**TERMS OF REFERENCE**

**(Individual Contractor Agreement)**

**Title:** Project Management Support – Advisor

**Project:**  FSP OP6 Sri Lanka

**Duty station:** Home Based

**Section/Unit:** UNDP GEF/SGP Programme

**Contract/Level:** ICS-11/IICA-3

**Supervisor:** ---------------------------

**1. General Background**

UNOPS supports partners to build a better future by providing services that increase the efficiency, effectiveness and sustainability of peace building, humanitarian and development projects. Mandated as a central resource of the United Nations, UNOPS provides sustainable project management, procurement and infrastructure services to a wide range of governments, donors and United Nations organizations.

New York Service Cluster (NYSC) supports the United Nations Secretariat, as well as other New York-based United Nations organizations, bilateral and multilateral partners in the delivery of UNOPS mandate in project management, infrastructure management, and procurement management

Sustainable Development Cluster (SDC) supports diverse partners with their peacebuilding, humanitarian and development operations. It was formed by combining the following portfolios: Grants Management Services (GMS), UN Technology Support Services (UNTSS), Development and Special Initiatives Portfolio (DSIP) It provides Services to partners' programmes that are designed, structured, and managed with a global perspective and primarily serving partners that are headquartered in New York. The SDC has a footprint of approximately 125 countries.

UNOPS has signed an agreement with the UNDP CO of Sri Lanka to implement the project activities for the Small Grants Programme.

In accordance with UNDP and GEF M&E policies and procedures, all full-sized projects supported by the GEF should undergo a Terminal Evaluation (TE) upon completion of implementation. The Final Evaluation is intended to assess the relevance, performance and success of the project. It looks at signed of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global and national environmental goals. The Final Evaluation also identifies/documents lessons learned and makes recommendations that project partners and stakeholders might use to improve the design and implementation of other related projects and programmes.

The Final Evaluation is to be undertaken in accordance with the “GEF Evaluation Policy” (see <http://www.gefieo.org/sites/default/files/ieo/evaluations/files/gef-me-policy-2019_2.pdf>).

This Terms of Reference (ToRs) sets out the expectations for the TE of the full-sized project titled Sixth Operational Phase of the GEF Small Grants Programme in Sri Lanka (PIMS#5529) implemented through the United Nations Office for Project Services (UNOPS). The project implementation started on 25 January 2017 and is in its fourth year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’.

The objective of the Sixth Operational Phase of the GEF Small Grants Programme in Sri Lanka (PIMS#5529) full-sized project is to enable community-based organizations to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation, and evaluation of grant projects for global environmental benefits and sustainable development in three ecologically sensitive landscapes. GEF funds for the sixth replenishment comes from STAR funding which is managed by the Operational Focal Point representing the Ministry of Environment. SGP creates synergies between individual grants by adopting a landscape/seascape approach – under principles of the COMDEKS approach - which enhances overall program impact. Among other approaches, SGP promotes the establishment and effective operation of multi-stakeholder platforms at each landscape/seascape and encourages local governments, civil society organizations and the private sector to partner with local communities for the implementation of participatory landscape/seascape strategies, plans and projects. It also fosters the establishment of partnerships between civil society organizations and the private sector for bringing renewable energy and energy efficient technologies to poor local communities in off-grid areas through proposals that demonstrate innovation, sustainability and the potential for growth. The three ecologically sensitive landscapes selected for this phase: the Knuckles Conservation Forest and its buffer zone, the coastal region from Mannar Island to Jaffna, and the Colombo Wetlands. While these areas provide important ecosystem services to the country and are essential for the livelihoods of pastoralist, agricultural, and fisher communities, they all present different levels of biodiversity loss and land degradation, exacerbated by climate change.

The project is linked to the United Nations Development Assistance Framework (UNDAF) through Outcome 4.1: Policies, programmes and capacities to ensure environmental sustainability, address climate change mitigation and adaptation, and to reduce disaster risks in place at national, sub-national and community levels

The project was originally is expected to close operationally by 25 January 2021, so that the terminal evaluation was expected in 2020. However, the project has obtained a no-cost extension till 25th July 2022.The cost of the project is USD 5,797,078, of which USD 2,497,078 is from the GEF Trust Fund and USD 3,200,000 is parallel co-financing from the following: UNDP Sri Lanka County Office, Sri Lanka Government and grantees.

