



COUNTRY PROGRAMME STRATEGY

SGP Sierra Leone

GLOBAL ENVIRONMENT FACILITY Small Grants Programme (SGP)

SGP COUNTRY PROGRAMME STRATEGY (CPS) FOR UTILIZATION OF OP5 GRANT FUNDS

Country: SIERRA LEONE

Resources to be invested: \$ 1,000,000 of Core
and STAR and 1,300,000 co-financing

ACRONYMS

CBD	Convention for Biological Diversity
CCA	Community Conserved Areas
CFA	Country Focal Areas
CSO	Civil Society Organization
CPS	Country Programme Strategy
DFID	UK Department for International Development
EC	European Commission
EU	European Union
EE&C	Environmental Education and Communications
E4T	Enhancing Environment, Engagement & Empowerment for Tomorrow
GEF	Global Environment Facility
GEM	En-Gendering for Environmental Management
GHG	Green House Gases
HBA	High Biodiversity Areas
INGO	International Non-Governmental Organization
I-PRSP	Interim Poverty Reduction Strategy Paper
MAFFS	Ministry of Agriculture, Forestry and Food Security
MDA	Ministries, Departments and Agencies
MDG	Millennium Development Goals
MEA	Millennium Ecosystem Assessment
MFMR	Ministry of Fisheries and Marine Resources
MLCPE	Ministry of Lands, Country Planning and the Environment
MPA	Marine Protected Areas
NaCEF	National Commission for Environment and Forestry
NAMA	Nationally Appropriate Mitigation Action
NAP	National Action Programmes
NBSAP	National Biodiversity and Strategic Action Plan
NCSA	National Capacity Self-Assessment
NIP	National Implementation Plan
NPFE	National Programme Formulation Exercise
NSC	National Steering Committee
ODS	Ozone Depleting Substance
PES	Payment for Ecosystem Services
POPs	Persistent Organic Pollutants
REDD	Reducing Emissions from Deforestation and Degradation
RR	UN Resident Representative

SAP	Strategic Action Programmes
SFM	Sustainable Forest Management
SGP	Small Grants Programme
SLM	Sustainable Land Management
UNCCD	UN Convention for Combating Desertification
UNCED	UN Convention for Environment and Development
UNDP	UN Development Programme
UNFCCC	UN Framework Convention for Climate Change
USAID	United States Agency for International Development
WFP	World Food Programme
WRG	Water Resources Governance

TABLES AND FIGURES

Table no.	Description	Page no.
1	Ratification of relevant conventions and national/regional plans or programmes	15
2	Constituency of SGP niche	17
3	Indicative OP5 co-financing funds	29
4	M&E plan at project level	33
5	M&E plan at programme level	40
6	GEF SGP project level indicators	35
6	Results/logical framework	36
7	Knowledge management matrix	48
8	Protected areas of Sierra Leone	50
Figure no.	Description	Page no.
1	Map of Sierra Leone	17
2	Illustrative results framework	49

TABLE OF CONTENTS

	Description	Page no.
	Acronyms	3
	List of tables and figures	5
1.0	BACKGROUND INFORMATION	8
1.1	Situation analysis	8
1.1.1	Economy	8
1.1.2	Politics	8
1.1.3	Environment	9
1.1.4	Social infrastructure	10
1.2	Stakeholder analysis	10
1.2.1	CSO analysis	10
1.2.2	Donor initiatives	11
1.3	Institutional and governance context	11
1.3.1	Ministries, Departments and Agencies	11
1.3.2	National Steering Committee (NSC)	12
1.3.3	GEF Focal Point	12
1.4	Country outlook: issues, challenges and opportunities	12
1.4.1	Population	12
1.4.2	Diversity and ethnicity	13
1.4.3	Poverty & poverty reduction strategy	13
2.0	COUNTRY PROGRAMME STRATEGY	14
2.1	Goal and objectives	14
2.2	SGP niche	14
2.3	Geographic focus	16
2.4	Country programme priorities	20
2.4.1	Biodiversity conservation	20
2.4.2	Climate change	21
2.4.3	Chemicals	22
2.4.4	Land degradation/sustainable forest management/REDD ⁺	23
2.4.5	International waters	24
2.4.6	Capacity development	25
2.5	CPS approach: country focal areas	25
2.5.1	Knowledge management	25

2.5.1.1	Knowledge management plan/strategy	26
2.5.2	Gender mainstreaming & community empowerment	27
2.5.2.1	Gender mainstreaming, livelihoods & sustainable development plan/strategy	28
2.5.3	Resource mobilization	29
2.5.3.1	Resource mobilization and sustainability plan/strategy	29
2.5.3.2	Transparency/anti-corruption measures	30
2.5.4	Policy & policy advocacy plan/strategy	30
3.0	MONITORING AND EVALUATION	32
3.1	Monitoring and evaluation plan/strategy	32
Annex 1	GEF SGP project level indicators	35
Annex 2	CPS outcomes, activities and indicators	36
Annex 3	Illustrative results framework	48
Annex 4	Knowledge management matrix	49
Annex 5	Protected areas of Sierra Leone	50

1 BACKGROUND INFORMATION

1.1 Situation Analyses

1. Sierra Leone is located in West Africa, bordering the Atlantic Ocean with Guinea to its north. The country's total land area is 71,740 sq km. Its climate is tropical with dry winters and wet summers. Of the total land area, only eight percent is utilized for cultivated crops, while another one percent supports permanent crops such as fruit- and nut-bearing trees. Environmental issues include rapid population growth pressuring the environment, over-harvesting of timber and overgrazing. Slash-and-burn agriculture has resulted in deforestation and soil depletion, and is a major ongoing concern¹.
2. The country's population is approximately 5.6 million, with 70 percent of the country's inhabitants living in poverty, and nearly half of the working-age population engaged in subsistence agriculture. Sierra Leone's physical and social infrastructure is not well-developed, and social disorder continues to hamper economic development. Manufacturing consists primarily of raw materials processing and light manufacturing for the domestic market. Diamond mining remains the major source of hard currency earnings, accounting for nearly half of the country's exports. Sierra Leone's agricultural products include rice, coffee, cocoa, palm kernels, palm oil and peanuts².

1.1.1 Economy

3. On the economic front, annual growth averaged about 4 percent and 3.5 percent in the 1960s and 1970s respectively, but slowed down dramatically to an average of 1.5 percent in the 1980s, largely on account of misguided economic policies and economic mismanagement. In the late 1980s, Government introduced a series of macro-economic and structural reforms in consultation with its development partners, aimed at stabilizing the economy and restoring growth (reduction of the budget deficit, liberalization of the exchange rate, abolition of price controls and exchange restrictions). The civil war that ensued in the 1990s derailed this programme and the economy plunged to an average rate of -4.5 percent per annum between 1990 and 2000³.
4. Poverty increased as the economy declined, but became more pervasive and intensified during the 1990s as the GDP per capita nearly halved during that period, reaching US\$142 in 2000. About 82 percent of the population lived below the poverty line, and with a Gini Index of 66, Sierra Leone had one of the most skewed income distribution in the world. Since 1996, Sierra Leone has been ranked among the least in the UNDP Human Development Index, and is ranked bottom in the 2004 Index. The poverty situation is worsened by the rising incidence of HIV/AIDS, typhoid, malaria and communicable diseases including tuberculosis⁴.

1.1.2 Politics

5. Sierra Leone became independent on the 27th April 1961 and subsequently declared a Republic on 19th April 1971. Independence was achieved with promised hopes for rapid development, based on the country's abundant natural resource endowment, including a wide variety of rich mineral, agricultural, forestry and marine wealth. These hopes were, however, quickly dashed by the end of the first decade. Since the mid-1960s, the country has suffered from dramatic economic decline and

¹ Source: www.iss.co.za/AF/profiles/SieraLeone/Economy.html; www.state.gov > ... > [Background Notes/Country Fact Sheets](#)

² Source: African Development Bank; Infrastructure and growth in Sierra Leone, 2011

³ WFP; <https://www.wfp.org/countries/sierra-leone/overview>; Sierra Leone NAPA, December 2007

⁴ WFP 2011; <https://www.wfp.org/countries/sierra-leone/overview>

political instability and has gone through five military coups and a brutal armed conflict that lasted for just over ten years (March 1991-January 2002).

6. Compared to other conflict-affected developing countries, the source of Sierra Leone's political instability lies less in ethnic and religious rivalry but more in extremely poor governance, widespread corruption, and the marginalization and disempowerment of the rural communities, through overpowering and inefficient central government intervention in the delivery of public services. These problems have been compounded by the collapse of local government administration shortly after independence and the worsening terms of trade for the country's limited export commodities, social and other adverse developments in the world economy.

1.1.3 Environment

7. Sierra Leone is found in the Upper Guinea Forest Ecosystem (UGFE) and has substantial natural resources, but still depends much on slash-and-burn cultivation for agriculture. Logging, clearing for cattle grazing, fuel wood collection, and mining have produced a dramatic drop in forest cover in Sierra Leone since the 1980s. Until 2002, Sierra Leone lacked a forest management system due to a brutal civil war that resulted in tens of thousands of deaths and the displacement of more than 2 million people (about one-third of the population). On paper, 55 protected areas covered 4.5 percent of Sierra Leone as of 2003. The country has 2,090 known species of higher plants, 147 mammals, 626 birds, 67 reptiles, 35 amphibians, and 99 fish species. Deforestation rates have increased by 7.3 percent since the end of the civil war⁵.
8. Sierra Leone also now faces an array of formidable environmental problems, including land degradation, deforestation, loss of biological diversity, pollution of fresh water resources and coastal area degradation which are a consequence of over-exploitation of the natural resources; soil, water, forest, mineral, and marine resources. The already unsatisfactory situation has been worsened by the rebel war. As the country is struggling to restore its socio-economic functionality, the threat of climate change and its associated problems has the potential to undermine the country's efforts.

1.1.4 Social Infrastructure

9. Although Sierra Leone has great natural resources, the decade-long civil war severely devastated the country's economy, destroyed infrastructure and caused large-scale human suffering. In 2011, Sierra Leone ranked 71 out of 81 countries in the Global Hunger Index and 180 out of 187 countries in the Human Development Index. WFP and other UN agencies support the Government of Sierra Leone in the implementation of its 'Agenda for Change' (2008-2012), which prioritizes agricultural and infrastructure development and improved social services through the UN Joint Vision and component 5 of the Smallholder Commercialization Programme: Social Protection, Food Security and Productive Social Safety Nets⁶.
10. The overall situation in Sierra Leone has significantly improved since 2001, due to increased security. In 2011, Sierra Leone was ranked the 61st most peaceful country in the world out of 153 countries surveyed by the Global Peace Index (GPI). The subsequent return of displaced rural populations to their homes has helped agricultural recovery across most of the country. The agricultural sector contributes over 40 percent of Sierra Leone's GDP. In the President's Agenda for

⁵ USAID Biodiversity and tropical forest assessment for Sierra Leone; July 2007

⁶ WFP; <https://www.wfp.org/countries/sierra-leone/overview>

Change (2008-2012) the Government of Sierra Leone declared agricultural development and food security to be foundations for the country's economic growth and poverty reduction⁷.

11. The challenges facing Sierra Leone can be captured in a handful of bleak statistics. The average lifespan is 56.55 years⁸. Malnutrition ranks among the world's highest, with acute malnutrition at or above emergency levels of 15 percent among children under five years old. Poverty remains pervasive, particularly in the Eastern and Northern regions with more than six out of ten people living on less than a euro a day. According to the 2011 comprehensive food security and vulnerability analysis (CFSVA), 45 percent of households or 2.5 million people are classified as food-insecure during the lean season. Unemployment, especially among the youth, low labor productivity, lack of irrigation, over-harvesting and inadequate access to food markets as a result of poor road infrastructure continues to be risks to food security⁹.

1.2 Stakeholder Analyses

1.2.1 CSO Analyses

12. In recent times, international and local non-governmental organizations (NGOs) have committed resources to environmental management in Sierra Leone, and have been actively involved in decision-making, policy formulation, and implementation of programs for wildlife protection and biodiversity conservation. Generally, capacity among local NGOs is low compared to their international counterparts, most of which work through local organizations. Prominent local and international NGOs in the environment and natural resource sector include the Environmental Foundation for Africa, Friends of the Earth Sierra Leone, Conservation International, Birdlife International, the Conservation Society of Sierra Leone (a Birdlife International partner), and the Royal Society for the Protection of Birds (a Birdlife International partner in the United Kingdom). Not much information is available on the existence and capacity of community-based organizations (CBOs) in rural Sierra Leone.
13. Research and academia in Sierra Leone seem to have an acceptable level of human and technical resources to assist in the development and implementation of effective programs for sustainable natural resource management. The two main universities- the University of Sierra Leone and Njala University- offer curricula in agriculture, forestry, wildlife and fisheries management, and environmental studies; conduct research in various disciplines of natural resource management; and offer considerable expertise in contemporary best practices in biodiversity conservation and protected area management. However, a lack of financial resources has always limited how engaged they can be.
14. The environment and natural resource base in Sierra Leone has deteriorated substantially. While many of the above-mentioned NGOs have significant interactions with civil society, there is still a lack of awareness among large sections of the population on the environmental issues facing the country and the role that citizens should play in the protection and improvement of the environment. The introduction of environmental education in the educational system in the country and raising public awareness have also been limited, but will be the key to improving the current situation.

