



SGP Country Programme Strategy for utilization of OP5 grant funds

Acronyms

CBD	Convention on Biological Diversity
CBO	Community-Based organization
GEF	Global Environment Facility
GHG	Greenhouse Gases
ICT	Information and Communication Technology
KM	Knowledge Management
NC	National Coordinator
NGO	Non-governmental Organization
NSC	National Steering Committee
OP	Operational Programme
OP5	Fifth Operational Phase
PA	Programme Assistant
SCA	Special Conservation Area
SGP	Small Grants Programme
STAR	System of Transparent Allocation of Resources
UN	United Nations
UNFCCC	UN Framework Convention on Climate Change
USAID	United States Agency for International Development

Content

Section	Page
SGP country programme - summary background	5
SGP country programme niche	7
Capacity development, poverty reduction and gender results for SGP	15
OP5 country outcomes, indicators and activities	16
Monitoring & Evaluation plan	20
Knowledge Management Plan	22
Resource Mobilization Plan	23

List of tables and figures

	Page
Table 1. List of relevant conventions and national/regional plans or programmes	8
Table 2: The international conventions, Treaties and Protocols Signed or ratified by Lebanon	9
Table 3. Consistency with National Priorities	11
Table 4. Results Framework	16
Table 5. M&E Plan at the Project Level	21
Table 6. M&E Plan at the Programme Level	22
Figure 1: Allocated Budget per focal area	6
Figure 2: Projects' distribution over Lebanese territories	10

SGP Country Programme Strategy for utilization of OP5 grant funds

Country: LEBANON
Resources to be invested: US\$ 1,760,000¹

1. SGP country programme - summary background

In mid nineties, Lebanon signed and ratified many international environmental treaties and conventions Accordingly, Global Environment Facility (GEF) had established some projects aiming at facilitating the implementation of those treaties/conventions. These projects were implemented by UNDP CO in coordination and partnership with concerned ministries including Ministry of Agriculture, Ministry of hydraulics and Electricity, *Ministry of Environment*, Lebanese Agriculture Research Institute, Urban Planning Office, National Council for Scientific Research, Council for reconstruction and Development *and* NGOs.

The following projects were implemented during this period:

- National Biodiversity Strategy and Action Plan,

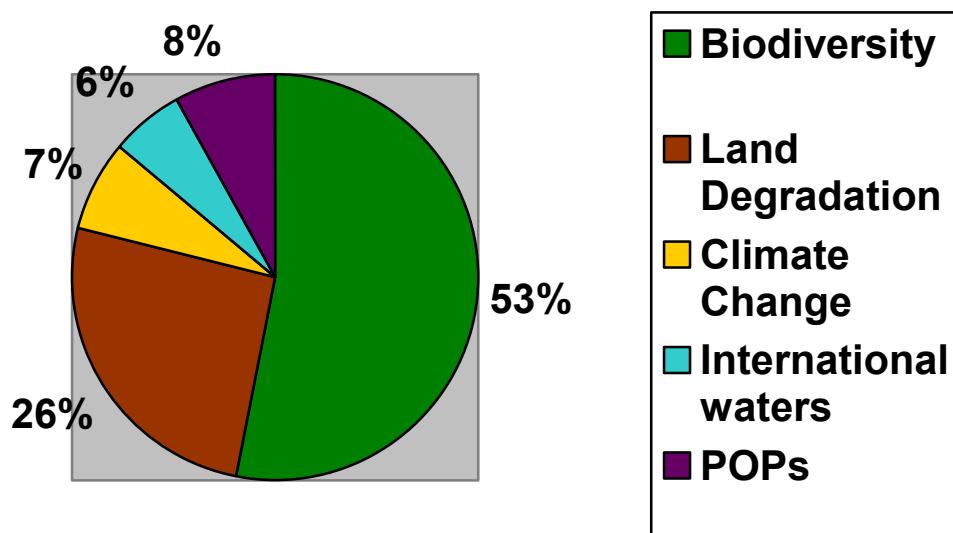
¹ The level of SGP OP5 resources is an estimated total of the GEF core grant allocation, anticipated STAR resources, as well as other sources of third party co-financing.