During the project period 41 community-based projects have been funded with 13 in Knuckles including one Strategic Project, 10 in Colombo including one Strategic Project, and 11 in Mannar including one Strategic project, , 1 Knowledge Management in Knuckles, 1 Knowledge Management in Mannar and 1 Knowledge Management in Colombo and one Capacity building for the three landscapes and 3 projects that did the landscape strategies for each landscape, to enable community organizations and NGOs to develop and implement adaptive landscape/seascape management strategies that build social, economic and ecological resilience based on local sustainable development benefits.

The project is composed of one strategic component**: Resilient rural landscapes for sustainable development and global environmental protection**, which is comprised of 4 outcomes. Below is a summary of the progress of the outcomes.

**Outcome** 1: **Multi-stakeholder partnerships in three ecologically sensitive landscapes develop and execute management plans to enhance socio-ecological landscape resilience and global environmental benefits**

Multi-stakeholder groups in each landscape have been operationalized with agreed TORs. Comprehensive socio-ecological baseline assessments were developed for each landscape. Multi-stakeholder meetings of all three landscapes have been held frequently with recent-most meetings being conducted remotely. The multi-stakeholder groups have also aided in the implementation of the Seventh Operational phase of the GEF SGP. Three landscape management strategies and plans were prepared and then approved by the National Steering Committee in 2017.

Typologies of community level projects and eligibility criteria were developed in the three landscapes by multi-stakeholder groups.

A total of 12 formal agreements have been signed between community organizations and other partners in each landscape to pursue the outcomes of each strategy through community and landscape level projects.

**Outcome 2: Community-based organizations in landscape level networks build their adaptive management capacities by implementing projects and collaborating in landscape management**

An aggregate of 25,546 hectares were brought under protection or sustainable use for biodiversity conservation or improved ecosystem function and a total of 2,214 hectares have been brought under reforestation or farmer-managed natural regeneration. Four new projects (including the Mannar strategic project) were approved in April 2021 after a delayed period due to the COVID-19 pandemic and started thereafter. They are expected to account for approximately an additional 635 hectares.

Also, a total of 6,864 hectares of degraded wetlands have been rehabilitated the four new projects are expected to account for approximately an additional 2,240 hectares. 650 hectares of forest cover lands were set aside for carbon sequestration and a total of 2,582 hectares of land have been rehabilitated through best practice soil conservation measures and agroforestry.

A total of 2,596 hectares of agricultural land have been brought under agro-ecological practices and systems and 835 individuals are benefited from new sustainable alternative livelihood options.

**Outcome 3:** **Multi-stakeholder partnerships develop and implement strategic projects that catalyze the broader adoption of successful SGP-supported technologies, practices, or systems**

Three strategic projects to enable and facilitate upscaling of successful SGP-supported initiatives are supported. The Knuckles landscape Strategic Project carried out by Ekabadda Praja Sanwardhana Kantha Maha Sangamaya (EPSKMS) has successfully completed its activities and the Colombo landscape strategic project implemented by the Human Development Foundation of Sri Lanka (HDFSL)is still under implementation. The Mannar landscape Strategic Project was cleared and implementation started. This project is implemented by the Nature Conservation Foundation.

Cumulative numbers of community representatives who have participated in the design and implementation of their respective scaling-up strategic project in Colombo landscape is 252 (204 men and 48 women) and in Knuckles landscape is 700 (200 men and 500 women). The Mannar Strategic Project, which has been recently initiated in late-May, will involve a total of 335 community representatives (150 women and 185 men).

**Outcome 4:** **Multi-stakeholder landscape policy platforms discuss potential policy innovations based on analysis of project experience and lessons learned.**

The project established three multi-stakeholder governance platforms which convened at least twice each year and were institutionalized through formal agreements since work on this topic started in 2018.

During the past year, three policy dialogues were conducted and three policy papers were prepared for the three landscapes.