⁷ WFP; <https://www.wfp.org/countries/sierra-leone/overview>

⁸ http://www.indexmundi.com/sierra_leone/demographics_profile.html

⁹ WFP; <https://www.wfp.org/countries/sierra-leone/overview>

1.2.2 Donor Initiatives

15. Donor coordination in Sierra Leone was being led by the government through bi-monthly meetings of the Sierra Leone Development Partnership Committee (DEPAC), chaired by the vice president and including the government's development partners. This was however stopped in 2007. At this forum, regular dialogue takes place outside of the formal structures with the main donors (International Monetary Fund, World Bank, African Development Bank, Islamic Development Bank, USAID, etc) and specifically with member states present, particularly the United Kingdom, Ireland, and Germany. The EC and DFID recently began development of a Joint Country Strategy Paper (JCSP), which will lead to a more harmonized, aligned, and effective delivery of development aid to Sierra Leone. The integration and mainstreaming of environment is addressed as a cross-cutting issue of the JCSP.
16. Currently, no major donors are actively supporting the environment in Sierra Leone. However, international organizations such as the World Bank and the UN, particularly UNDP and UNEP, have expressed their general interest in becoming active in the environmental sector in the coming years. Previously, the UNDP has sponsored a number of projects on forestry and biodiversity conservation. UNDP is also currently providing some support to the Environmental Protection Agency (EPA) for capacity building, sustainable land management and chemicals. The World Bank is working with NaCEF on a national project for the protection of wildlife and biodiversity. The EU is finalizing a proposal for providing a harmonized legislative framework for NaCEF, as well as providing sponsorship for some level of capacity building.

1.3 Institutional & Governance Context

17. In the past, the public sector organizations assumed full, unchallenged responsibility for the management of natural resources within and outside protected area systems in Sierra Leone. Most other stakeholders were alienated, severing partnerships and jeopardizing full-scale and active public participation by adopting command-and-control approaches. The areas outside reserves became a free-for-all; open access heritage was overused and often abused. The on-reserve, policing-type management practice and the open access management style have proven to be counterproductive. A shift in paradigm to shared management responsibility with other partners, including the communities, is gradually emerging. It is believed that institutionalized collaboration and partnership arrangements, combined with oversight coordination, could be the key to improving management effectiveness by pooling scarce resources and assigning management responsibilities and roles based on capabilities.

1.3.1 Ministries, Departments & Agencies (MDAs)

18. Until 2005, the key public institutions responsible for forestry, wildlife, biodiversity conservation, and environmental protection and management were the forestry and environment departments. These departments operated as part of various ministries, more recently including the Ministry of Agriculture, Forestry and Food Security (MAFFS) and the Ministry of Lands, Country Planning and Environment (MLCPE). However, in 2005, the Government of Sierra Leone established the National Commission on Environment and Forestry (NaCEF), which has recently in 2008, through an act of parliament being replaced by the Environmental Protection Agency (EPA). EPA¹⁰ is responsible for

¹⁰ The major responsibility of the EPA includes ensuring that environmental impact assessments (EIAs) are undertaken and monitored for the conservation of natural resources and biodiversity, environmental protection of projects and activities, and utilization of natural resources. Other responsibilities include priority setting within the fields of its mandate, the development

the natural and environmental resource management responsibilities previously overseen by the departments of environment and forestry. It is an executive and policy advisory agency, and its mandate includes advising policy and involvement in project implementation, environmental monitoring, and priority setting.

1.3.2 The National Steering Committee (NSC)

19. To engage the MDAs, CSOs and donor agencies, the SGP will constitute a national steering committee that will participate in the development and periodic revision of the Country Programme Strategy and review and approval of project proposals, submitted to the SGP by NGOs/CBOs that will be pre-screened by the National Coordinator, in accordance with established criteria and procedures. NSC members will also be encouraged to actively participate in site visits and ongoing monitoring and evaluation activities associated with the SGP and its projects, and NGO/CBO project proponents. The NSC will include experts in GEF focal areas from CSO and academic community, the UNDP RR/representative, Donor agency representative, GEF operational focal point, gender expert and the National Coordinator (ex-officio member). Constituting the NSC will be based on various eligibility criteria outlined in the NSC Process Manual.

1.3.3 The GEF Focal Points

20. GEF Focal Points play a critical coordination role regarding GEF matters at country level as well as serving as the liaison with the GEF Secretariat and Implementing Agencies while representing their constituencies on the GEF Council. Sierra Leone has both GEF Operational and Political Focal Points. The GEF Political Focal Point is concerned primarily with issues related to GEF governance, including policies and decisions, as well as relations between member countries and the GEF Council and Assembly, while the GEF Operational Focal Point is concerned with the operational aspects of GEF activities, such as endorsing project proposals to affirm that they are consistent with national plans and priorities and facilitating GEF coordination, integration, and consultation at country level. The GEF Operational Focal Point (OFP) will serve as a member of the NSC and shall be kept abreast with SGP activities and outcomes in the country.

1.4 Country Outlook: Issues, Challenges & Opportunities

1.4.1 Population

21. With the annual population growth rate of 2.277 per cent in Sierra Leone, the total population in Sierra Leone is about 5,485,998. This is projected to increase by more than half in the next 10 years. The country's population has risen rapidly from 2,735,159 in 1974 to 4,976,871 in 30 years. The growth rate includes rural to urban migration and natural births. Population increase in the Western Area is a major driving force behind the water shortage in the reserve¹¹.
22. World Bank since the end of the war has provided \$36 million in credit to the Government of Sierra Leone to expand the water supply scheme, improve on infrastructure and build capacity. This has allowed the GVWC¹² to expand its supply by 55%. The capacity of Guma Works has increased from 17.7mgd to 25mgd between 2001 and 2004. This is however not adequate to meet the expected demands of 38.1mgd, 44.0mgd and 58.9mgd respectively in 2006, 2011 and 2016.

and submission of intervention proposals, and the initiation and conduct of pilot initiatives in forestry and environment. The EPA currently has serious overlaps in legislation with different ministries, which usually has negative consequences on environmental management efforts.

¹¹ <https://www.cia.gov/library/publications/the-world-factbook/.../sl.htm...>

¹² Guma Valley Water Company (GVWC); en.wikipedia.org/wiki/Water_supply_in_Sierra_Leone

Population increase and rapid urbanization is a driving force and a challenge for sustainable management of resources in the country. This driving force is putting pressure on available resources in the reserve like drinking water supply, consequently, increasing demand for the services. The population of the Western Area Urban and Rural Districts represents 19% of national population with an annual increment rate as 0.4%¹³.

1.4.2 Diversity & Ethnicity

23. Sierra Leone is a predominantly Muslim country, though with an influential Christian minority. Sierra Leone is ranked as one of the most religiously tolerant nations in the world. People are often married across ethnic and religious boundaries. Muslims and Christians collaborate and interact with each other peacefully. Religious violence is very rare in the country. The population of Sierra Leone comprises about fifteen ethnic groups, each with its own language and costume. The two largest and most influential are the Temne and the Mende. Although English is the language of instruction in schools and the official language in government administration, the Krio language (derived from English and several indigenous African languages) is the primary language of communication among Sierra Leone's different ethnic groups, and is spoken by 90% of the country's population. The Krio Language unites all the different ethnic groups, especially in their trade and interaction with each other.

1.4.3 Poverty & Poverty Reduction Strategy

24. Government formulated a poverty reduction strategy in the form of Interim-PRSP, which was finalized in June 2001, and subsequently endorsed by the Joint Executive Boards of the IMF and World Bank in September of the same year. The I-PRSP reflected Government's priority to address the challenges of transition from war to peace and the first assessment of actions needed to achieve this objective. The I-PRSP aimed at rebuilding the country by addressing the causes of the war through a responsive poverty reduction and pro-poor economic growth. The I-PRSP's objectives, which were cast in a medium-term framework, were to be implemented in two phases. In the transitional phase (2001-2002), emphasis was placed on: (i) restoring national security and good governance; (ii) re-launching the economy; and (iii) providing basic social services to the most vulnerable groups. The medium-term (2003-2004) would focus on good governance, revival of the economy and social sector development¹⁴.
25. The new agenda also took into account implementation of a national recovery strategy (NRS), launched in October 2002, to improve the provision of social and economic services in the immediate post-conflict period and the preparation of a full PRSP that would consolidate and build on the gains made in implementing the I-PRSP. Both the I-PRSP and the NRS were successfully implemented during the 2001-2004 period, contributing to the development of a full PRSP in 2005. With the full support of the international community, considerable progress has been made in restoring security and consolidating peace throughout the country. To consolidate these gains, the Government has fully embraced bold economic and structural reforms aimed at sustaining economic recovery and improved public financial management and service delivery. Major sector reforms are at an advanced stage and progress has been made in strengthening accountability and

¹³ Water and Sanitation Policy, 2007 funded by the UN Economic Commission for Africa (UNECA); Infrastructure & growth in Sierra Leone (www.afdb.org)

¹⁴ Sierra Leone: Poverty Reduction Strategy Paper; IMF Country Report, 2005; www.imf.org/external/pubs/ft/scr/2005/cr05191.pdf

transparency, anti-corruption and monitoring of service delivery. Political devolution has also progressed with the enactment of the Local Government Act 2004¹⁵.

26. Government's poverty strategy is also set within the overall vision of Sierra Leone's long-term development agenda articulated in Vision 2025¹⁶. This document identifies the key objectives that need to be attained for Sierra Leone to leave conflict behind forever and provide a better life for its people. Although noticeable achievements have been made in implementing the I-PRSP and NRS over the immediate post-conflict years, poverty reduction still remains a major challenge for the Government and the people of Sierra Leone. New responsibilities have also emerged, with the need to pursue accountable, transparent and corruption-free policies for stability as well as to ensure a carefully sequenced opening up of investment and trade to deliver economic growth. There are also new opportunities including capacity for making the investments in health, education and infrastructure that would allow the country to attain the MDGs¹⁷ in the widest participatory manner.

2.0 SGP COUNTRY PROGRAMME STRATEGY (CPS)

27. The CPS links directly to the various national strategies that have been formulated in compliance with the conventions for which GEF serves as funding mechanism. SGP Sierra Leone will adopt a learning-by-doing approach¹⁸ as it may have a higher chance of success than attempts to train and re-orient people. The SGP will use the CPS to lead on a coordinated set of participatory and continuously improving process of analysis, debate, capacity strengthening, planning and investment, which integrates the economic, social and environmental objectives of the country and communities, seeking trade-offs where this is not possible. The identified national priorities to be planned and implemented at Small Grants level are outlined under the SGP approach.

2.1 Goal and Objectives

28. SGP Sierra Leone aims to use this means to address the MDGs, promote environmental management at the local level, guarantee global environment benefits, sustain livelihood assets, capabilities and activities, reduce disaster risks and promote clean growth and ecological citizenship. The principal objectives include:
- Develop state and community-level strategies and implement technologies that reduce threats to the global environment while supporting the achievement of the MDGs.
 - Share lessons learned at the community and state-levels to enhance quality through up-scaling and sustain impacts through replication. These lessons can be integrated into desired outcomes of community and state-level projects at the planning stage.
 - Build network partnerships to broaden stakeholders, mobilize resources, strengthen capacity and consolidate actions in support of addressing local environmental problems for global benefits.

2.2 SGP Country Programme Niche

29. The OP5 SGP CPS has been designed within the GEF-5 strategic framework and Sierra Leone's environmental management priorities with the following broad strategic directions:

¹⁵ Local Government Act, 2004; www.sierra-leone.org/Laws/2004-1p.pdf

¹⁶ Sierra Leone Vision 2025; www.sl.undp.org/1_doc/Vision_2025.pdf

¹⁷ See <http://www.sl.undp.org/mdg.htm> for the Millennium Development Goals (MDGs).

¹⁸ The learning-by-doing approach will have three goals: learning to be effective; learning to be efficient and learning to expand. At each stage, capacity and most critically, ownership will be created among stakeholders.

- Actively engage indigenous representatives from biodiversity-rich areas in CBD decision-making processes recognizing them as rights-holders as distinct from stakeholders, given their close dependence on and historical connection with biodiversity.
- Improve participation in national policy processes especially by local groups;
- Improve advocacy and capacity for mainstreaming environmental management in national legislative and institutional processes.
- Strengthen CSO capacity to mainstream global environment issues to achieve local and global benefits;
- Promote small-scale, climate-smart technologies for rural energy and poverty alleviation.
- Revise conservation policies to promote coherence of indigenous and human right frameworks both nationally and internationally;
- Promote mainstreaming via local institutions but with pooled support from strategic and network partnerships.
- Tackle mainstreaming by building on existing integrating processes rather than separate master plans.
- Emphasize the socio-economic benefits of environmental management through participative communication and education programmes, and make explicit the links between conservation and national development objectives.