- Climate Change Enabling Activity,
- Agro-Biodiversity Project,
- Lebanon-Cross Sectoral Energy & Removal Barriers to ESCO Operation,
- Conservation of Wetlands & costal Zones in the Mediterranean,
- Climate Change Top-Up Proposal,
- Energy Efficiency Buildings in Lebanon,
- Conservation and Sustainable Management of Globally Significant Bird Habitats in the East Palearctic-West Arabian Flyway,

In 1998, MOE and UNDP Lebanon started negotiations with GEF for initiating the GEF/*Small Grant Programme* (SGP) in Lebanon. A National Steering Committee composed of NGOs, Ministries, Private sector, UN bodies & Technical experts was established in October 2003. A *National Host Institution* (NHI) was identified for the provision of the physical premises of SGP. A National Coordinator (NC) was hired on part time *basis* starting October 2004 and on full time basis as of Feb. 2005. A Programme Assistant was recruited by May 2005.

beginning of 2005, SGP Lebanon became functional and had a Country Programme strategy. In May 2006, the first MOAs for 8 projects supported by SGP Lebanon were signed after being approved by NSC in February 2006. Since then 40 projects have been approved. The total SGP core funding was 1,250,000 USD with no eligibility for RAF funding at that time. The total committed budget for grantees was 1,249,302 USD (99.95% commitment rate). The breakdown of allocated budget per focal area was as follows:

Figure 1: Allocated Budget per focal area



As illustrated in the above chart, the Biodiversity focal area got the highest percentage of projects and funding because they match the NGOs niche in the following aspects:

- the good proposals we got dealing with Biodiversity protection,
- the effectiveness of the civil society within these sectors and
- The limited technical and financial as well as legislative power The NGOs have.

All the SGP projects were implemented in partnerships arrangements between the proponent of the NGO and the other stakeholders in the communities they are serving which included non-governmental as well as governmental bodies. In some projects, the international agencies were partners also. This resulted in high level of co financing (more than 100%). SGP Lebanon believes in partnerships with the Civil Society actors especially with non-governmental and governments.

SGP National Steering committee members are representatives of active NGOs (mainly in the environment field), governmental bodies (Ministry of Environment and Council for Development and Reconstruction), UNDP, Private sector and experts. All the NSC members are actively involved in the SGP work at the operational level especially at projects selection. SGP is an active member of the donors' network in Lebanon including international agencies working in Lebanon.

SGP is part of many NGOs networks dealing with environmental issues in Lebanon and the region including preparation for Rio+20 earth summit. SGP cooperated with other agencies (Italian Cooperation, GIZ, EU,...) at many levels including the organizational structure for GIZ supported Environment Fund in Lebanon (with around 4 million Euros budget) where similar NSC structure was adopted for projects selection including some SGP NSC members. The NC participated in some project's evaluation missions with them.

The NC conducted more than 100 meetings with groups supported by other UN agencies and other local networks to raise awareness about environmental issues and SGP work. The costs associated with these meetings were covered by these agencies and accordingly the SGP admin budget was saved resulting in very low admin cost and very good proposals and 99.95% grants' budget commitment and on time. Lebanon is a 2a country programme with a total SGP core funding of 800,000 USD and an estimated STAR fund of 1,000,000 USD (based on the Endorsement letter from GEF Focal point in Lebanon).

2. SGP country programme niche

The SGP country programme is a model of cooperation of different stakeholders in the Lebanese community including governmental and nongovernmental as well as private sector representatives. It also includes, representatives of UNDP CO and experts in the environment field. Accordingly, the NSC's endorsement of a CPS is a reflection of the agreement and reflection of the national priorities in the CPS that covers the priorities of the state actors and the NGOs. Any projects supported should have a positive impact on environment in Lebanon communities, contributes to the national environmental and developmental priorities of the country. In many projects, the local authorities are SGP partners and they usually provide the needed matching funding required of all SGP supported projects.

In SGP Lebanon programme, it chose to cover all of Lebanon territory with special focus on needy areas and areas with special environment importance in the GEF focal areas (as reflected in the projects' evaluation template).