As projects are being completed, case studies for each project in each landscape are being developed by the knowledge management grantees in the landscape with 13 in the Knuckles landscape and 7 in the Colombo landscape are in their final draft stage. Case studies include highlights of the projects along with any lessons learnt. Furthermore, 24 newsletters have been released since inception.

4,329 project stakeholder participants have actively engaged in analysis of project experience and landscape management and have participated in platform workshops and dialogues. A communication strategy has been developed and made operational.

The project is implemented by UNOPS and executed by UNDP through the existing mechanism of the GEF Small Grants Program, including the approval of each initiative by the SGP National Steering Committee and proper follow-up and monitoring to be provided under the leadership of the SGP Upgrading Country Program Coordinator.

The incumbent of this position will be a personnel of UNOPS under its full responsibility.

**COVID-19 Context:**

In March 2020, in response to growing numbers of COVID-19 cases in Sri Lanka, an island-wide curfew

was imposed. A Presidential Task Force was established to combat the health crisis and its ripple effects

on different sectors of the economy, to ensure that essential services continued unhindered. The agriculture

sector was one of the worst affected sectors by the pandemic and subsequent lockdowns, resulting in

breakdowns of supply and value chains during peak harvesting periods and the price collapses of

agricultural produce.

Details of the Impact of COVID-19 on Project Implementation and other Challenges

Delays were experienced in receiving approvals for the projects implemented in the Mannar Landscape due to constraints caused by COVID-19 which were posed by the curfews and lockdowns that resulted in a lack of mobility. Additionally, progress of projects conducted in the Colombo landscape also experienced delays due to the continuous lockdowns caused by the COVID-19 pandemic, which prevented the ability to conduct group meetings, meet government officials and gather people to conduct necessary trainings. Furthermore, constraints due to the inability to conduct in-person field visits to review progress by projects was also experienced. Four projects ( including the Mannar strategic project) that were approved in April 2021 after a delayed period due to the COVID-19 pandemic and started in late-May 2021 thereafter.

Out of National Ethnic Unity Foundation (NEUF) beneficiaries from Knuckles landscape, there are 4 women whose livelihoods depend on sewing. These ladies are currently sewing face masks as an alternative to their usual production of cloth bags, curtains and other cloth items during the Covid-19 pandemic. Furthermore, cultivation of traditional types of rice through organic practices in the region and post COVID-19 agriculture diversification efforts have supported the well-being of the village and surrounding forest. The progress of the project undertaken by the Centre for Sustainability, University of Sri Jayawardenapura, has been challenged due to COVID-19 as students are not permitted to congregate in activities. During the pandemic, it is observed in the SGP projects that women-led projects that were involved in initiatives such as online sales outlets, dissemination of micro-credit finance schemes etc., were more resilient to the impacts of COVID-19.

The pandemic and its consequent inability to meet in-person caused delays in receiving approvals for the latest projects approved by the NSC in the Mannar landscape. Moreover, the pandemic caused delays in progress achieved by projects in the Colombo landscape due the constraints posed by the continuous lockdowns experienced. Conducting physical verification of work done by the projects in all landscapes was a challenge due to the risk of spreading the virus and travel restriction in place with the 3rd wave of COVID-19. This was overcome by conducting virtual verification via Zoom platform, where videos and images on activities conducted were showcased. Further verification was also conducted by three field coordinators in each landscape.

The project has adapted well to the COVID challenges (which included travel restrictions and mandatory self-isolation) providing technical support, training and continuous communication during this time of COVID challenges. The SGP Team has been in continuous contact with grantees to adjust their projects’ action plans taking into consideration delays in implementation and also to minimize or replace physical awareness raising and capacity building activities with online sessions and trainings, which overall have been particularly useful in ensuring continuous progress. Additionally, the SGP Sri Lanka team has been participating in weekly webinars with managers of other SGP Country Programmes from around the region and worldwide to share lessons learned and best practices in addressing challenges arising from COVID, and it is encouraged to maintain this practice.

**2. Purpose and Scope of Assignment**

The objective of the evaluation is to assess the achievement of project objectives, the affecting factors, the broader project impact and the contribution to the general goal/strategy, and the project partnership strategy.

The Project Management Support - Advisor will be working remotely, supported by the National Consultant and the project team based in Sri Lanka, who will provide necessary substantive and operational support in carrying out this evaluation.