30. The SGP niche within the national priorities under GEF-5 is summarized in table 1.

Rio Conventions + national planning frameworks	Date of adoption	Date of ratification
UN Convention on Biological Diversity (CBD)	June 1994	December 12, 1994
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2003	
UN Framework Convention on Climate Change (UNFCCC)	May 1992	April 1996
UNFCCC National Communications (1 st , 2 nd , 3 rd)	8 January 2007 (1 st)	
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	2011	
UN Convention to Combat Desertification (UNCCD)	June 1994	September 25, 1995
UNCCD National Action Programmes (NAP)		
Stockholm Convention (SC)		September 26, 2003
SC National Implementation Plan (NIP)	1997	
World Bank Poverty Reduction Strategy Paper (PRSP)	February 2005	
GEF National Capacity Self-Assessment (NCSA)	September 2006	
GEF-5 National Portfolio Formulation Exercise (NPFE)	N/A	
Strategic Action Programmes (SAPs) for shared international water-bodies	September 2008	

Cartagena protocol on bio-safety to the CBD	January 2000	2003
The Vienna Convention on Protection of Ozone Layer and Montreal Protocol on Substances that Deplete the Ozone Layer	September 1987	April 1993
Draft national bio-safety regulation	2000	
The Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal	December 1999	Not yet
Bamako Convention on the ban of the import into Africa and the control of trans- boundary movements of hazardous wastes within Africa (Bamako convention)	January 1991	April 1993
Abidjan Convention and Protocol on Management And Protection Of Coastal and Marine Environment In the Sub-Region		June 7, 2005
Ramsar Convention On Wetlands		June 7, 2005
Environment Protection Act		2000

Table 1: Ratification of relevant conventions and national/regional plans or programmes

31. As part of national efforts to meet the obligations of these conventions, stakeholders undertook National Capacity Self Assessment (NCSA) in 2006. The NCSA identified various challenges to the implementation of the three Rio conventions in Sierra Leone and proposed strategies for mainstreaming the outputs into the PRSP and country document for the MDGs. The Environmental Protection Agency (EPA) has been set up to manage the implementation of these conventions and ensure delivery on the various cross-cutting issues of knowledge management, gender, policy and capacity.
32. A review of the implementation outcomes of these conventions reveals that the major constraints include the multiplicity of mandates, inadequate capacity at the individual, institutional and systemic levels, incoherence of instruments, inadequate resources, poverty, corporate boom, weak policies ,low-tech technologies etc. These can be significantly addressed by the SGP through extended local participation, improved accountability and education, capacity development, policy advocacy, gender mainstreaming, community empowerment, support to CSOs and innovation through clean, climate-smart technologies. This can be further supported through effective strategic and network partnerships, broadened stakeholder constituencies and organized management and development.

2.3 GEF SGP Geographic Focus

33. For the OP5 grants-making period, SGP will concentrate on identified sites across the country to promote equitable spread and possibilities of up-scaling of best practices coupled with strategies for national wide policy impacts, address identified vulnerabilities, enhance adaptive capacities, improve livelihoods, share lessons, develop capacity, transfer technologies and build a fair, lasting and equitable programmes base. This will then be up-scaled, where continuously improving, and replicated in other regions, where effective and successful. The focus will be spread thematically

and geographically across GEF focal areas, differentiated using locational and spatio-temporal values depending largely on needs, feasibility and level of impact, level of participation, feedback mechanism and consensus with national priorities and GEF benchmarks.

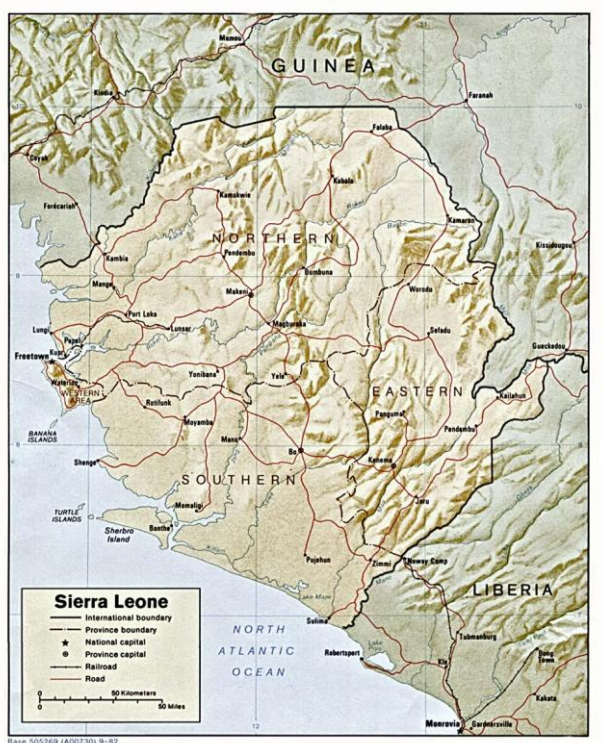


Figure 1: Map of Sierra Leone

SGP OP5 Objectives	National priorities	SGP Sierra Leone niche
<u>SGP OP5 Immediate Objective 1:</u> Improve sustainability of protected areas and indigenous and community conservation areas through community-based actions	1. Expand CCAs and improve co-management of HBAs 2. Develop capacity at the community and state levels in PES, decentralized PA management and environmental monitoring	1. Establish mechanisms to respect and maintain traditional ecological knowledge and practices of indigenous and local communities 2. Promote the management of PA systems through new forms of community-state partnership and cooperation
<u>SGP OP5 Immediate Objective 2:</u> Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions	3. Develop PA financing plans to support eco-tourism, co-management and research. 4. Integrate BDC into relevant cross-sectoral plans, programmes and policies including PRSPs 5. Ensure that policies concerning forest areas, marine and freshwater ecosystems are compatible with BDC priorities 6. Improve on biodiversity conservation education	3. Develop and apply a toolkit for Biodiversity Education and Communications (BDEC) 4. Mobilise resources for sustainable financing of decentralised PA management structures 5. Mainstream BDC into cross-sectoral plans, programmes and policies

<p><u>SGP OP5 Immediate Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level</p>	<p>7. Develop a climate research centre and short course programme</p> <p>8. Reduce poverty through the deployment of low-carbon technologies like RETs</p>	<p>6. Develop capacity for pollution monitoring and small- scale waste management technologies</p> <p>7. Promote the use of low-carbon RETs as a livelihood and rural poverty alleviation approach. e.g. community charging stations etc</p>
<p><u>SGP OP5 Immediate Objective 4:</u> Promote and support energy efficient, low carbon transport at the community level</p>	<p>9. Develop and apply waste-energy technologies to community-level CCM programmes of action</p> <p>10. Support a community-level bio-energy programme for sustainable water transport systems</p>	<p>8. Develop and implement a Climate Change Education & Communications (CCEC) strategy</p> <p>9. Mobilise resources for the establishment and operationalization of a climate change research centre</p>
<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>11. Develop and apply community - level SLM, SFM and REDD-PLUS plans through enhanced local and participatory GIS (PGIS)</p>	<p>10. Enhance cost-effective social and institutional strengthening at the community-level through PGIS REDD+ projects.</p> <p>11. Support the decentralisation and commercialisation of renewable energy technologies (RET). e.g. solar hot water systems, solar cookers etc</p> <p>12. Promote the demonstration, development and deployment energy-efficient stoves</p>
<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>12. Strengthen institutional arrangements of MDAs and CSOs in GIS and LIS.</p> <p>13. Mobilize resources for the establishment of a national research centre for SLM/SFM and REDD-PLUS</p>	<p>13. Promote the use of appropriate climate-smart technologies for SLM, SFM and land use-based livelihood strategies</p> <p>14. Mainstream established SLM and SFM plans at the community level into cross-sectoral state policies and processes</p>
<p><u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)</p>	<p>14. Develop capacity through short-course programmes</p> <p>15. Develop and apply a national PES and REDD-PLUS mechanism that complements local livelihood needs</p> <p>16. Develop and apply a land use education strategy</p>	<p>15. Develop and apply a land use education and communications strategy</p> <p>16. Support investment in agricultural research</p> <p>17. Provide improved techniques for soil and water conservation and semi-intensive livestock and range management</p> <p>18. Promote a “watershed-PLUS”¹⁹ approach and agri-environment rural development policies</p>
<p><u>SGP OP5 Immediate Objective 8:</u> Support transboundary water body management with community-based initiatives</p>	<p>17. Expand and improve on the visibility and management of MPAs</p> <p>18. Develop and apply locally</p>	<p>19. Develop and apply a framework for assessing community vulnerability to CC and other threats and promote a Livelihoods</p>

¹⁹ Watershed PLUS approach involves is an advanced idea of ordinary watershed management which primarily includes better water management, minor irrigation, drinking water supply, sanitation facilities, forestry micro crediting to use Non Timber Forest products, aquaculture, orchard maintenance and handicrafts for income generation and livelihood (IGES, 2008).

	<p>appropriate methodologies and techniques for improved and decentralised MPA²⁰ network designs and management</p> <p>19. Develop capacity; improve policy frameworks and community participation</p> <p>20. Develop and apply a zonal communications strategy for water resources governance²¹(WRG)</p>	<p>for Protecting Marine Areas Programme (LIPMAP)</p> <p>20. Develop and apply methods in scaling-up MPAs to contribute to large scale networks that achieve multiple objectives at regional, national and local levels</p> <p>21. Promote the use of small-scale, low-carbon fisheries management technologies as a livelihood strategy for coastal communities</p> <p>22. Develop and apply a community based toolkit for WRG education and communications</p>
<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>21. Strengthen adequate national policy frameworks aiming specifically at POPS and ODS and ensuring their implementation</p> <p>22. Reinforce the institutional capacities of the parties involved in the national ecologic management of POPS and ODS and coordinate their activities</p> <p>23. Promote access to and use of chemical alternatives for agriculture, disease prevention, commerce etc</p>	<p>23. Develop and apply a community-level waste-to-energy (trash energy) plan and develop capacity in managing small-scale, trash energy schemes</p> <p>24. Develop and apply a Chemicals Education and Communications (CEC) strategy for communities</p> <p>25. Develop and apply methods of reducing access to and use of POPS and ODS by communities in the focus areas.</p>
<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>24. Develop and implement a cross-cutting communications strategy targeting the community, schools, universities, CSOs, MDAs and the private sector</p> <p>25. Build capacity through a learning-by-doing approach to enhance a learning to expand, learning to be effective and learning to be efficient ideal among actors and non-state actors</p> <p>26. Support hands-on learning exchanges, scholarships and a state-community dialogue initiative.</p>	<p>26. Develop and implement a KMP targeting schools, communities, state and non-state actors using varying media mixes and message designs</p> <p>27. Improve capacity in environmental monitoring and management reporting (EMMR) through GEF and partner support for communities.</p> <p>28. Build capacity through community learning exchanges, demonstration sites and university-led research</p> <p>29. Develop and apply a toolkit for policy influencing and strategic communications</p> <p>30. Support farmer innovation projects</p>
	27. Develop and facilitate evidence-	31. Develop and implement a

²⁰ Marine Protected Areas (MPA) refer to regions in which human activity has been placed under some restrictions in the interest of conserving the natural environment, its surrounding waters and the occupant ecosystems, and any cultural or historical resources that may require preservation or management.

²¹ Water Resources Governance is the activity of planning, developing, distributing and managing the optimum use of water resources.

<p>Cross-Cutting Results: Poverty reduction, livelihoods and gender</p>	<p>based policy in environment and development.</p> <p>28. Develop capacity for policy change evaluation</p> <p>29. Develop strategic partnerships for mobilising resources to meet national non-SGP priorities</p> <p>30. Mainstream gender into state as well as community-level policy and process plans and projects for increased participation and empowerment</p> <p>31. Promote locally viable, environmentally benign, alternative livelihood approaches</p>	<p>Community Energy and Environment Trust (CEET) ²² and a livelihoods programme using RETs</p> <p>32. Develop an Extractive Sector Network Partnership (ESNP) ²³ to support small-scale community tree nursery and silviculture programmes</p> <p>33. Promote climate-smart agricultural techniques ²⁴ (e.g. integrated vegetable/rice-farming –aquaculture system, organic farming) and improved community-market flows</p> <p>34. Integrate Population, Health and Environment (PHE) ²⁵ at the community level through “Water Sanitation & Hygiene” WASH ²⁶ projects</p>
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Table 2: Constituency of SGP niche

2.4 SGP GEF Focal Areas/Country Programme Priorities (CPP)

2.4.1 Biodiversity Conservation

34. Sierra Leone signed and ratified the CBD in 1994 and 1996 respectively. Mainstream support has been from MDAs, especially MAFFS, MLCPE and MFMR. The UNDP has consistently led in providing support for the development of local-global policy linkages, capacity building and programmes implementation. An example is the NBSAP²⁷ formulated and first submitted in draft in 2003. The Forestry Division through the Wildlife and Conservation Unit (WCU) has been instrumental in the facilitation of most formulation exercises and implementation of projects. For Sierra Leone, the main identified constraints for biodiversity conservation include:

- Lack of resources: financial, human and technical.
- Low education and environmental sensitivity
- Limited funding for research
- Multiplicity of mandates and institutional incoherence

²² CEET will support a community solar-charging station initiative that will generate funds for microfinance accessible to community cooperatives, women’s groups etc

²³ ESNP will directly support community tree nursery projects as a way of connecting smallholder producers to markets

²⁴ Climate-smart agriculture refers to agriculture that sustainably increases productivity, resilience (adaptation), reduces/removes greenhouse gases (mitigation) while enhancing the achievement of national food security and development goals.