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

Rio Conventions + national planning frameworks	Date of ratification / completion
UN Convention on Biological Diversity (CBD)	Ratified 11/8/1994
CBD National Biodiversity Strategy and Action Plan (NBSAP)	N/A
UN Framework Convention on Climate Change (UNFCCC)	Ratified 11/8/1994
UNFCCC National Communications (1 st , 2 nd , 3 rd)	N/A
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	N/A
UN Convention to Combat Desertification (UNCCD)	Ratified 21/12/1995
UNCCD National Action Programmes (NAP)	N/A
Stockholm Convention (SC)	Signature 22/5/2001 Accession 8/8/2002
SC National Implementation Plan (NIP)	N/A
World Bank Poverty Reduction Strategy Paper (PRSP)	N/A
GEF National Capacity Self-Assessment (NCSA)	N/A
GEF-5 National Portfolio Formulation Exercise (NPFE)	N/A
Strategic Action Programmes (SAPs) for shared international water-bodies	N/A

Signature of a treaty is an act by which the State expresses its interest to the treaty and its intention to become a Party. Treaty signature is not binding. Accession is the usual method by which a State, which has not taken part in the negotiations, signed the treaty and is subsequently consent to be bound by its terms. Ratification is an act by which the State expresses its definitive consent to be bound by the treaty. It must then respect the provisions of the treaty and implement it by a Law within the statutory allowed period. The date corresponds to the date of publication in the Official Gazette in Lebanon. Adhesion is the usual method by which a State, which has not taken part in the negotiations and has not signed the treaty, subsequently adheres to the treaty by law and is consent to be bound by its terms.

Table 2: The international conventions, Treaties and Protocols Signed or ratified by Lebanon

2001	Stockholm Convention on Persistent Organic pollutants for adoption by the conference of plenipotentiaries. Signature:22/5/2001
1999	Convention on Wetlands of International Importance especially as Waterfowl Habitat.-Ramsar. Accession:1/3/1999 by the law number 23

1994	United Nations Convention to Combat Desertification.-Paris. Ratification:21/12/1994 by the law number 469
1992	United Nations Framework Convention on Climate Change.-Rio de Janeiro. Ratification:11/8/1994 by the law number 359
1992	Convention on Biological Diversity.-Rio de Janeiro. Ratification:11/8/1994 by the law number 360
1992	Amendment to the Montreal Protocol on Substances that deplete the Ozone Layer.- Copenhagen. Accession:3/11/1999 by the law number 120
1990	Amendment to the Montreal Protocol on Substances that deplete the Ozone Layer.-London. Accession:31/3/1993 by the law number 253
1989	Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal.-Basel. Ratification:21/12/1994 by the law number 387
1987	Montreal Protocol on Substances that deplete the Ozone Layer.-Montreal. Accession:31/3/1993 by the law number 253
1985	Vienna Convention for the Protection of the Ozone Layer.-Vienna. Accession:30/3/1993 by the law number 253
1982	Protocol Concerning Mediterranean Specially Protected Areas. Accession:27/12/1994
1980	Protocol for the Protection of the Mediterranean Sea against Pollution from Land-based Sources.-Athens. Signature:17/5/1980 Accession:27/12/1994
1976	Convention on the Prohibition of Military or any other hostile use of Environmental Modification Techniques.-Geneva. Signature:18/5/1977
1976	Protocol Concerning Co-operation in Combating Pollution of the Mediterranean Sea by Oil and Other Harmful Substances in Cases of Emergency.-Barcelona. Signature:16/2/1976 Accession:30/6/1977 by the decree law number 126
1976	Convention for the Protection of the Mediterranean Sea against Pollution.- Barcelona. Signature:16/2/1976_ Accession:30/6/1977 by the decree law number 126
1976	Protocol for the Prevention and Elimination of Pollution of the Mediterranean Sea by Dumping from Ships and Aircraft.-Barcelona. Signature:16/2/1976 Accession:30/6/1977 by the decree law number 126
1973	International Convention for the Prevention of Pollution from Ships.-London. Accession:24/11/1993
1972	Convention on the Prevention of Marine Pollution by Dumping of Wastes and Other Matter.- London-Mexico city-Moscow-Washington. Signature:15/5/1973
1971	Treaty on the Prohibition of the Emplacement of Nuclear Weapons and other Weapons of Mass Destruction on the Seabed and the Ocean floor and in the Subsoil.-London-Moscow-Washington. Ratification:7/10/1974 by the decree number 9133
1969	International Convention relating to Intervention on the High Seas in cases of Oil Pollution Casualties.-Brussels. Ratification:12/10/1974 by the decree number 9226
1969	International Convention on Civil Liability for Oil Pollution Damage.-Brussels. Ratification:12/10/1973 by the law number 28/73
1954	International Convention for the Prevention of Pollution of the Sea by Oil.-London. Accession:16/11/1966 by the law number 68/66