Project success will be measured based on the Project Logical Framework (see Annex 1), which provides clear performance and impact indicators for project implementation along with their corresponding means of verification.

The Project Management Support - Advisor review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the Project Management Support - Advisor considers useful for this evidence-based evaluation. The Project Management Support - Advisor will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The Project Management Support - Advisor is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

The specific design and methodology for the TE should emerge from consultations between the Project Management Support - Advisor and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The Project Management Support - Advisor must use gender-responsive methodologies and tools and ensure that gender equality and women’s empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the Project Management Support - Advisor.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

The Project Management Support - Advisor will assess project performance against expectations set out in the project’s Logical Framework/Results Framework (see ToR Annex A). The Project Management Support - Advisor will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects.

**3. Monitoring and Progress Controls**

The TE is a mandatory evaluation of the GEF and must be performed by an external Consultant prior to the conclusion or effective closure of the Project. The TE for SGP Sri Lanka is scheduled to take place in March 2022.

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can improve the sustainability of the benefits of this project and assist in the overall improvement of UNDP programming. The TE report promotes accountability and transparency and assesses the scope of project achievements.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report must provide evidence-based information that is credible, reliable and useful.

The Project Management Support – Advisor is responsible for the below mentioned findings which will be delivered in the Findings Section of the TE Report. A full outline of the TE report’s content is provided in ToR Annex C.

The asterisk “(\*)” indicates criteria for which a rating is required.

Findings

1. Project Design/Formulation

* National priorities and country driven-ness
* Theory of Change
* Gender equality and women’s empowerment
* Social and Environmental Standards (Safeguards)
* Analysis of Results Framework: project logic and strategy, indicators
* Assumptions and Risks
* Lessons from other relevant projects (e.g. same focal area) incorporated into project design
* Planned stakeholder participation
* Linkages between project and other interventions within the sector
* Management arrangements

1. Project Implementation

* Adaptive management (changes to the project design and project outputs during implementation)
* Actual stakeholder participation and partnership arrangements
* Project Finance and Co-finance
* Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
* Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
* Risk Management, including Social and Environmental Standards (Safeguards)

1. Project Results

* Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
* Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
* Sustainability: financial (\*) , socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
* Country ownership
* Gender equality and women’s empowerment
* Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
* GEF Additionality
* Catalytic Role / Replication Effect
* Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

* The Project Management Support - Advisor will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
* The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women’s empowerment.
* Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
* The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the Project Management Support - Advisor should include examples of good practices in project design and implementation.
* It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The total duration of the TE will be approximately 33*working days* over a time period of *12 weeks* starting on 20 March *2022*. The tentative TE timeframe is as follows:

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| Timeframe | Activity |
| *20-24 March 2022* | Preparation period for Project Management Support - Advisor (handover of documentation) |
| *24-29 March 2022* | Document review and preparation of TE Inception Report |
| *29 March 2022* | Validation of TE Inception Report |
| *30 March - 20 April 2022* | Stakeholder meetings, interviews, etc. |
| *25 April 2022* | Wrap-up meeting & presentation of initial findings; |
| *10 - 15 May 2022* | Preparation of draft TE report |
| *15 May 2022* | Circulation of draft TE report for comments |
| *20 May 2022* | Preparation and Issuance of Management Response |
| *15-22 May 2022* | Incorporation of comments on draft TE report into Audit Trail & finalization of TE report, including the management response. |
| *22-25 May 2022* | Issuance of final management responses |
| *by 31 May 2022* | Expected date of full TE completion |

**TE DELIVERABLES**

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| --- | --- | --- | --- | --- |
| # | Deliverable | Description | Timing | Responsibilities |
| 1 | TE Inception Report | Project Management Support - Advisor clarifies objectives, methodology and timing of the TE | *29 March* | Project Management Support - Advisor submits Inception Report to RTA, UNOPS and Project Team. |
| 2 | Presentation of the TE preliminary findings | Initial Findings | *25 April* | Project Management Support - Advisor presents to RTA, UNOPS and Project Team. |
| 3 | Draft TE Report | Full draft report *(using guidelines on report content in ToR Annex C)* with annexes | *15 May* | Project Management Support - Advisor submits to Commissioning Unit; reviewed by RTA, UNOPS, UNDP CO and Project Team |
| 4 | Final TE Report\* + Audit Trail | Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report *(See template in ToR Annex H)* | by 31 May | Project Management Support - Advisor submits both documents to UNDP CO and RTA |

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO’s quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[[1]](#footnote-1)

**4. Qualifications and Experience**

The consultant cannot have participated in the project preparation, formulation and/or implementation (including the writing of the Project Document and should not have a conflict of interest with project’s related activities.