²⁵ PHE is an approach to development that integrates Population, Health, and the Environment (PHE) to effectively serve people and their resources worldwide. A PHE approach integrates health or family planning with conservation efforts to seek synergistic successes for greater conservation and human welfare outcomes than single-sector approaches.

²⁶ WASH schemes provide supplementary means to water availability, improved ecosystem and community health, reduced morbidity as a result of hygiene-related diseases etc

²⁷ National Biodiversity Strategies and Action Plans (NBSAPs) are the principal instruments for implementing the Convention at the national level (Article 6). The Convention requires countries to prepare a national biodiversity strategy (or equivalent instrument) and to ensure that this strategy is mainstreamed into the planning and activities of all those sectors whose activities can have an impact (positive and negative) on biodiversity.

- Low legal and institutional capacity

35. For the SGP, the following national priorities will be considered:

- Develop a national biodiversity register differentiated communally and nationally.
- Sustainable financing mechanism for research; this will support the development of a biodiversity register that includes information on habitats, species and ecosystems.
- Development of plans for protected area systems that enhance sustainable financing and participatory management at the community level.
- Expand CCAs and improve co-management methods for high biodiversity areas ²⁸(HBAs)
- Capacity development at the individual and institutional levels for PES mechanisms, PA management, ecotourism planning and environmental reporting.
- Improve Biodiversity Conservation Education and Communications (BDEC); develop and apply a toolkit for field practitioners for integrating BDC into other GEF focal area strategies.
- Support the development and implementation of a TB BDC mechanism.
- Integrate biodiversity conservation into relevant sectoral and cross-sectoral plans, programmes, and policies, including Poverty Reduction Strategy Papers (PRSPs);
- Establish mechanisms to respect and maintain the traditional ecological knowledge and practices of indigenous and local communities; and
- Manage living resources through new forms of community-state partnership and cooperation.

2.4.2 Climate Change

36. In June 1995, Sierra Leone ratified the UNFCCC. The first national initial communications (NIC) were completed in 2007, which second NIC is under review by national stakeholders. NAPA²⁹ and NAMA³⁰ documents have also been developed. Under the “common but differentiated responsibilities” provision of the UNFCCC, Sierra Leone with support from GEF conducted a study measuring the feasibility of a climate change programme explained in the NIC³¹ through the following focal issues:

- GHG inventory and the identification of carbon sinks, using the 1996 reviewed IPCC guidelines.
- Country Vulnerability Assessment (CVA) and approaches to adaptation.
- Situation analyses including impacts measurement, challenges and possible interventions.
- Emissions scenarios and suitable mitigation options.

²⁸ Ten High Biodiversity Areas (HBAs) so far been identified in Sierra Leone cover about 3,200 km² of land, and include roughly 31 Mt of biomass carbon and 23 Mt of soil carbon. In total, 38% of the land area important for both carbon and biodiversity has no form of legal protection.

²⁹ National adaptation programmes of action (NAPA) provide a process for Least Developed Countries (LDCs) to identify priority activities that respond to their urgent and immediate needs to adapt to climate change - those for which further delay would increase vulnerability and/or costs at a later stage.

³⁰ Nationally Appropriate Mitigation Action (NAMA) refers to a set of policies and actions that countries undertake as part of a commitment to reduce greenhouse gas emissions. The term recognizes that different countries may take different nationally appropriate action on the basis of equity and in accordance with common but differentiated responsibilities and respective capabilities. It also emphasizes financial assistance from developed countries to developing countries to reduce emissions.

³¹ The first NIC addresses the integration of climate change concerns into national development programming like Vision 2025, PRSP (2004) and other local, state and transboundary considerations; the initiation of a sustained dialogue programme for climate policy discourses through various interfaces; state-community, university-state, state-CSOs and more besides; the development of a national inventory of anthropogenic emissions, clean-up mechanisms and policy frameworks; cost-effective means to mitigating and adapting to climate change; and improvement of assets, capabilities and activities for accurate climate change assessment, effective response and enhanced community resilience.

37. The main identified constraints to the implementation of the UNFCCC include:
- Weak institutional capacity and policy frameworks
 - Inadequate human and financial resources
 - Unlinked UNFCCC and country development plans
 - Limited local and state-level prioritization of climate change actions
38. The SGP will consider supporting the following national priorities:
- Promotion of locally viable, climate-smart technologies (agriculture, renewable energy, and aquaculture) for reduced rural energy poverty, improved livelihoods, and pollution reduction.
 - Improvement of the climate resilience and adaptive capacity of high-risk communities through disaster risk reduction, disaster management, energy-efficient housing and other adaptation techniques.
 - Capacity development for pollution monitoring, waste management etc; use of small-scale technologies for waste management and WASH.
 - Capacity development for and management of an improved energy-efficient small stoves programme.
 - Develop and apply a toolkit for field practitioners for integrating CC into other GEF focal area strategies.
 - Mitigation of climate change in the coastal areas through the reversion of abandoned, unutilized and undeveloped fishponds into protection and productive mangrove forests.

2.4.3 Chemicals

39. The government of Sierra Leone ratified the Stockholm convention on 26 September 2003 and has remained committed to playing its part in ensuring that the comprehensive implementation of the action plans in the NIP are realized. At the UNCED in 1992, Sierra Leone participated in the adoption of “Agenda 21”- a document that seeks, among other things, to enhance sound management of chemicals. Of special relevance for chemicals management is the Chapter 19 of “Agenda 21” which deals with environmentally sound management of chemicals, including illegal international traffic in toxic and dangerous products. In due response, Sierra Leone has developed a National Environmental Action Plan (NEAP), and a National Environmental Policy (NEP) that seeks to achieve sustainable development through sound environmental management. Major constraints identified in the implementation of the convention include: inadequate financial and human resources, weak institutional and legal capacity, commercial use of chemicals etc
40. The SGP will consider the following national priorities:
- Strengthen adequate national policy frameworks aiming specifically at POPs and ODS and ensuring their implementation;
 - Reinforce the institutional capacities of the parties involved in the rational ecologic management of POPs and coordinate their activities;
 - Facilitate exchange of information in terms of best practices and mobilize resources for a national chemicals strategy.
 - Develop a strategy for Chemicals Education and Communications (CEC) at the community and state-levels; develop and apply a toolkit for field practitioners for integrating chemicals into other GEF focal area strategies
 - Promote and deploy POP-smart technologies for detecting and/or reducing chemical risks.
 - Develop and apply a community and state-level waste-to-energy plan and develop capacity in alternative, environmentally-friendly waste management techniques/technologies.

2.4.4 Land Degradation/Sustainable Forest Management and REDD-PLUS

41. Sierra Leone signed the UNCCD in 1997, making way for the formulation and review of a national action plan (NAP). In 2002, Sierra Leone submitted the first national report to the COP which progressed to a national forum in 2005 for identifying and reviewing national priority areas for sustainable land management (SLM)³², sustainable forest management (SFM)³³ and REDD-PLUS³⁴. At the forum, the following constraints to the implementation of the UNCCD were identified:
- Weak governance issues and capacity
 - Inadequate funding for research and implementation.
 - Weak governance mechanisms and property regime issues
 - Deforestation from commercial and subsistence agriculture and logging
 - Incoherence among instruments and lack of coordination.
42. When developing national strategies for climate change mitigation and sustainable forest management, Sierra Leone may need to take account of the importance of soil carbon in these areas and consider options for its management. Well-designed REDD+ interventions in these areas could provide considerable benefits for biodiversity conservation. Similarly, projects that improve the effectiveness of protected areas in retaining both forest carbon and biodiversity value may make a significant contribution to REDD+. Again, any future work should be conducted in close collaboration with national stakeholders and institutions to ensure that national priorities are considered and best available national data are used.
43. The SGP will consider the following national priorities:
- Strengthen local level institutional arrangements of MDAs and CSOs in GIS and LIS packages
 - Implement a few pilot projects on REDD+ under the focal areas covering SLM, CC. and Biodiversity. Promote the use of appropriate, climate-smart technologies for SLM, SFM and livelihoods for community priority areas (PAs) -reforestation, afforestation, wildfire management, agroforestry, soil and water conservation etc.
 - Mobilize resources and implement activities in environmental education and capacity building; develop and apply a toolkit for field practitioners for integrating SLM, SFM and REDD-PLUS into other GEF focal area strategies.
 - Develop and apply short, medium and long-term SLM and SFM plans for community-led implementation and integrate them into a national SLM and SFM plan.
 - Mainstream gender into existing local level SFM and SLM frameworks

³² Sustainable land management (SLM) is a knowledge-based procedure that helps integrate land, water, biodiversity, and environmental management (including input and output externalities) to meet rising food and fibre demands while sustaining ecosystem services and livelihoods. Improper land management can lead to land degradation and a significant reduction in the productive and service (biodiversity niches, hydrology, and carbon sequestration) functions of watersheds and landscapes.

³³ Sustainable forest management (SFM) refers to the stewardship and use of forests and forest lands in a way, and at a rate, that maintains their biodiversity, productivity, regeneration capacity, vitality and their potential to fulfill, now and in the future, relevant ecological, economic and social functions, at local, national, and global levels, and that does not cause damage to other ecosystems.

³⁴ REDD+ and its potential co- benefits are important in Sierra Leone, where forest areas are decreasing by 0.7% each year. Sierra Leone's terrestrial carbon stocks total 944 Mt, comprised of 425 Mt of carbon. Both biomass and soil carbon are distributed unevenly over the country; areas of highest biomass carbon density contain 20% of Sierra Leone's biomass carbon but cover only 7% of the country's land area, that is, around 4 660 km². More than 40% of Sierra Leone's land is low in biomass carbon, but some of these areas are characterized by high soil carbon (Global forest Resources Assessment, FAO 2010)

- Promote community-based policy advocacy for REDD+ and design and apply community-level payment mechanisms (PES³⁵). Development a local level PES register and capacity for implementing a PES mechanism by communities.

2.4.5 International Waters

44. Sierra Leone can be divided into 12 river basins, of which five are shared with Guinea and two with Liberia. The most important ones, from west to east, are: the Kolente (Great Scarcies), Kaba, Rokel, Pampana (Jong), Sewa, Moa, and Mano. Wetlands are important in rice and vegetable production. Sierra Leone signed the Ramsar Convention on Wetlands in 1999 and 66 Ramsar sites exist in the country³⁶. Sierra Leone shares several river basins with neighboring countries, such as the Kolente (Great Scarcies) and the Kaba with Guinea, the Mano with Liberia, and the Moa with Guinea and Liberia. The inflows into Sierra Leone from these transnational watercourses are considered negligible. Sierra Leone is a member of the Mano River Union, a regional body whose activities impact on agriculture and rural development. Currently, there is no national strategy for implementing IW programmes of action, but the country is part of many transboundary strategies³⁷.
45. The SGP will explore the following national priorities:
 - Expand and improve on the visibility and co-management of marine protected areas (MPAs).
 - Develop and apply biophysical and social design principles for integrating fisheries, biodiversity and climate change objectives into resilient MPA network design
 - Develop and apply methods for scaling-up small community-based MPAs to contribute to large scale networks that achieve multiple objectives at regional, national and local scales.
 - Develop and apply a toolkit for field practitioners for integrating MPA into other GEF focal area strategies.
 - Develop community level guidelines for incorporating MPA networks within broader fisheries management frameworks for key species or species groups.
 - Develop a small-scale fisheries management technique and a livelihoods programme supported by the deployment of low-carbon, appropriate storage technologies.
 - Develop and apply a spatial fisheries assessment tool ³⁸for small scale fisheries in data-poor situations
 - Develop and apply methods for assessing ecological resilience and social vulnerability to climate change and other threats and incorporating results in local level actors on MPA network design
 - Develop and apply a framework for assessing social vulnerability (including exposure, sensitivity and adaptive capacity of communities) to climate change and other threats.

³⁵ Payments for ecosystem services (PES), also known as payments for environmental services (or benefits), is the practice of offering incentives to farmers or landowners in exchange for managing their land to provide some sort of ecological service. They have been defined as a transparent system for the additional provision of environmental services through conditional payments to voluntary providers. These programmes promote the conservation of natural resources in the marketplace.

³⁶ See www.global-dam-re-operation.org/uploads/.../ECOWAS_concept.do...

³⁷ An example is the Guinea Current Large Marine Ecosystem (GCLME) Strategic Action Programmes (SAP), September 2008.

³⁸ Stock assessments provide fisheries managers with the information that is used in the regulation of a fish stock. Biological and fisheries data are collected in a stock assessment.

2.4.6 Capacity Development (cross-cutting)

46. A review of the country priorities for the Rio conventions identified the following capacity needs: low level of awareness and technical capacity, weak coordination and incoherence, inadequate financial resources and low-tech monitoring and control mechanisms. The following national priorities will be considered:
- EE&C programmes for schools, communities and state institutions.
 - Provide university establishments and research institutions with technical and financial resources so they can develop skills in process modeling and impacts assessment
 - Establish an experience exchange network among communities and projects
 - Environmental monitoring and reporting (documentation of local knowledge)
 - Strengthen the ability of communities to self-manage (sustain) SGP projects.