Figure 2: Projects' distribution over Lebanese territories



National priorities and SGP priorities are aligned with each other due to many factors including the involvement of the Governmental bodies in the SGP NSC as well as involvement of other NSC members in setting the National priorities at the Governmental level. The NC is part of the group working with Governmental and Civil society representatives on the Rio+20 statement and hopefully there will be a unified statement (from Major groups) to the Rio+20 summit. Table 3 below represents the proposed linkages between OP5 project objectives, national priorities and expected SGP niche.

Table 3. Consistency with National Priorities

OP5 Project Objectives	National priorities	SGP niche
<u>SGP OP5 Immediate Objective 1:</u> Improve sustainability of protected areas and indigenous and community conservation areas through community-based actions	1- Promotion of natural sites and reserves and biodiversity	1- Great working relationship with PAs committees, 2- Experience on capacity building on importance of biodiversity for the local people living in surrounding PAs. 3- Support income generating projects in the areas adjacent or in PAs, 4- Recognition of CCAs as PAs by officials both at the local and national levels.
<u>SGP OP5 Immediate Objective 2:</u> Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions	1- Launch the project of sustainable management of habitats and marine and coastal biodiversity and habitats through policy and legislative development for mainstreaming in Lebanon, 2- Follow up the implementation of the national plan for reforestation and combating desertification	1- Improve collaboration between NGOs/CBOs and local authorities, 2- Enforce environmental by laws in protected areas, 3- Propagation and reproduction of native Flora and fauna important in agriculture,
<u>SGP OP5 Immediate</u>	1- Promoting	1- Improved awareness

<p><u>Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level</p>	<p>renewable energy and energy savings applications at the local level.</p>	<p>level of the renewable energy, 2- Demonstrate feasible alternatives for fossil fuel energy source, 3- Increased use of energy saving technologies, 4- Private sector involved in production/provision of energy saving technologies, 5- Improved collaboration between NGOs/CBOs and Governmental Authorities.</p>
<p><u>SGP OP5 Immediate Objective 4:</u> Promote and support energy efficient, low carbon transport at the community level</p>	<p>Form a work team from the relevant ministries, the private and civil sector to set scientific and practical, planning and corrective recommendations, at all levels (including traffic in the surrounding environment)</p>	<p>1- Improve management of transportation sector, 2- Increase the use of public transportation.</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>Encouraging reforestation programmes through ministries of Agriculture and environment.</p>	<p>Implementation of Appropriate technologies in Land use (terraces, rain water catchments from roof tops, ...)</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>1- Activation of the national strategy for the management of forest fires, 2- Follow up the implementation of the national plan for reforestation and combating desertification.</p>	<p>Forest fire prevention by the local communities in areas with high risk of forest fire.</p>
<p><u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider</p>	<p>Planning for urbanization & reducing its environmental implications</p>	<p>Building capacities of local communities to impact authorities' decisions on urban planning.</p>

landscapes)		
<u>SGP OP5 Immediate Objective 8:</u> Support transboundary water body management with community-based initiatives	<p>1- Follow-up the preparation of the document on industrial wastewater monitoring,</p> <p>2- Follow-up coordination with the Ministry of Energy and Water in the preparation of strategic environmental assessment of the petroleum sector, and the related environmental decrees</p>	Working with the civil society on Solid and Liquid waste management.
<u>SGP OP5 Immediate Objective 9:</u> Promote and support phase out of POPs and chemicals of global concern at community level	<p>Update the implementation action plan on Persistent Organic Pollutants,</p> <p>Launch the project on Persistent Organic Pollutants in the energy / power transformers sector</p>	<p>Raising awareness on POPs.</p> <p>Proper alternatives for Solid waste burning are feasible both economically and technically.</p>
<u>SGP OP5 Immediate Objective 10:</u> Enhance and strengthen capacities of CSO's (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	Enhancing decentralization trends and involving local communities through their active NGOs.	<p>SGP has very powerful network with the concerned parties including civil society actors, Governmental bodies and international society.</p> <p>Capacity building for NGOs and individuals is part of all SGP work with lot of technical expertise within the NSC members.</p>
<u>Cross-Cutting Results:</u> Poverty reduction, Capacity building, livelihoods and gender	Encouraging investments in poor marginalized areas.	<p>People empowerment is key element in all SGP projects.</p> <p>Promoting sustainable</p>