**a. Education**

* Master’s degree preferably in the areas of environment and sustainable development, or other closely related field

**b. Work Experience**

* Minimum seven (7) years’ experience in environmental management, sustainable development or a related field
* Knowledge of and experience with UNDP and/or GEF projects is required
* Experience with the GEF Small Grants Programme is an advantage
* Experience with results-based monitoring and evaluation methodologies is desirable
* Demonstrated understanding of issues related to Gender and Biodiversity Conservation, Climate Change and Land Degradation is an asset
* Fluency in English, spoken and written

**c. Key Competencies**

|  |  |
| --- | --- |
|  | Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization. |
|  | Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion. |
|  | Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. **For people managers only:** Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles |
|  | Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role). |
|  | Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them.  Understands that responsible use of resources maximizes our impact on our beneficiaries. |
|  | Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behaviour. Performance is consistent, even under pressure. Always pursues continuous improvements. |
|  | Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving. |
|  | Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground. |

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| Project Authority (Name/Title):  ---------------------- | | Contract holder (Name/Title): | |
| ---------------------- |  |  |  |
| Signature | Date | Signature | Date |

**Annex A**

**Project Results Framework**

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| **This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD: Outcome 4:** Policies, programmes and capacities to ensure environmental sustainability, address climate change, mitigation and adaptation and reduce disaster risks in place at national, sub national and community levels |
| **Country Programme Outcome Indicators:**  1. Number of forest adjacent households supported by coordinated environmentally-friendly livelihood development mechanisms; 2. Number of climate change adaptation best practices leading to reduction of climate vulnerability promoted; 3. Number of replicable biodiversity conservation and ecosystem management models developed; 4. Number of public-private-community initiatives to promote ecosystem-based disaster risk reduction. |
| **Primary applicable Key Environment and Sustainable Development/Key Result Area**: Mainstreaming environment and energy |
| **Applicable GEF Strategic Objective and Program:** SGP: To implement sustainable collaborative management of ecosystems of universal value at the landscape/seascape-wide level in participating countries: **Strategic Initiative 1**: Community Landscape and Seascape Conservation |
| **Applicable GEF Expected Outcomes:**  Biodiversity Conservation  **Outcome 9.1**: Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management  **Outcome 9.2**: Sector policies and regulatory frameworks incorporate biodiversity considerations  Climate Change Mitigation  **Outcome A:** Accelerated adoption of innovative technologies and management practices for greenhouse gas emission reduction and carbon sequestration  **Outcome C**: Financial mechanisms to support greenhouse gas emission reductions are demonstrated and operationalized  Land Degradation  **Outcome 3.1**: Support mechanisms for sustainable land management in wider landscapes established  **Outcome 3.2**: Integrated landscape management practices adopted by local communities based on gender sensitive needs  **Outcome 3.3**: Increased investments in integrated landscape management |
| **Applicable GEF Outcome Indicators:**  **BD Indicator 9.1:** Landscapes and seascapes (hectares) certified by internationally or nationally recognized environmental standards that incorporate biodiversity considerations  **BD Indicator 9.2**: The degree to which sector policies and regulatory frameworks incorporate biodiversity considerations and implement the regulations  **CC Indicator 4**: Deployment of low greenhouse gas emission technologies and practices  **CC Indicator 6**: Degree of strength of financial and market mechanisms to catalyze reduction of greenhouse gas emission  **LD Indicator 3.1**: Demonstration results strengthening cross-sector integration of sustainable land management  **LD Indicator 3.2**: Application of integrated natural resource management practices in wider landscapes  **LD Indicator 3.3**: Increased resources flowing to integrated natural resource management and other land uses from various sources |