2.5 CPS Approach: Country Focal Areas (CFA)

2.5.1 Knowledge Management

47. Over the last decade, concrete efforts have been made by various actors in promoting environmental awareness and education. These efforts resulted in remarkable understanding of environmental issues, which truly, is a new construct. However, there is still a need for more support to what has been achieved, and more effort is required to spread best lessons learned, share information and exchange knowledge using various media. SGP Sierra Leone will communicate at two interfaces: *external communication*- supporting positive pressure group approaches, particularly decision makers and opinion leaders towards environmental issues, and encouraging participation and cooperation as a support to implementing SGP projects; and *internal communication* by developing institutional capacities to draw strategies from the CPS-recommended knowledge management plan to implement an effective Environmental Education and Communications (EE&C) ³⁹strategy to achieve GEF SGP objectives. The criteria for media mix and message design will include: building on on-going initiatives, cost-effectiveness, integration, community participation and applicability. Branding of the programme will be sufficiently followed.

2.5.1.1 Knowledge Management Plan (KMP)

48. The purpose of a national KMP is to provide a common vision for EE&C in Sierra Leone and a framework for action that will ensure the full participation of stakeholders across all levels and sectors of the target society. The plan will be a means to enhancing the effectiveness of on-going and planned initiatives in environmental education and management. The main goal is to promote environmental management at the local level for global benefits in compliance with GEF recommendations. The objectives include :
- Increase public environmental awareness and participation;
 - Integrate environmental education into the primary level and possibly tertiary formal education system;
 - Build institutional and individual capacity for EE&C ;

³⁹ Environmental communication refers to the study and practice of how individuals, institutions, societies, and cultures craft, distribute, receive, understand, and use messages about the environment and human interactions with the environment. This includes a wide range of possible interactions, from interpersonal communication to virtual communities, participatory decision making, and environmental media coverage. Environmental education is a learning process that increases people's knowledge and awareness about the environment and associated challenges, develops the necessary skills and expertise to address the challenges, and fosters attitudes, motivations, and commitments to make informed decisions and take responsible action (UNESCO, Tbilisi Declaration, 1978).

- Increase the quantity and improve the quality and distribution of EE&C teaching/learning materials;
 - Increase environmental awareness and responsiveness of key individuals at all levels, e.g. decision-makers, traditional leaders, women, farmers, general public; and
 - Decentralize EE&C activities to the local level.
49. Because men and women play different roles in the environment, there is need to develop a gender-responsive KMP that considers and addresses gender-environment concerns fairly, equitably and that can be sustained. This will also cover the youth, children and other marginalized, indigenous populations. SGP projects can play an effective role in linking learning institutions to the community and can assist in providing support to conservation and communication activities undertaken at this level. The guiding principles for the KMP include:
- EE&C will be made available to the widest possible audience, pupils and students in formal education and training institutions, individuals in key positions (from decision-makers and opinion leaders to people degrading the environment), out-of-school youth, urban and rural dwellers, staff of governmental and non-governmental institutions and organizations;
 - A participatory approach will be used for planning and implementing EE&C activities. It will help ensure relevancy, and create a sense of ownership by stakeholders which is essential for sustainability. It will also ensure that the views and rights of women and other groups are taken into account.
 - EE&C initiatives will build on past accomplishments, and benefit from lessons learned;
 - EE&C initiatives will take advantage of existing opportunities, e.g. people's special interests, indigenous knowledge and traditional practices.
 - Research studies will be implemented to identify the characteristics and needs of different target audiences in order to select appropriate communication channels and materials ;
 - EE&C activities will be designed to make maximum use of existing facilities, resources and infrastructure.
 - EE&C programmes will be value-driven and designed to assist the *acquisition* of knowledge, skills and attitudes which are necessary to solve actual environmental problems;
 - EE&C activities for non-formal EE and formal EE will complement and supplement one another, and be jointly planned for maximum impact;
 - Constant positive interaction with the rural and urban environment will be promoted, and active community participation in solving environmental problems by identifying environmentally-friendly alternatives will be the basis for EE&C;
 - All EE&C activities will be designed to be sustainable, even in the case where assistance is required to initiate them;
 - Monitoring and evaluation will be an integral part of EE&C activities in order to ensure real progress and success.
50. The specific approaches to implementing the KMP will include:
- Community theatre/radio drama serials
 - Quarterly newsletter (SGP Focus)
 - SGP website/bulletin boards
 - Flyers/brochure
 - Community murals/annual school mural contests/school eco-clubs
 - Radio magazine shows/radio discussion programmes
 - Bi-monthly roundtable events (SGP Forum)/slide presentations
 - Video documentaries/TV debates
 - Demonstration centres/sites

- Field trips/exchange visits
- Participatory monitoring and assessment
- Training toolkits/factsheets/manuals/technical guides
- Workshops

2.5.2 Gender Mainstreaming & Community Empowerment

51. Addressing environmental management challenges in Sierra Leone requires an understanding of their underlying causes. According to the Millennium Ecosystem Assessment (MEA), the main drivers of change include the following: climate change led by the burning of fossil fuels; habitat and land-use change, primarily due to the expansion of agriculture; over-exploitation of resources, especially over-fishing; deliberate and accidental introduction of invasive alien species; and pollution, particularly nutrient loading, leading to a loss of biodiversity, agricultural productivity, and increased human health problems. Understanding and changing natural resource tenure and governance as well as unequal patterns of access to and control over natural resources lie at the heart of reversing environmental degradation. These issues are crucial to addressing the gender dimension of natural resources in Sierra Leone.
52. In addition, efforts aimed at reversing environmental degradation must consider other factors, including the following: socio-demographic trends, including growth, migration, and diseases such as HIV and AIDS; economic trends, including economic growth, disparities, and trade patterns; socio-political factors, ranging from equal participation in decision-making processes to conflicts; technological change that leads to increases in crop yields and agricultural intensification practices, with severe consequences for natural resources. These on the whole, once addressed, will allow for effective community empowerment and for the most part, gender equity.

2.5.2.1 Gender Mainstreaming, Livelihoods and Sustainable Development Plan

53. Improving natural resource management practices and protecting the environment require reducing poverty and achieving livelihood and food security among rural women and men. The following are some of the key gender issues in environmental management interventions in Sierra Leone:
 - Rural women and men have different roles, responsibilities, and knowledge in managing the environment.
 - Gender differences exist in rights and access to natural resources, including land, forests, water, and wildlife.
 - Women are still absent from the climate change and environment-related decision-making processes at all levels.
 - Access to new technology, information, and training related to environmental management remains highly gendered, with most of the related initiatives targeted to men
 - Degradation of the natural resource base can result in new forms of cooperation, conflict, or controversy between men and women or different ethnic groups.
54. The SGP country approach to mainstreaming gender⁴⁰, reducing poverty and supporting sustainable livelihoods⁴¹ focuses on improving/promoting:
 - Policies: environmental, economic, energy/bio-energy, and trade agreements
 - Legislation: such as land rights and intellectual property rights

⁴⁰ Gender mainstreaming is the public policy concept of assessing the different implications for women and men of any planned policy action, including legislation and programmes, in all areas and levels. Mainstreaming essentially offers a pluralistic approach that values the diversity among both women and men.

⁴¹ Sustainable livelihoods refer to a household/society's "means of securing the necessities of life. This includes assets, activities and capabilities.

- Incentives: such as for growing cash crops or improved varieties that could replace local varieties or for growing bio-fuel feedstock
- Institutions: extension services that promote technology developments and external innovations
- Culture: such as cultural norms and practices that may influence women's and men's access rights and cultural values that may influence gender-based decision making for environmental management.

55. This strategy will ensure the following benefits:

- Overall improvement in natural resources management, use, and conservation and increased climate-smart agricultural productivity.
- Maximized and equal gender contributions to household food security.
- Understanding and addressing the gender dimensions of environment and energy programs ensure effective use of development resources.
- Increased participation of women in decision-making processes.
- By identifying gender-differentiated opportunities and constraints, project implementers make better-informed decisions and develop more effective environmental management and livelihood interventions.
- Intra-household relations improve with an increase in women's control over household resources.
- Women's market participation increases as they become more active and successful in negotiations and trade.

2.5.3 Resource Mobilization (RM)

56. Rather than directing energy towards bagging large grant amounts from big funders to complement GEF funding, the SGP will explore possibilities of developing a following made up of industrial donors, corporations and groups with various degrees of affinity for its outputs. Their support may come in the form of large or small in-cash or in-kind donations, could be unrestricted, could be a one-time donation or could lead to long term funding. This alternative approaches encourages a healthy mix of funding sources thereby spreading the risk in the event that other sources do not come through.

57. The NSC will regularly assess SGP needs for resource mobilization and will target one of its members capable of handle this task to assist the full NSC with identification of sources of financing from bilateral sources, private sector and philanthropies based in Sierra Leone. By the end of each year, the NSC will estimate what proportion of non-GEF funds is needed by grantees so that the expected outputs can be realized and an accurate planning into the future can commence. As a new country programme, the SGP will target a co-financing threshold of \$500,000 in-cash and \$800,000 in-kind contributions to support activities within and outside the SGP niche through OP5. It is expected that the available co-financing funds will leverage the OP5 GEF core funds of \$750,000, which could be increased by the next operational phase (OP6). The indicative funds to be mobilized for OP5 are summarized in table 3. The target is based on the assumption that the project portfolio will be a minimum of 12 and a maximum of 24 projects if projected co-finances are realized annually.

58. SGP will explore the possibility of mobilizing additional \$250,000 from Sierra Leone's STAR allocations in OP5 but with an expectation that from good use of these resources, the next phase

(OP6) will even attract larger allocation by the GEF OFP; and will partner strategically with bilateral and multilateral agencies like USAID, UN Agencies, Regional Banks, Embassies, INGOs, Corporations and Foundations to secure additional funding that will target jointly approved proposals that seek to achieve common and agreeable outcomes. Another leverage opportunity will be with the Government of Sierra Leone and the Local and District Councils; the programme will encourage councils to integrate environmental management in their annual development plans. For grants-making, SGP will prioritize community-based projects that have secured complementary funds, at the minimum of 1:1 ratio of which at least 50% of co-financing will be in the form of cash, but will emphasize the preferential considerations for access to SGP funds by women's groups and other CSOs.

Funding source	Operation year 5 (2013-2014)		Total
	OP5 YR 1	OP5 YR 2	
Core GEF funds	300,000	450,000	750,000
GEF STAR funds	100,000	150,000	250,000
In Cash co-financing	200,000	300,000	500,000
In Kind co-financing	300,000	500,000	800,000
Total	900,000	1,400,000	2,300,000

Table 3: Indicative SGP OP5 funds

2.5.3.1 Resource Mobilization & Sustainability Plan

59. The strategy will include:

- *Building constituents:* SGP will launch two separate initiatives- E4T Programme (Enhancing Engagement, Empowerment and Environment for Tomorrow) and GEM Initiative (en-Gendering for Environmental Management)- to be able to shift from dependence on grants to building its own constituency involving donor agencies, environment NGOs, INGOs and the private sector. This will help mobilize local support, improve visibility and enhance strategic integration. Because more funders are using the level of community participation and support for grants making, SGP will raise resources from a local base and for a local purpose with global indicative benefits.
- *Communicating and prospecting:* the SGP will continually seek to connect with prospective donors, while maintaining a sizeable constituency base. It will see RM as a friend-raising process and an opportunity for funders to see and accept the SGP as the “people’s GEF with a cause”.
- *Relationships building:* the SGP will see institutions as a complex set of relationships that can only be fully and effectively sustained by cultivating healthy and close relationships with various organizations, thereby increasing interest and involvement.
- *Organization and development:* the SGP will establish and strengthen projects for the RM process. It will promote legitimacy through increased visibility, transparency and accountability. A resource mobilization toolkit will be developed to help projects and other organizations in identifying constituencies and broadening stakeholders, developing key messages and maximizing impacts.

60. The SGP will consider including one of the GEF agencies (World Bank, ADB, IFAD, FAO etc) in the NSC and all in the E4T programme. This will effectively progress the goal of developing

strategic partnerships and ordering the foundational co-financing approach of the SGP. The country programme through the E4T, will also build a constituency of INGOs, bilateral and multilateral agencies and the private sector including industries, telecommunication companies, banks, mining companies, corporations and foundations. SGP Sierra Leone will ensure its visibility to such private sector organizations through enhanced transparency, accountability, delivery and communications.

2.5.3.2 Transparency/Anti-corruption Measures

61. Transparency will be one of the top priorities of the SGP in Sierra Leone. SGP will meet its commitments under GEF operational guidelines and the respective ethical standards of the executing and implementing agencies- UNOPS and UNDP respectively. We will publish detailed information about GEF SGP projects; information will be accessible, comparable, accurate, timely and in a common standard with other donors. We will also provide opportunities for those affected directly by our projects to provide feedback. To meet this transparency commitment, SGP Sierra Leone will:
 - Meet the standards set out in the GEF operational guidelines, UNOPS Standard Operating Procedures (SOP) and UNDP Codes of Conduct and encourage all stakeholders to do the same.
 - Establish an enhanced management system to assure the quality of the information being published. This will apply to items of expenditure, programme documentation, evaluations and other forms of official communications.
 - Promote accessibility to information; SGP will explore innovative ways in which to do this given the range of languages, level of literacy and limited media.
 - Support grantees, other agencies and all stakeholders to increase transparency on external assistance in two ways: improving public-agency discourse and improving funder-grantee accountability.