		income generation activities in neglected areas with marginalized people to improve their livelihood.
--	--	---

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

Based on this OP5 country strategy, it is provided that a call for proposal will be developed including guidelines for OP5 priorities in each of the GEF focal area and the customization of the generic project proposal template as well as the development of the selection criteria that NSC members will use as a reference and guidance for proposal evaluation. The NC will conduct awareness/training sessions through meetings, presentations in workshops or seminars, one to one meetings and media interviews about the SGP CPS to get feedback and to popularize it once it is approved. Thereafter, the NC will work with interested NGO's/CBO's in projects' concept papers and guide the proponent on the application process that will be needed in operationalizing the programme.

After projects submission, the NC will review the proposals to check if they conform to the SGP Lebanon eligibility criteria which will have been approved by the NSC. Accordingly, some projects would be accepted, others may be rejected and some will be asked for additional papers or clarifications as is the common practice in all the past phases. The final list of accepted projects will be sent to the NSC members with a summary of each project and a presentation will be done by the NC on these projects to NSC members in an NSC meeting where NC will be expected to clarify to NSC members their inquiries. NSC members will evaluate each of the submitted proposals using the evaluation sheet and then make the selection on which projects are accepted, what modifications are needed for these projects and give adequate explanation for rejecting some proposals.

Before, during and after project submission, a continuous process of capacity building is established between the NC and the NGOs including raising awareness of the SGP's priorities. The NC will provide assistance to the NGOs during proposal writing and follow up and monitor the implementation process that will include modifications of the plans if needed with the approval of the NSC. It is important to note that the projects impacts will be the basis of accepting or rejecting the proposal. The impacts on the environment, on the communities from the socioeconomic perspective (gender, income, poverty reduction, sustainable development) will also be consider as cross cutting aspects of the proposals.

4. OP5 country outcomes, indicators and activities

The Small Grants programme in Lebanon will continue focusing on supporting projects and initiatives aiming at improving the environmental situation at the local level in the five focal areas that CPS for OP5 is focusing at. In addition, during proposals' evaluation, a weight will be given to women empowerment, poverty reduction, networking, capacity building, knowledge management, sustainability,... (annex 2).

The aim is to have projects that impacts the global and local environment and improve living conditions of communities.

Table 4. Results Framework

SGP OP5 Immediate Objective 1: Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community-based actions			
Outcomes	Indicators	Means of verification	Activities (number of projects)
1- Improved community actions and practices inside and surrounding PAs, 2- Improved income of communities in and surrounding PAs through proper management of PAs' resources, 3- Increased recognition of ICCAs as protected areas, 4- Increased knowledge of Local communities of the importance of Biodiversity conservation. 5- Increased sharing of knowledge on PAs through improved networking between NGOs, GOs, International Agencies and Private Sector	<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 • Total value of biodiversity products/ecosystem services produced (US dollar equivalent) 	Project reports	5 projects in PAs and ICCAs
SGP OP5 Immediate Objective 2: Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions			
Outcomes	Indicators	Means of verification	Activities
1- Increased understanding of sustainable use of biodiversity. 2- Improved community	<ul style="list-style-type: none"> • Hectares of significant ecosystems with improved conservation status • Hectares of production landscapes/seascapes applying 	Project progress reports Site Visits Case studies	7 projects on wise management of fauna and flora.