| **Outcome** | **Indicator** | **Baseline** | **Targets**  **End of Project** | **Source of verification** | **Risks and Assumptions** |
| --- | --- | --- | --- | --- | --- |
| Project Objective  To enable community-based organizations to take collective action for adaptive landscape management for socio-ecological resilience through design, implementation, and evaluation of grant projects for global environmental benefits and local sustainable development in three ecologically sensitive landscapes: the Knuckles Conservation Forest and its buffer zone, the coastal region from Mannar Island to Jaffna, and the Colombo Wetlands  Component 1  Resilient rural landscapes for sustainable development and global environmental protection | * Area, across three landscapes, of sustainably managed production landscapes that conserve biodiversity and enhance ecosystem services * Area of degraded lands in three project landscapes that are benefitting from land rehabilitation activities * Number of stakeholders actively engaged in and benefitting from local project activities | * Socio-economic activities in the three landscapes lead to degraded habitats, including deterioration of ecosystem quality, increased risk of desertification, and increased risk of communities to the impacts of climate change * Landscapes have benefitted from small grant projects. In the three landscapes projects have not been as extensive or strategically coordinated to achieve landscape synergies and impacts * A number of awareness-raising activities have either been implemented or are underway, but these are not organized as a coherent landscape strategy/programme | * At least 20,000 hectares, across three production landscapes, of sustainably managed production landscapes that conserve biodiversity and enhance ecosystem services, including 650 hectares of forest for carbon storage * At least 15,000 hectares of degraded lands in three project landscapes under sustainable land management benefitting from land rehabilitation activities * At least 250 individuals in each of the three landscapes actively participating and benefitting from local field-based project activities; | * Baseline assessment reports determine precise baseline indicators * Use of aerial photos to create maps of land use and forest cover and monitor progress * Project performance reports (APR/PIR, independent final evaluation) * Workshop reports * Meeting minutes | **Assumptions**   * NGOs and government agencies support community-based organizations and civil society for the adaptive collaborative management and long-term sustainability of the positive outcomes of the individual small grants projects * The low capacities of civil society organizations to implement grant projects can be overcome, improved and sustained * Much of the project documentation and workshops must be conducted in local languages to ensure comprehension   **Risks**   * The impacts of climate change undermine efforts to make incremental and sustained conservation of biodiverse ecosystems and rehabilitation of degraded lands |
| Outcome 1:  Multi-stakeholder partnerships in three ecologically sensitive landscapes develop and execute management plans to enhance socio-ecological landscape resilience and global environmental benefits | * A multi-stakeholder group on landscape planning and management organized for each of the selected landscapes * A strategy to achieve greater social and ecological resilience for each landscape * A typology of community level initiatives in each landscape needed to achieve landscape outcomes * Formal cooperative agreements between community organizations and other partners in each landscape to pursue the outcomes of each strategy through community and landscape level projects | * Networks of civil society associations, community-based organizations, and other non-governmental organizations were organized under the GEF 5 Small Grant Programme, but not in the project landscapes and they no longer convene * Experts and other specialists are available to provide *ad hoc* support to local initiatives but will require an institutional mechanism and remuneration | * One multi-stakeholder working group per landscape is operational with agreed TORs (3) * One comprehensive socio-ecological baseline assessment for each landscape (3) * Three landscape management strategies and plans prepared and then approved by the National Steering Committee * Landscape specific typologies (3) of community level projects and eligibility criteria formulated by multi-stakeholder groups in each landscape * At least ten signed formal agreements between community organizations and other partners in each landscape to pursue the outcomes of each strategy through community and landscape level projects | * Baseline survey and assessment reports * Maps of land use and forest cover * Project performance reports (APR/PIR, independent final evaluation) * Workshop reports * Meeting minutes * Terms of references of consultative mechanisms * Cooperative and collaborative memoranda of agreement * Small grant project proposals submitted by community-based organizations and civil society entities * Monitoring and evaluation reports of small grant project partners | **Assumptions**   * Local stakeholders actively engage in the work of the multi-stakeholder platforms * A critical mass of local community-based organizations in the three landscapes will propose eligible projects   **Risks**   * Political and stakeholder support to establish and institutionally sustain multi-stakeholder groups wanes (low risk) * Insufficient technical expertise to ensure high quality performance of grant projects (low risk) |