2.5.4 Policy and Policy Advocacy Plan

62. In the social and economic development context the aims of advocacy are to create or change policies, laws, regulations, distribution of resources or other decisions that affect people's lives and to ensure that such decisions lead to implementation. Such advocacy is generally directed at policy makers including politicians, government officials and public servants, but also private sector leaders whose decisions impact upon peoples' lives, as well as those whose opinions and actions influence policy makers, such as journalists and the media, development agencies and large NGOs. By "pro-environment advocacy" SGP means advocacy for political decisions and actions that respond to the interests of people who directly face environmental issues.
63. In Sierra Leone, the following issues are identified to be affecting the policy environment: lack of practical guidance and evidence—based demonstrations, differing perspectives on evaluation, methodological challenges, identifying outcomes and differences among funders. Despite the challenges, there are many good reasons to implement evaluation of advocacy and policy work. For the SGP, evaluation may support best practices or provide evidence that investments are leading to achievement of desired goals. For SGP projects, evaluation may provide information that clarifies what are meaningful and appropriate expectations with regard to advocacy and policy work, as well as what strategies are most effective for achievement of desired goals. Both SGP and its grantee projects are motivated to make the case that their investment of resources, time, efforts and dreams will make a significant difference.
64. The SGP will develop and apply policy evaluation methods to offer credible and reliable tools and processes to make this case, as well as to develop a deep understanding about what is working and

what might need to be rethought in the area of advocacy and public policy change. This will be done through policy monitoring and public accountability, policy dialogue, campaigns for policy change, building the advocacy capacity of stakeholder groups, pathfinder and demonstrator projects and advocacy planning and implementation. The SGP will also focus on:

- The development and facilitation of evidence-based policy in environment and development.
- The production of an array of practical toolkits designed with CSOs, researchers and progressive policy-makers in mind.
- Direct support to CSOs to provide training in policy influencing and strategic communications.
- The strengthening of SGP capacity to influence other actors such as other donors, multilateral agencies and the government.
- Build collective knowledge about how to most effectively create effective pathways for successful advocacy and policy efforts;
- Establish accountability for both incremental and long-term changes in public policy, as well as social and environmental conditions; and
- Advance the field of evaluation for advocacy and policy work.

65. As a country programme, SGP will work by a commitment to support policies that ensure the protection of our environment for global benefits. SGP encourage groups collaborating on common policy priorities to take their work to a higher level of effectiveness by deepening their connection to public environmental concerns and holding policy makers accountable to an informed and engaged citizenry. In places where such collaborations are not underway, we will look for opportunities to bolster public support for strong conservation policies. We will expect conservation advocates advancing successful policies by building their base of support and demonstrating a conservation mandate to decision makers in the country.

66. Expected outputs will include: improved policies, shift in social norms, strengthened organizational capacity, strengthened alliances, improved policies, changes in impact, strengthened base of support etc. The SGP will consider the following strategies: framing issues, media campaigns, development of trusted messengers and champions, organizational capacity building, communication skill building, strategic planning, partnership development, coalition development, cross-sector campaigns and policy impact statements.

3.0 MONITORING AND EVALUATION (M&E)

3.1 Monitoring & Evaluation Plan

67. The SGP will undertake regular monitoring to assess whether SGP objectives or strategies are being achieved. There will be two levels of M&E: routine monitoring that will be used for identifying project management trends or issues that may require more detailed evaluations; and extensive, that will be more rigorous and quantitative and used to collect more detailed information on a given project. This will assess performance, effectiveness, rationale and conformity. These four benchmarks will measure progress towards specific goals (e.g., adoption of new practices, policies or guidelines) and determine whether practices were implemented as planned; they will determine whether plans and practices are achieving objectives and anticipated outcomes, assess the assumptions upon which national environmental management strategies, practices and standards are based and examine compliance with legislative provisions (national legislation, MEAs etc).

68. The SGP will consider the following priorities:

- Enhance field-presence and awareness of activities across all SGP priority areas (PAs).
- Identify resource value status, trends and causal factors (i.e. are the resource values being managed in a sustainable manner?).
- Identify “green flags” and “red flags” requiring no and detailed investigation respectively (i.e., basing intensive evaluation priorities on field-based input).
- Compare alternative M&E strategies and “on the ground practices” and their efficacy.
- Provide input into science-based recommendations to help inform decision making for SGP project managers and enhance professional accountability.
- Provide baseline field data that can be rolled up and incorporated into the state-level long-term trend analysis.
- Use of intensive evaluation data and analysis to facilitate continuous improvement at the community and state levels (project and programme levels respectively).

69. M&E will be the primary and regular duty of the NC, supported by the NSC, SGP projects and co-financiers, where applicable. The NSC will also decide how progress, experiences and results are to be documented and reported. With the support of the NSC and grantees, the NC will carry out periodic aggregate review of project report in line with the CPS targets for each of the focal and multi-focal areas of GEF SGP and in the format that will be prescribed by CPMT periodically. The Country Programme will employ possible means, both electronically and physically, to obtain information on the projects based on the target indicators agreed in the proposals that will largely mirror the commitment of GEF SGP to the GEF funding source.

SGP Individual Project Level		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantees	Duration of project
Baseline Data Collection ⁴²	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> ⁴³)	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

⁴² 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.

⁴³ 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.

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

Table 4: M&E Plan at the Project Level

70. All outcomes and activities will be measured based on the indicators outlined in the annex 1 and 2 below. Outcomes will be verified through various means ranging from progress reports, periodic site visits, partner reports, case studies, independent evaluations to MDA reports/statistics etc. Cross-cutting areas will be measured through engagement opportunities realized, level of participation enhanced, gender issues mainstreamed, policy influencing supported etc. Reporting will be done at all stages of the grant making and evaluation process: before new grant-making authorizations are issued, at the end of the project and as considered appropriate by the NSC.

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 ⁴⁴	NC presenting to NSC and CPMT	Once per year
Financial 4-in-1 Report	NC/PA, UNOPS	Quarterly

Table 5: M&E Plan at the programme level

⁴⁴ The annual Country Programme Review exercise should be carried out in consultation with the national Rio Convention focal points and the associated reporting requirements.

ANNEX 1: GEF SGP OP 5 PROJECT LEVEL INDICATORS

The following represent the core set of project level indicators for OP5:

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

SGP OP5 results indicators	
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)
Livelihoods, Sustainable Development, and Empowerment	
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

Annex 2:

1 CPS Outcomes, Activities and Indicators

OUTCOMES	INDICATORS	MEANS OF VERIFICATION (MOV)	ACTIVITIES
SGP OP5 Immediate Objective 1 (BD1/IR1.1): Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community based actions			
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	<ul style="list-style-type: none"> Number and hectares of ICCAs and other PAs positively influenced through SGP support Number of community members with improved livelihoods related to benefits from protected areas <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> 10 ICCAs and PAs positively influenced through SGP support 50,000 hectares of ICCAs and PAs positively influenced through SGP support 	<ul style="list-style-type: none"> GEF SGP database, project reports and monitoring visits SGP case studies SGP grantee data from innovative monitoring approaches 	<ul style="list-style-type: none"> Establishment and community co-management of ICCAs⁴⁵ that contain important pools of wild relatives of crops and animal breeds Use of all BD projects for the recognition of and support to ICCAs Afforestation/reforestation of degraded ICCAs and PAs⁴⁶
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	<ul style="list-style-type: none"> Number of significant species with maintained or improved conservation status Number and hectares of significant ecosystems with maintained or improved conservation status <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> 5000 community members with improved livelihoods related to benefits from ICCAs and 	<ul style="list-style-type: none"> GEF SGP database, project reports and monitoring visits 	<ul style="list-style-type: none"> Development of integrated management plans for communities and localities around PAs, coastal and riverine areas Rehabilitation of populations of endemic species⁴⁷ through community-based livelihood

⁴⁵ An indigenous & community conserved area (ICCA) is a space *de facto* governed by indigenous peoples or local communities with evidently positive outcomes for the conservation of biological and cultural diversity. In ICCAs, the continuation, revival or modification of traditional practices (some of which are of ancient origin) and/or new initiatives succeed in protecting and restoring natural resources and cultural values in the face of new threats or opportunities. Some ICCAs are situated in remote ecosystems that have had minimum human influence, while others encompass areas of various regulations and magnitudes within regions strongly affected modified by human occupation. ICCAs may or may not fit the IUCN definition of “protected area” but, when they do, they can fall into any IUCN Protected Area Management Category.

⁴⁶Protected areas or natural parks are locations which receive protection because of their recognized natural, ecological and/or cultural values. The term “protected area” also includes Marine Protected Areas, the boundaries of which will include some area of ocean. The Terrestrial protected areas in Sierra Leone were reported at 39 in 2008, according to the World Bank. Few MPAs are currently under research.

⁴⁷ Endemism is the ecological state of being unique to a defined geographic location, such as an island, nation or other defined zone, or habitat type; organisms that are indigenous to a place are not endemic to it if they are also found elsewhere.

	PAs <ul style="list-style-type: none"> 10 significant species benefited 		alternatives <ul style="list-style-type: none"> Development of sustainable use methods for biodiversity conservation and prevention and control of land degradation
SGP BD Outcome 1.3: Increased recognition and integration of indigenous and community conservation areas in national protected area systems	<ul style="list-style-type: none"> Number and hectares of significant ecosystems with maintained or improved conservation status <u>OP5 targets:</u> <ul style="list-style-type: none"> 10 significant ecosystems with conservation-aware communities resulting in their maintained or improved conservation status 50,000 hectares of significant ecosystems with maintained or improved conservation status 		<ul style="list-style-type: none"> Relieve pressure on conservation areas which conserve coastal, marine, and freshwater biodiversity through community-based livelihood strategies Promotion of sustainable land use practices on mountain slopes in order to protect habitats of global significance
SGP BD Outcome 1.4: Increased understanding and awareness at the community-level of the importance and value of biodiversity	<ul style="list-style-type: none"> Number of schools with environment (eco) clubs Number of community natural resource management committees formed and registered Number of forest fringe communities made aware of environmental laws and regulations <u>OP5 targets</u> <ul style="list-style-type: none"> At least 10 eco-clubs developed & functioning At least 10 community NRM committees formed and registered The status of 5 significant ecosystems improved through conservation awareness and education 	<ul style="list-style-type: none"> GEF SGP database, project reports and monitoring visits, multimedia products 	<ul style="list-style-type: none"> Integrated management of wetland and oasis habitats that protects terrestrial and freshwater biodiversity through soil and water conservation practices such as conservation farming. Reduction of threats to biodiversity in and around protected landscapes from uncontrolled tourism Development of environmentally sustainable ecotourism schemes with local participation and management
SGP OP5 Immediate Objective 2 (BD1/IR1.2): Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions			
SGP BD Outcome 2.1: Improved community-level sustainable use of biodiversity in production landscapes / seascapes through community-based initiatives, frameworks and	<ul style="list-style-type: none"> Hectares of production landscapes / seascapes under improved sustainable use practices, leading, where possible, to certification through recognized environmental standards that incorporate biodiversity considerations (supported by SGP) <u>OP5 targets:</u>	<ul style="list-style-type: none"> GEF SGP database, project reports and monitoring visits, multimedia products 	<ul style="list-style-type: none"> Capacity-building efforts that promote the preservation and application of traditional and indigenous knowledge and practices relevant to the conservation and sustainable use of biodiversity/ agro-

market mechanisms, including recognized environmental standards that incorporate biodiversity considerations	<ul style="list-style-type: none"> 50,000 hectares of production landscapes / seascapes under improved sustainable use practices, leading, where possible, to certification through recognized environmental standards that incorporate biodiversity considerations (supported by SGP) 		<p>biodiversity</p> <ul style="list-style-type: none"> Sustainable management and use of biodiversity important to agriculture, including plants, animals, insects, and micro-organisms, and the wild relatives of domesticated plants and animals and their gene pools. Capacity building of indigenous and local communities to preserve and maintain their traditional knowledge (TK), innovation, and practices relevant to the conservation and sustainable use of agro-biological diversity. Promotion of biodiversity-friendly land and resource use to ensure ecological services that integrates set-asides for biodiversity protection, compatible agro-forestry and silvo-pastoral systems, and ecological restoration of degraded pasture and farm lands. In-situ conservation ⁴⁸ of plant and animal agro-biodiversity through community seed banks and community biodiversity registers. Improved effectiveness of traditional farming systems for
SGP BD Outcome 2.2: Increased understanding and awareness of sustainable use of biodiversity	<ul style="list-style-type: none"> Number of significant species with maintained or improved conservation status <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> 10 significant species with maintained or improved conservation status 10 significant ecosystems with communities adopting sustainable use resulting in maintained or improved conservation status 50,000 hectares of significant ecosystems with maintained or improved conservation status 		

⁴⁸ In-situ conservation is on-site conservation or the conservation of genetic resources in natural populations of plant or animal species, such as forest genetic resources in natural populations of tree species. It is the process of protecting an endangered plant or animal species in its natural habitat, either by protecting or cleaning up the habitat itself, or by defending the species from predators. It is applied to conservation of agricultural biodiversity in agro-ecosystems by farmers, especially those using unconventional farming practices

			<p>conservation of crop landraces of local and global importance for food security and biodiversity.</p> <ul style="list-style-type: none"> ▪ Conservation of neglected crop and fodder species⁴⁹, and associated insects and arthropods for sustainable agro-ecological development. ▪ Inventories of forest biodiversity and traditional/indigenous sustainable knowledge and use of those resources through community-led participatory research ▪ Creation of participatory schemes for natural resource management by local and indigenous communities, including techniques to conserve wild relatives of domesticated plants and animals for the sustainable use of biodiversity ▪ Promotion of sustainable production and use of non-timber forest products ▪ Rehabilitation of mountain slopes as a means of promoting local agro-biodiversity
SGP OP5 Immediate Objective 3 (CCM1/IR 2.1): Promote the demonstration, development and transfer of low carbon technologies at the community level			

⁴⁹ Fodder or animal feed is any agricultural foodstuff used specifically to feed domesticated livestock, such as cattle, goats, sheep, horses, chickens and pigs. Most animal feed is from plants, but some is of animal origin. "Fodder" refers particularly to food given to the animals (including plants cut and carried to them), rather than that which they forage for themselves (see forage). It includes hay, straw, silage, compressed and pelleted feeds, oils and mixed rations, and sprouted grains and legumes.