use of biodiversity inland and water bodies in a sustainable manner 3- Increased propagation and reproduction of native flora and fauna important in agriculture.	sustainable use practices <ul style="list-style-type: none"> Total value of biodiversity products/ecosystem services produced (US dollar equivalent) 		
<u>SGP OP5 Immediate Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level			
Outcomes	Indicators	Means of verification	Activities
Innovative low-GHG technologies deployed and successfully demonstrated at the community level	Number of community members demonstrating or deploying low-GHG technologies	Project reports Site visits Opinion surveys	5 projects on low GHG emission/energy efficient technologies.
<u>SGP OP5 Immediate Objective 4:</u> Promote and support energy efficient, low carbon transport at the community level			
Outcomes	Indicators	Means of verification	Activities
Increased knowledge and use of Low GHG emission transport systems.	Number of low GHG efficient transport tools introduced in SGP supported areas	Community feedback, progress reports, Site visits	1 project
<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			
Outcomes	Indicators	Means of verification	Activities
Enhanced community actions for coping with climate change impacts from land use and forestry	Number of community based resilience measures introduced	Progress reports Case studies	5 projects
<u>SGP OP5 Immediate Objective 6:</u> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities			
Outcomes	Indicators	Means of verification	Activities
Enhanced sustainable use of forest resources including land, water and agriculture.	<ul style="list-style-type: none"> Hectares of degraded land restored and rehabilitated Number of communities demonstrating sustainable land and forest management practices. 	Progress report Ecological Assessments	3 projects

<u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)			
Outcomes	Indicators	Means of verification	Activities
Enhanced local communities' capacity in wise management of agro-ecosystems.	Hectares of land applying sustainable forest, agricultural and water management practices.	Final master-plans Minutes of consultation meetings	7 projects
<u>SGP OP5 Immediate Objective 8:</u> Support trans-boundary water body management with community-based initiatives			
Outcomes	Indicators	Means of verification	Activities
1- Reduced land based pollution of international water bodies through community based initiatives, 2- Reduced potential risks of Sea water environmental destruction from oil/gas extraction.	<ul style="list-style-type: none"> ○ Hectares of river/lake/sea basins applying sustainable management practices and contributing to implementation of SAPs ○ Tonnes of land-based pollution avoided ○ Follow-up coordination with the Ministry of Energy and Water in the preparation of strategic environmental assessment of the petroleum sector, and the related environmental decrees. 	Basin/ watershed management plans (base line Data)	5 projects
<u>SGP OP5 Immediate Objective 9:</u> Promote and support phase out of POPs and chemicals of global concern at community level			
Outcomes	Indicators	Means of verification	Activities
1- Improved solid waste management practices, 2- Improved organic/sustainable farming sector.	<ul style="list-style-type: none"> ○ Tons of solid waste prevented from burning by alternative disposal ○ Hectares of organic farming practiced supported by SGP ○ Kilograms of harmful chemicals avoided from utilization or release 	Site Visits Progress reports Case studies	5 projects
<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.			
Outcomes	Indicators	Means of verification	Activities

<p>Improved capacities of NGOs both at the managerial and technical levels.</p>	<ul style="list-style-type: none"> ○ Number of consultative mechanisms established for Rio convention frameworks (1) ○ Number of community-based monitoring systems demonstrated (1) ○ Number of new technologies developed /applied (3) ○ 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) 	<p>Progress report Capacity development assessments</p> <p>An M+E framework finalized and operational</p> <p>Policies developed and or amended based on SGP projects.</p> <p>List of trained people in every category</p>	<p>Embedded in all projects</p>
<p><u>Cross-Cutting Results: Livelihoods and Gender</u></p>			
<p>Outcomes</p>	<p>Indicators</p>	<p>Means of verification</p>	<p>Activities</p>
<p>Improved livelihood conditions of people in SGP projects' areas.</p>	<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 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 women-led 	<p>Gender Segregated data and information.</p> <p>Progress report Capacity development assessments compared with base line data.</p>	<p>Embedded in all projects</p>

	projects supported ○ Number of quality standards/labels achieved or innovative financial mechanisms put in place)		
--	--	--	--

5. Monitoring & Evaluation plan

During the proposal preparation, a monitoring plan including impact indicators and progress reports against these indicators will be addressed. The NC together with the proponent will review this plan and improve on it. Once the project's approval is approved, a time table with disbursement schedules timed up with activities and budgets will be included in the MOA. The NC (sometimes NSC members) will conduct projects visits before payments of disbursements to check against the progress reports that will be received from the grantee. In some cases, some modifications might be needed, the grantee will request these changes and also include the reasons for these changes. The NSC will review these changes, approve them and the MOA will be amended accordingly.

