the SGP modality in developing project proposal, eligible cost calculation and responsible party.
- 5.2.5. Further, LS are also informed of the SGP policy in project development, approval and co-financing. LS appoint three of them to be responsible for managing the project throughout its course. Throughout preparation of project proposal, NC & PA provide all required logistical support to LS as required.
- 5.2.6. The finalize project proposal is sent to NC for review to ensure that all information are provided (according to proposal guidelines). If proposal is complete then the LS is informed of its satisfactory completion.

- 5.2.7. NC compiles all ready project proposals for review in the next NSC meeting within 3-6 months). NSC members receive the project proposal 1-2 weeks before their review date and a review form is prepared.
- 5.2.8. LS are informed of the NSC review meeting date in which their project will be under review and to remain under contact if required.
- 5.2.9. LS is informed of project review results and if project is approved, then an MOA is prepared and signed by LS representative (Project coordinator) and UNDP RR on behalf of UNOPS.
- 5.2.10. LS are participating in project monitoring through their quarterly meeting at project site and become aware of the results achieved against the work plan and budget. LS are responsible to submit a progress financial and narrative report subjected to review by SGP team prior to release of subsequent disbursement of grant.

Table 6. 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 <sup>2</sup>	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> <sup>3</sup> )	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

### 5.3 Strategy to aggregate results:

<sup>2</sup> 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.

<sup>3</sup> 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.

During the project proposal development phase, local stakeholder with the help of NC will set up targeted results that are sufficient to solve their problem in a quantifiable and measurable way. All planned and actually achieved results will be loaded into the SGP data base. Those results will be monitored throughout the project implementation by LS and NC. The final assessment of results will be subjected to final project evaluation by an independent evaluator with the participation of LS, NC and NSC. Each focal area results will be aggregated and sum up for the whole operational phase. The results will be compared with those that were planned to be achieved.

The multifocal areas projects results will be assembled proportionally to each focal area and fed into the SGP data base. All results achieved and lesson learnt will be disseminated among LS, policies and through existing networks. Towards the end of OP5, a review study will be sought to review all results and produced in various forms (website, publication, fares, etc.).

Table 7. M&E Plan at the Programme Level

<b>SGP Country Programme Level</b>		
<b>M&amp;E Activity</b>	<b>Responsible Parties</b>	<b>Timeframe</b>
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 <sup>4</sup>	NC presenting to NSC and CPMT	Once per year
Financial 4-in-1 Report	NC/PA, UNOPS	Quarterly

## 6. KNOWLEDGE MANAGEMENT PLAN

6.1. The country programme operates in and around protected areas and coastal zone of Red Sea and Gulf of Aden makes it present in large part of the country (6 regions). Evidence found during OP3 and OP4 indicates that communities in different areas developed different initiatives and methodologies towards solving their environmental problems that will be shared. The different techniques used in solving particular GEF relevance problems provide a spectrum of innovative approaches that will be documented, Shared among grantees, produced in communicable format and disseminated (e.g. leaflets, booklets, Books, posters, electronic media).

<sup>4</sup> The annual Country Programme Review exercise should be carried out in consultation with the national Rio Convention focal points and the associated reporting requirements.

Facilitated by SGP team, grantees from different regions will be encouraged to contact each other to learn about the techniques used in similar problem and exchange of experiences. Some skilled people will be exchanged between regions as applicable in order to transmit knowledge and on regional capacity building. It's planned during OP5 the knowledge gained will be appropriately formatted and transmitted to wider audience and grantees. Programme will explore opportunities and inform relevant grantee to prepare their knowledge for sharing with others on the *ad hoc* events between regions in Yemen. It's planned that during OP5 an independent review study will be encourage to revise projects related to climate change adaptation and draw lessons learnt.

6.2 SGP country programme use knowledge to inform and influence policy at the local, regional and national levels:

The NC and NSC will communicate documented lessons learnt to relevant policy makers and institutions in order to ensure their adoption and mainstreaming in current policies and practices. Different approaches will be used to ensure effective delivery of lesson learn to targeted stakeholders. An emphasis will be made towards those that are active in the relevant fields. These are the Ministry of Water and Environment, Ministry of civil works, Social Funds for Developments (SFD), donors and international NGOs working in Yemen. Lessons learnt will be disclosed during events and meeting through different forms of media, well illustrated talks and presentations.

6.3 SGP country programme use this knowledge to replicate and up-scale good practices and lessons learned from SGP projects:

The SGP team plays a focal role between grantees especially those new projects with similarities with previously conducted. New grantees are informed about similar projects that found implemented successfully and have innovative ideas that can be replicated or learn from. The SGP team also assists new grantees to identify human resources for capacity building in new projects and locations. All new grantees are equipped with written "*Dos and Don'ts*" practices that accumulatively gathered in the lifetime of country programme.

## **7. RESOURCE NOBILIZATION PLAN**

7.1. Resources mobilization is considered a key activity for the country programme during OP5, just like in the previous OPs. The SGP team assisted by NSC members will explore potential donors, Government institutions and projects, donors and other available potential partners. This will be based on direct application through projects proposal developed by NGOs and CBOs and local groups to secure cash co-financing. In a similar way to the above, SGP team with the support from NSC members will negotiate a support to cover administrative budget to enable country programme operating smoothly. Further, a partnership will be built with existing development projects and institutions towards working together addressing mutual projects in common areas.

7.2. The GEF SGP country programme is planning to develop long term partnership with several potential partners. Some of these are ready and already working in mutual areas whereas others might come up in the course of time. Of these are:

7.2.1. Ministry of Agriculture: through its regional development Authorities and projects around Yemen that are mandatory to work on Land degradation, Agro-biodiversity conservation and spate irrigation.

7.2.2. Ministry of Fish Wealth: Through it multilateral development projects in coastal zone and marine environment.

7.2.3. Ministry of Water and Environment: Through its delegated Environmental Protection Authority who is mandated for the management of protected area system in Yemen.

7.3.4. International NGOs: some of these are happened to exist in the mutual working areas where a number of projects were jointly funded during OP3 and OP4.

7.3.5. Multilateral Donors: Foreign mission and embassies: A number of projects were funded together in the past OP3 and 4. Hence effort will continue to explore possible other partners as per dictated cases.

7.3.6. Private Sector: All companies in Yemen are subjected to the call for collaborative works funding mutual projects on a case by case.

Annex 1: GEF SGP OP 5 PROJECT LEVEL INDICATORS

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

<b>SGP OP5 results indicators</b>	
	<ul style="list-style-type: none"> <li>○ Number of people trained on: project development, monitoring, evaluation etc. (to be specified according to type of training)</li> </ul>
<b>Livelihoods, Sustainable Development, and Empowerment (all focal areas)</b>	
<b>Cross-cutting</b>	<p><b>Livelihoods &amp; Sustainable Development:</b></p> <ul style="list-style-type: none"> <li>○ Number of participating community members (gender disaggregated) (Note: mandatory for all projects)</li> <li>○ Number of days of food shortage reduced</li> <li>○ Number of increased student days participating in schools</li> <li>○ Number of households who get access to clean drinking water</li> <li>○ Increase in purchasing power by reduced spending, increased income, and/or other means (US dollar equivalent)</li> <li>○ 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).</li> </ul> <p><b>Empowerment:</b></p> <ul style="list-style-type: none"> <li>○ Number of NGOs/CBOs formed or registered</li> <li>○ Number of indigenous peoples directly supported</li> <li>○ Number of women-led projects supported</li> <li>○ Number of quality standards/labels achieved or innovative financial mechanisms put in place</li> </ul>