SGP CC Outcome 3.1: Innovative low-GHG technologies deployed and successfully demonstrated at the community level	<ul style="list-style-type: none"> Number of communities with demonstrations addressing community-level barriers to deployment of low-GHG technologies <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> 10 communities with demonstrations addressing community-level barriers to deployment of low-GHG technologies 		<ul style="list-style-type: none"> Renewable energy technology demonstrations at community level (biogas, bio-fuel, solar energy, hydro energy, etc); Promotion of energy efficiency (rural and urban projects, appliances and housing); Use of biomass energy at community level; Community methodologies for greenhouse gas accounting; Partnerships with private sector, development banks and investment funds to upscale successful interventions; Capacity building to remove barriers to low-carbon technologies
SGP CC Outcome 3.2: GHG emissions avoided	<ul style="list-style-type: none"> Number of national or international partners or agencies are aware of SGP practices and lessons <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> At least 100 national or international partners or agencies are aware of SGP practices and lessons 	<ul style="list-style-type: none"> GEF SGP database, project reports and monitoring visits SGP case studies 	
SGP OP5 Immediate Objective 4 (CCM2/IR 2.2): Promote and support energy efficient, low carbon transport at the community level			
SGP CC Outcome 4.1: Low-GHG transport options demonstrated at the community level	<ul style="list-style-type: none"> Number of community-level low-GHG transport options that have been demonstrated <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> 5 community-level low-GHG transportation demonstrations 		<ul style="list-style-type: none"> Development of non-motorized transport; Transport planning; Low carbon transport technology demonstrations; Partnerships with governments and private sector to upscale successful initiatives; Advocacy and capacity building at local and national levels to promote low carbon transportation.
SGP CC Outcome 4.2: Increased investment in community-level energy efficient, low-GHG transport systems	<ul style="list-style-type: none"> Number of institutions having been influenced by SGP demonstration practices <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> At least 10 institutions (local or national) having been influenced in policy development and implementation 	GEF SGP database, project reports and monitoring visits	
SGP OP5 Immediate Objective 5 (CCM 3/IR 2.3): Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry			
SGP CC Outcome 5.1: Sustainable land use, land use change, and forestry management and climate	<ul style="list-style-type: none"> Hectares under improved sustainable land management and climate proofing practices Hectares of forests and non-forest lands with 	<ul style="list-style-type: none"> GEF SGP database, project reports and monitoring visits SGP case studies 	<ul style="list-style-type: none"> Reduction of deforestation; Community-level

proofing practices adopted at the community level for forest and non-forest land-use types	<p>restoration and enhancement initiated</p> <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> 50,000 hectares under improved sustainable land management and climate proofing practices Restoration and enhancement of 50,000 hectares of forests and non-forest lands initiated 		<p>reforestation/afforestation efforts;</p> <ul style="list-style-type: none"> Peatland restoration⁵⁰/rewetting; Capacity building in participatory community monitoring of GHG⁵¹ emissions; Advocacy and capacity building to empower communities for engagement in national policy process and formulation of the national emission accounting and MRV regimes.
SGP CC Outcome 5.2: Restoration and enhancement of carbon stocks in forests and non-forest lands, including Peatland	<ul style="list-style-type: none"> Hectares under improved sustainable land management and climate proofing practices Hectares of forests and non-forest lands with restoration and enhancement initiated <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> 50,000 hectares under improved sustainable land management and climate proofing practices Restoration and enhancement of 50,000 hectares of forests and non-forest lands initiated 		
SGP OP5 Immediate Objective 6 (LD1/IR4.1): Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities			
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	<ul style="list-style-type: none"> Hectares under improved agricultural, land and water management practices (by management practice) <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> 50,000 hectares under improved agricultural, land and water management practices (by management practice) 	<ul style="list-style-type: none"> GEF SGP database, project reports and monitoring visits SGP case studies 	<ul style="list-style-type: none"> Forest rehabilitation (reforestation, raising tree seedlings, tree planting, enrichment planting, woodlots establishments, social forestry⁵² etc) Forest protection (watershed management, soil & water conservation, desertification control, coastal areas protection, conservation area protection, natural
SGP LD Outcome 6.2: Community-based models of sustainable forestry	<ul style="list-style-type: none"> Number of national and international agencies or partners are aware of successful SGP demonstrations and innovative approaches 		

⁵⁰ Peat (turf) is an accumulation of partially decayed vegetation.

⁵¹ A greenhouse gas (sometimes abbreviated GHG) is a gas in an atmosphere that absorbs and emits radiation within the thermal infrared range. This process is the fundamental cause of the greenhouse effect. The primary greenhouse gases in the Earth's atmosphere are water vapour, carbon dioxide, methane, nitrous oxide, and ozone.

⁵² Social forestry means the management and protection of forests and afforestation on barren lands with the purpose of helping in the environmental, social and rural development.

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	<ul style="list-style-type: none"> Number of national/local governments or international policy making processes with SGP influence <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> At least 100 national or international agencies/partners have learned of SGP demonstrations and innovative approaches At least 5 policy-making bodies (governments or international agencies) having been influenced by successful SGP demonstration practices 		<p>regeneration support/afforestation, use of traditional tree management techniques for tree crop management, occupancy management of forest, and communal tree farms establishments etc)</p> <ul style="list-style-type: none"> Socio-economic functions (management of communal forests for: recreation, tourism, education and conservation of spiritual and cultural heritage and general provision of social services)
SGP OP5 Immediate Objective 7 (LD2/IR4.2): Reduce pressures at community level from competing land uses (in the wider landscapes)			
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)	<ul style="list-style-type: none"> Number of community members with improved actions and practices that reduce negative impacts on land uses <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> At least 5,000 community members having improved actions and practices that have reduced pressure on land uses 	<ul style="list-style-type: none"> GEF SGP database, project reports and monitoring visits 	<ul style="list-style-type: none"> crop diversification, crop rotation, management of agricultural wastes, improved tillage practices, agro forestry, natural resources based conflicts resolutions, fire management, water harvesting and ground water recharge, small scale irrigation schemes, working and living conditions of farmers, consumer health and safety. strengthening traditional rangelands management systems, soil and water conservations, conservation of biological resources (<i>in situ</i>), livestock management, grazing management etc
IW: SGP OP5 Immediate Objective 8 (IW/IR5.1): Support transboundary water body management with community-based initiatives			
SGP IW Outcome 8.1: Effective and climate resilient community-based	<ul style="list-style-type: none"> Number of SAPs to which SGP is providing implementation support <p><u>OP5 targets:</u></p>	GEF SGP database, project reports and monitoring visits	<ul style="list-style-type: none"> Fresh water resource use and management;

actions and practices supporting implementation of SAP regional priority actions demonstrated	<ul style="list-style-type: none"> 5 SAPs for which SGP is supporting on the ground implementation of regional priority actions 		<ul style="list-style-type: none"> Land-based pollution prevention and reduction; Sustainable fisheries management; Protection and sustainable use of ecosystem services and goods⁵³; Protection of forests and reforestation in river basins; Creation of alternative livelihoods to reduce pressure on fisheries and other natural resources; Capacity building and knowledge sharing among communities on water management Conservation or rehabilitation of coral reefs, including construction of artificial coral reefs; Sustainable mangroves forest management; Conservation and sustainable management of sea grass habitats; Promotion of sustainable fisheries management Promotion of local livelihood and Capacity building Participate in sub-regional/regional partnerships
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	<ul style="list-style-type: none"> Number of regional transboundary water management processes to which SGP is contributing good practices and lessons <p><i>OP5 targets:</i></p> <ul style="list-style-type: none"> 5 regional transboundary water management processes to which SGP is contributing good practices and lessons 		
SGP OP5 Immediate Objective 9 (POP/CM/IR3.1): Promote and support phase out of POPs and chemicals of global concern at community level			
SGP CH Outcome 9.1: Improved community-level initiatives and actions to	<ul style="list-style-type: none"> Tons of POPs waste avoided from burning Tons of obsolete pesticides disposed of 	<ul style="list-style-type: none"> GEF SGP database, project reports and monitoring visits 	<ul style="list-style-type: none"> Promote environmentally friendly waste management to avoid open burning of waste to

⁵³ Ecological goods and services (EG&S) are the benefits arising from the ecological functions of healthy ecosystems. Such benefits accrue to all living organisms, including animals and plants, rather than to humans alone. However, there is a growing recognition of the importance to society that ecological goods and services provide for health, social, cultural, and economic needs.

prevent, reduce and phase out POPs, harmful chemicals and other pollutants, manage contaminated sites in an environmentally sound manner, and mitigate environmental contamination	<p>appropriately</p> <ul style="list-style-type: none"> Number of countries where SGP is contributing to the implementation of national plans and policies to address POPs, harmful chemicals and other pollutants <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> 10 tons of POPs waste avoided from burning 10 tons of obsolete pesticides disposed of appropriately 20 communities where SGP is contributing to the implementation of national plans and policies to address POPs, harmful chemicals and other pollutants 		<p>avoid unintentional releases of POPs;</p> <ul style="list-style-type: none"> Identify, manage and dispose obsolete community pesticide stockpiles; Promote organic and sustainable agriculture to avoid illegal community uses of POPs⁵⁴ pesticides and reduce land degradation; Eliminate, handle and facilitate an environmentally sound disposal of PCBs⁵⁵ Improve communities' awareness and understanding of POPs toxicity and impact on human and ecological health; Develop civil society organizations (CSOs) and communities capacity addressing POPs.
SGP OP5 Immediate Objective 10 (CD/IR6.1): 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			
SGP CD Outcome 10.1: Active participation of NSCs and NFGs in GEF focal areas at the national level	<ul style="list-style-type: none"> Number of SGP representatives participating in national GEF coordination meetings <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> SGP National Steering Committee established 	<ul style="list-style-type: none"> GEF SGP database, project reports and monitoring visits SGP case studies 	<ul style="list-style-type: none"> Organize and promote consultative processes in the meetings of the SGP National Steering Committee.

⁵⁴ Persistent organic pollutants (POPs) are organic compounds that are resistant to environmental degradation through chemical, biological, and photolytic processes. Because of this, they have been observed to persist in the environment, to be capable of long-range transport, bio-accumulate in human and animal tissue, bio-magnify in food chains, and to have potential significant impacts on human health and the environment. Many POPs are currently or were in the past used as pesticides. Others are used in industrial processes and in the production of a range of goods such as solvents, polyvinyl chloride, and pharmaceuticals.