The grantee will be the primary and responsible person for the Monitoring and Evaluation process's and sometimes will be accompanied by other communities' beneficiaries, local partners, SGP team and in some cases other donors.

Table 4 illustrates the Monitoring and Evaluation plan at the project level. The progress in the implementation of the programme will be the prime responsibility of the NC and NSC. Continuous data update on the SGP data base and periodic check on progress against CPS will be conducted at once per year. Table 5 illustrates a programme monitoring plan.

During the course of the year, the NC will hold many meetings with interested groups of NGOs, single NGO or even sometimes interested individuals and raise their awareness on Environmental issues and explain to them about SGP work and how they can be part of SGP work in their regions and to address issues that are of special interest to them. Every year, a call for proposal will be done. Based on this the interested NGOs will most likely start contacting the NC with questions about the proposals preparations, the selection criteria, and the eligibility of criteria for proponents and projects. The project concept and background as well as the needed impact are the prime responsibility of the proponent while the NC shall provide supports to these proponents based on their request without orienting them on what to do as a Community and not to the whims of the donor). The NC will advise on the basis of the questions or requested clarifications or modifications on the proposal components, more so, on the budget items, sustainability issues as well as other specific NSC requests.

During project implementation the proponent will be asked to keep supportive documents for their work including receipts and vouchers for all their expenses, bids for purchases, committees' meetings minutes, photos, attendance lists, once up to 90% of the SGP payment will have been spent. The grantee will provide narrative and financial progress reports. The NC will conduct project visit and will also request payments as per the plan in the MOA. By the end of the project, a final narrative and financial report will be

submitted to the NC. The NC, will then have to conduct an evaluation visit to close the project.

Table 5. M&E Plan at the Project Level

SGP Individual Project Level Monitoring		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantees	Duration of project
Baseline Data Collection ²	Grantees, NC	At project concept planning and proposal stage
Two , Three or four Project Progress and Financial Reports (<i>depending on agreed disbursement schedule</i>)	Grantees, NC	At each disbursement request
Project Workplans	Grantees, NC	Duration of project
NC Project Proposal Site Visit (<i>as necessary / cost effective</i> ³)	NC, PA	Before project approval, as appropriate
NC Project Monitoring Site Visit (<i>as necessary / cost effective</i>)	NC, PA	At each disbursement request
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

The NC will update the SGP data base with the progress of the whole programme at all levels including the decisions taken by NSC on grants commitments, the projects proposals implemntations, the MOAs, progress and photographs as part of a reporting system. This data will measure the progress versus the strategy as per the indicators.

² 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.

³ 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.

Table 6. M&E Plan at the Programme Level

SGP Country Programme Level Plan		
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 ⁴	NC presenting to NSC and CPMT	Once per year
Financial 4-in-1 Report	NC/PA, UNOPS	Quarterly

6 Knowledge Management Plan

The overall purpose of knowledge management is to upscale and replicate successful projects and to share lessons learnt from challenging projects. Potential replicability of submitted proposals will be part of the proposals evaluation process. Proponents are encouraged from the planning stage to think about piloting innovative projects whereby knowledge management plans of their learning and successes will be part of their initial project proposal document. The least to be done will be to produce awareness material or hold meetings, seminars, presentations on their progress during and after project implementation. The higher level of knowledge sharing will be to reach decision making bodies and have policies established that facilitates, encourage and even enforce replication of such projects.