⁵⁵ PCBs (polychlorinated biphenyls) were widely used as dielectric and coolant fluids, for example in transformers, capacitors, and electric motors. Due to PCBs' environmental toxicity and classification as a persistent organic pollutant, PCB production was banned by the United States Congress in 1979 and by the Stockholm Convention on Persistent Organic Pollutants in 2001. According to the U.S. Environmental Protection Agency (EPA), PCBs have been shown to cause cancer in animals, and there is also evidence that they can cause cancer in humans.

	and actively participating in GEF National coordination mechanisms		
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	<ul style="list-style-type: none"> Quantity and quality of SGP knowledge base, and use of knowledge base; Quantity and quality of contributions to knowledge fairs, conferences, publications and research. <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> Knowledge platform established to share lessons learned among CBOs and CSOs across 		<ul style="list-style-type: none"> Lead and participate at local level consultations, dialogues and workshops; participate at the GEF constituency-level workshops. Promote the participation of communities at international conferences, forums and COPs. Identify best practices ⁵⁶and lessons learned and promote its exchange among SGP staff, grantees, policymakers and key stakeholders as a basis for decision-making on policies, strategies, program management, and to improve knowledge and performance. Use best practices and successful projects to influence regional and national processes and policies. Systematize and standardize the collection of project data, M&E and KM. Highlight the contributions and promote the participation of communities to the conventions. Contribute to environmental mainstreaming by informing government on the achievements and capacities of local communities to implement and contribute to regional and national policy. Support the NSCs in
SGP CD Outcome 10.3: Increased public awareness and education at the community-level regarding global environmental issues	<ul style="list-style-type: none"> Quantity and quality of SGP knowledge base, and use of knowledge base; Quantity and quality of contributions to knowledge fairs, conferences, publications and research. <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> Knowledge platform established to share lessons learned among CBOs and CSOs 		
SGP CD Outcome 10.4: Capacity of CBOs and CSOs strengthened to support implementation of global conventions	<ul style="list-style-type: none"> Number of demonstrations and piloted examples of community-based environmental monitoring systems used in SGP projects <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> Capacities of 100 NGOs and CBOs strengthened 		
SGP CD Outcome 10.5: Increased application of community	<ul style="list-style-type: none"> Number of demonstrations and piloted examples of community-based environmental monitoring systems used in SGP projects <p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> At least 85% of projects incorporate M&E activities in their design 		
SGP CD Outcome 10.6: Evaluation of SGP projects and programs against expected results strengthened, including	<ul style="list-style-type: none"> Quantity and quality of evaluation documentation of expected project results, and unexpected effects Number of CBOs and CSOs demonstrating understanding of the role of evaluation 		

⁵⁶ A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark. In addition, a "best" practice can evolve to become better as improvements are discovered.

increased capacity of CBOs and CSOs to apply relevant evaluation methodologies	<p>through application of relevant evaluation methodologies</p> <p><u>OP5 targets</u></p> <ul style="list-style-type: none"> At least 70% of projects specify sufficient indicators which are covered in completion reports 		<p>integrating global environmental priorities and poverty reduction strategies into national plans, programmes and policies.</p> <ul style="list-style-type: none"> Support enforcement of national policies & economies of scale and eliminate inefficiencies by using multifocal and integrated approaches to environmental management. Provide training and awareness about the conventions to the National Coordinators, CBOs and NGOs at the local level. Promote accountability for the achievement of GEF objectives through the assessment of results, effectiveness, processes, and performance on its ability to contribute to global environmental benefits. Continue to improve the SGP database, and facilitate the tracking of outcomes across the global portfolio.
Cross-Cutting Results: Livelihoods and Gender			
SGP seeks to improve livelihoods through increasing local benefits generated from environmental resources, and mainstream gender considerations in community-based environmental initiatives.	<ul style="list-style-type: none"> Percentage of projects that include gender analysis or incorporate gender relevant elements in a positive manner Percentage of projects with appropriate gender balance of participants and target beneficiaries Percentage of projects that include socio-economic analysis Number of community members with sustained livelihood improvement resulting from SGP support 	<ul style="list-style-type: none"> GEF SGP database, project reports and monitoring visits SGP case studies 	<ul style="list-style-type: none"> 100% of projects that include gender analysis or incorporate gender relevant elements in a positive manner. 100% of projects with appropriate gender balance of participants and target beneficiaries 100% of projects include socio-economic surveys

	<p><u>OP5 targets:</u></p> <ul style="list-style-type: none"> ▪ 100% of projects that include gender analysis or incorporate gender relevant elements in a positive manner (baseline TBD in OP5) ▪ 100% of projects with appropriate gender balance of participants and target beneficiaries (baseline TBD in OP5) ▪ 100% of projects that include socioeconomic analysis (baseline TBD in OP5) ▪ 5,000 community members with sustained livelihood improvement resulting from SGP support 		<ul style="list-style-type: none"> ▪ 5000 community members with sustainable livelihoods through SGP support ▪ Possible livelihood interventions include: water, sanitation and hygiene ⁵⁷(WASH), community energy trusts (mobile charging stations/microcredit), commercial tree nursery programmes etc
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Table 6: Results/logical framework

⁵⁷ WASH means to Water, Sanitation and Hygiene. The average life expectancy for a Sierra Leonean is only 46 years. One of the lowest in the world, much of this statistic can be blamed on poor living conditions. Almost half of the population is not using a protected water source for drinking. Most of the unsafe drinking sources are freestanding water, such as ponds, and unprotected wells. Infections and parasites, most found in contaminated water, lead to the largest cause of death in Sierra Leone. Poor sanitation generates high risk of hepatitis A and Typhoid fever. Stillwater breeds malaria-carrying mosquitoes that plague the region with one of the most common deadly infections contracted in the area.

CRITICAL ASSUMPTIONS

- Governments and international agencies commit to CBD obligations regarding local and indigenous populations
- Progress will continue for complimentary initiatives by GEF and other development agencies to removing market barriers and improving energy access policies particularly at the local level.
- Progress will continue for complimentary initiatives by GEF and other development agencies to removing market barriers and improving policies supporting low-GHG transportation, particularly at the local level.
- Change is possible on the ground at the community level whether or not national and international policy measures are in place
- There are adequate opportunities for community-level stakeholders to address POPs, harmful chemicals, and other pollutants
- Community-level stakeholders develop the awareness and capacity to proactively address POPs, harmful chemicals and other pollutants
- Government policy is in place and supportive of community-level sustainable land management practices
- National coordination mechanisms are open to input and participation from community-level stakeholders
- Regional water body management organizations are institutionally willing and able to engage with community-level stakeholders

PROGRAMME OBJECTIVE (PO)

INDICATIVE RESULTS (IR)

EXPECTED OUTCOMES

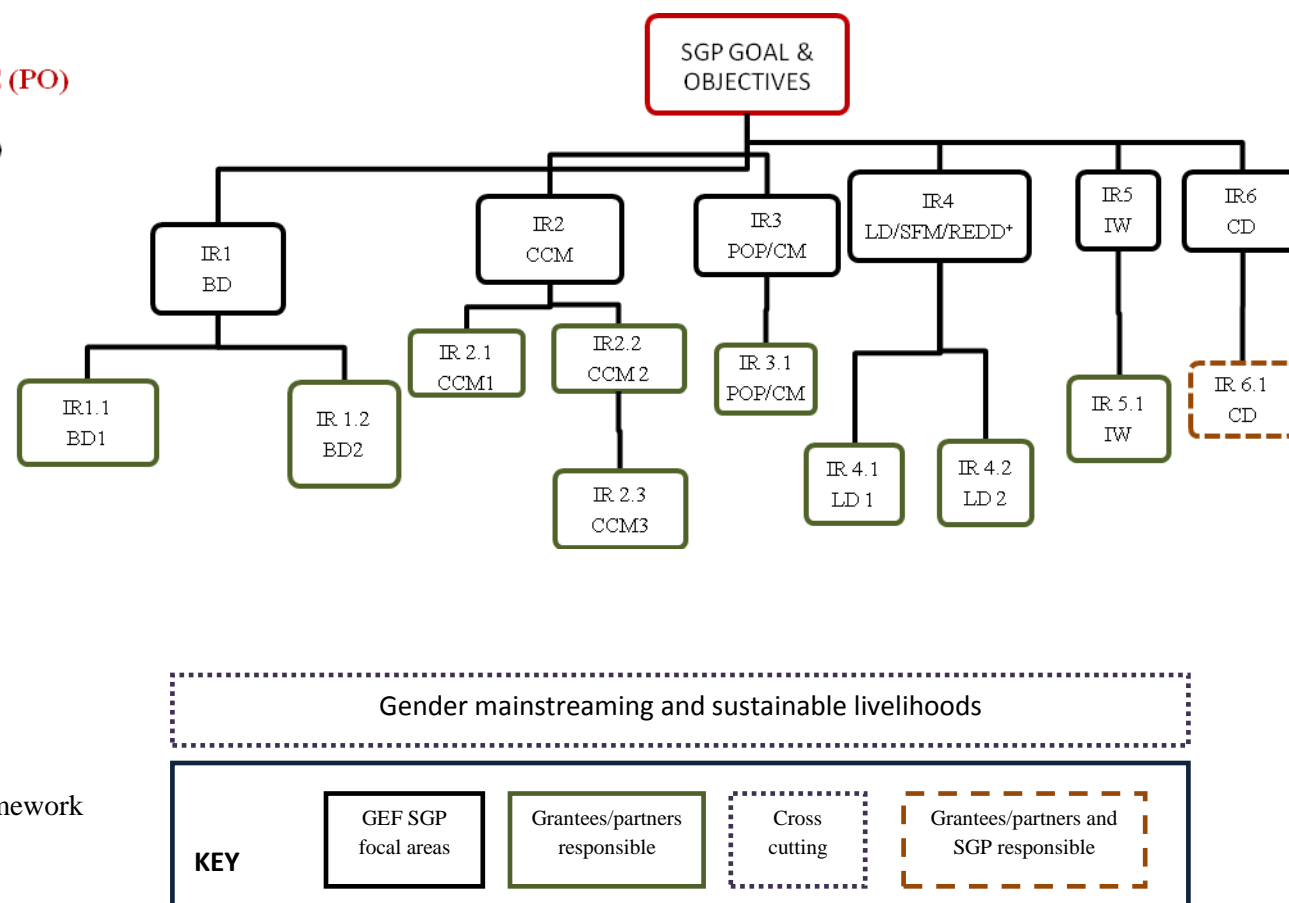


Figure 2: Illustrative Results framework

DESIRED OUTCOME	Provide a common vision for environmental education and communications in Sierra Leone and a framework for action that will ensure the full participation of stakeholders across all levels and sectors of the target society			
PHASES	Knowledge creation, capture and synthesis phase	Knowledge sharing and dissemination phase	Knowledge acquisition & application phase	Knowledge re-distribution & re-qualification phase
PRINCIPALS	Integration into day-to-day operations ; knowledge management becomes part of project delivery	Learning environment ; learning and development is supported and encouraged for all roles in the community	Intentional sharing ; knowledge transfer is a priority, occurs openly and becomes part of the expected set of behaviours	Access institutional memory; knowledge is documented and shared in order to access institutional memory
ENABLING FACTORS	<ul style="list-style-type: none"> ▪ Linked to long-term national priorities ▪ Is part of operational strategies ▪ Accountability in all roles 	<ul style="list-style-type: none"> ▪ Create a partnership culture encouraging learning and collaboration ▪ Value openness, questioning and exploring ▪ Promote a learning-by-doing approach ▪ Enhance capacity and ownership 	<ul style="list-style-type: none"> ▪ Integrate indigenous knowledge and culture ▪ Link knowledge exchange and information sharing to performance ▪ Model the transfer process 	<ul style="list-style-type: none"> ▪ Document lessons learned ▪ Benchmark best practices/processes ▪ Establish communities of practice ▪ Leverage databases, information and technology
FOCUS AREAS	PEOPLE, INFORMATION, PROCESS, TECHNOLOGY			
APPROACH	Corporate communication	Internal communication	Advocacy communication	Development communication
PURPOSE	<ul style="list-style-type: none"> ▪ communicate the mission & activities of the organization ▪ Use media outputs & products to promote the mission & values of the SGP; inform selected audiences about relevant activities 	<ul style="list-style-type: none"> ▪ Facilitate the flow of information within institutions/projects ▪ Ensure timely and effective sharing of relevant information within the staff and institution units to enhance synergy and avoid duplication 	<ul style="list-style-type: none"> ▪ Influence change at the public/policy level and promote issues related to development ▪ Raise awareness on hot development issues; use appropriate methods to facilitate policy change and advocacy 	<ul style="list-style-type: none"> ▪ Support sustainable change in development operations by engaging key stakeholders ▪ Establish conducive environments for assessing risks and opportunities; disseminate information; induce behaviour and social change

Table 7: Knowledge management matrix

PROTECTED AREA	STATUS	SIZE (ha) ³	DISTRICT	DESCRIPTION
Outamba-Kilimi	National Park	110,900	Bombali	Part of the transboundary Fouta Jallon Highlands where six of West Africa's major rivers rise.
Gola Rainforest	National Park	71,070	Kailahun, Kenema, Pujehun	The last significant patch of closed canopy rainforest in Sierra Leone.
Western Area Peninsula Forest	Non-Hunting Forest Reserve	17,688	Western Area	Forest on the hills outside of Freetown which provide much of the capital's freshwater supply.
Loma Mountains	Non-Hunting Forest Reserve	33,201	Koinadugu	Site of the country's highest mountain, Mount Bintumani (1,948 metres).
Kangari Hills	Non-Hunting Forest Reserve	8,573	Bo, Tonkolili	Steep-sided range of hills in the centre of the country that provide an important habitat for wildlife and could be a release site for reintroduced chimpanzees.
Tingi Hills	Non-Hunting Forest Reserve	10,519	Koinadugu, Kono	Remote area of north-eastern Sierra Leone renowned for its batholiths.
Tiwai Island	Wildlife Sanctuary and Community Conservancy	1,200	Pujehun, Kenema	This small island in the Moa river is an important habitat for primates, birds and the very rare pygmy hippo.
Kambui Hills	Forest Reserve	21,228	Kenema	Forest on low-lying range of hills west of Kenema which is threatened by logging and mining.
Sierra Leone River Estuary	Ramsar site	295,000	Port Loko, Western Area	The country's only Ramsar site, and as such the only marine area afforded any level of protection.

Table 7: Major protected Areas of Sierra Leone (source: World Bank, 2005)