During proposal preparation, the proponent will be asked how the local community are to be involved in project design and implementation. The least that will be expected and required will be that, the community will be aware of the projects through holding meetings with community partners, through distributing awareness materials to them about the project's progress. Then, if there will be any similar or complementing project supported by SGP will be found where the new project may be sited anywhere, the proponent will be asked to collaborate with them or at least share experience with them. SGP programme will ask the proponent to involve other stakeholders in the implementation of the project's activities including private sector, governmental bodies, international agencies and etc. This will facilitates the replication and may be the up scaling of project in other areas. In one project, the private sector and the local authority will provided subsidy on solar heaters to make it feasible for the local people to install them at their houses. In other projects, the Minister of Environment and Minister of

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

Health will be involved through direct meetings with them in order to replace burning hospital waste by autoclaving the waste in one hospital before it spreads to other hospitals (private and public) as well. On this front, an NGO is still a part of the committee working on renewable energy with the ministry of Energy and hydraulics where 80% of the project's lessons were adopted by the Ministry's plan.

Proponents will be encouraged to be active amongst groups that will be sharing the same objectives (Zero waste group) or even establish groups such as those that can do activities as batteries' gathering and treatment to affect policies at the national levels. The programme team members (NC and NSC) are part of umbrella networks dealing with issues related to SGP work. They are expected to share their learning and successes with others and to influence the work of these groups at all levels. Finally, the use of media will be part of knowledge management strategy where lots of projects activities will be covered by media (papers, TV, Radio, Social media).

7 Resource Mobilization Plan

The Lebanon GEF SGP strategy will be to encourage, empower and build the capacities of NGOs and CBO's to raise the 50% match/co-financing for all approved proposals. In some cases, the first contact with donors is done by the National Coordinators. The first target for funding is the local community themselves as an indicator for the need for such project in the community and of course, it raises the community's commitment to the project and ensures its ownership and sustainability.

Understanding that not all NGOs/CBOs can commit to this high level of matching especially the cash portion, more emphasis will be done to establish contacts with donor agencies at the country programme level by aiming at leveraging the deficit by some projects. This could be done through:

1. Maintaining SGP commitment to sustainable livelihood initiatives;
2. Enhancing program and project sustainability;
3. Promoting new partnerships;
4. Achieving synergy and complementarities with other programs and projects;
5. Up-scaling and replicating successful SGP funded projects;
6. Leveraging financial resources to increase global environmental benefits.
7. Conducting training workshops on fundraising,
8. Establishing funding networks including Lebanese living in the Diaspora,
9. Establishing collaboration with embassies having grants system (US, Japan, Canada, Australia, U.K., EU etc)
10. Establishing a roaster of donors working in Lebanon and disseminating the information to the interested NGO's/CBO's.
11. Establishing networks with already existing UN Agencies projects that have common or complementary interest,
12. Establishing contacts with resource people from within or outside the NSC who are willing to contribute to the program.
13. Raise the awareness on the importance of SGP or the local communities.

The NC will approach donors that will show interest in supporting SGP work or working through SGP. Previously SGP did not work on this strategy but now it will check on this

with NSC as well as CPMT to ensure that those bilateral organizations that can fund and or parallel support are brought on board. The CSR coming from the private sector is another option of funding that will be explored in OP5. The access of STAR fund from the GEF through the country mechanisms is an option that may contribute up to 1,000,000 USD. In all cases a strategy for raising funds will be in place where NSC members together with CPMT can provide support for it. A comprehensive resource mobilization plan will be in place including the following considerations:

- ✓ Diversity of funding agencies with homogeneous or complementary focus,
- ✓ Credibility of donors,
- ✓ Avoid green washing,
- ✓ Involvement of NSC,
- ✓ Minimum overhead cost on allocated budget,
- ✓ Avoid competition with communities,
- ✓ Raise awareness on good SGP work and mechanisms,
- ✓ Highlight SGP niche and added value.

ANNEX 1: GEF SGP OP 5 PROJECT LEVEL INDICATORS

The proposals approved by the SGP Lebanon will be modified to include measurable indicators to measure the impact of the projects and the progress made in specific areas.

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
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
Community Based Adaptation (CBA)	

SGP OP5 results indicators	
CBA	<ul style="list-style-type: none"> ○ Number of households, businesses engaged in vulnerability reduction or adaptive capacity development activities, as a proportion of households in the community or region targeted by the project. ○ Percent change in stakeholders' behaviors utilizing adjusted practices or resources for managing climate change risks. ○ Number of beneficiaries of project receiving training in implementation of specific adaptation measures or decision-support tools ○ Number of CBA "lessons learned" from the project
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