| Outcome 2: Community-based organizations in landscape level networks build their adaptive management capacities by implementing projects and collaborating in landscape management | * Area (hectares) under protection or sustainable use for biodiversity conservation or improved ecosystem function * Area (hectares) of reforested and/or afforested lands * Area (hectares) of degraded wetlands rehabilitated * Area (hectares) of forest cover lands set aside for carbon sequestration * Area (hectares) of land rehabilitated through best practice soil conservation measures * Area of land under improved grazing regimes * Area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources * Number of individuals in the communities that have benefited from new sustainable alternative livelihood options | * Procedures under the GEF 5 Small Grant Programme are known at the national level but less known in the new targeted landscapes and communities * 50 civil society associations, community-based organizations and other non-governmental organizations benefited from grant grants under the GEF 5 programme but were scattered throughout Sri Lanka and their individual objectives and interventions were not strategically coordinated with each other | * At least 10,000 hectares under protection or sustainable use for biodiversity conservation or improved ecosystem function – community conservation areas, ecotourism development, NTFPs, human-animal conflicts, etc. * At least 10,000 hectares under reforestation or farmer managed natural regeneration * At least 3,000 hectares of degraded wetlands rehabilitated * At least 650 hectares of forest cover lands set aside for carbon sequestration leading to mitigation of at least 25,000 metric tons of CO2[[2]](#footnote-2) * At least 2,000 hectares of land rehabilitated through best practice soil conservation measures and agroforestry * At least 2,000 hectares under improved grazing regimes * At least 8,000 hectares of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources * At least 200 individuals in the communities have benefited from new sustainable alternative livelihood options | * Meeting minutes * Workshop reports * Terms of references of consultative mechanisms * Cooperative and collaborative memoranda of agreement * Small grant project proposals submitted and approved * Baseline surveys and assessments * Monitoring and evaluation reports of small grant project beneficiaries | **Assumptions**   * There is sufficient interest and engagement from local stakeholders to implement eligible small grant projects * There is at least one NGO that has the capacity to provide technical backstopping to grantees of small grant projects in each landscape |
| Outcome 3:  Multi-stakeholder partnerships develop and implement projects that catalyze the adoption of successful SGP-supported technologies, practices, or systems | Number of strategic projects supporting broader adoption of successful small grant project lessons  Number of community members in each of the three landscapes who have participated in the design and implementation of their respective scaling-up strategic project | * Local development activities receive *ad hoc* support from an informal network of local NGOS and CBOs in the project landscapes * Better practices and lessons have been learned from the GEF 5 SGP * No attempts at stimulating broader adoption of small grant successes from the GEF 5 program have been attempted | * Three strategic projects to enable and facilitate upscaling of successful SGP-supported initiatives: potential lines of work include biodigestors; production, marketing and sale of underutilized crops or crop varieties; and value addition to products harvested sustainably from wetlands or forests * At least 250 local community representatives in each of the three landscapes have participated in the design and implementation of the scaling-up strategic project. | * Meeting minutes * Workshop reports * Terms of references of consultative mechanisms * Cooperative and collaborative memoranda of agreement * Project documents for strategic projects; NSC minutes | **Assumptions**  NGOs and government agencies will support community-based organizations in the design and implementation of strategic initiatives to stimulate broader adoption of successful small grants projects.  **Risks**   * Community based organizations maintain a low level of technical and management capacity to implement grant projects * Market conditions may decline and de-incentivize producers from participating in projects |
| Outcome 4: Multi-stakeholder landscape policy platforms will discuss potential policy innovations based on analysis of project experience and lessons learned | * Existence of operational multi-stakeholder governance platforms in the three landscapes, including local and higher levels of government, NGOs, academics, second level organizatios, and others * Number of case studies summarizing lessons learned and best practices, based on evaluation of implementation results at the landscape level * Awareness and knowledge of best practices promoted through knowledge sharing events and capacity building activities. | * Mainstreaming of lessons learned and best practices of small grant projects under the GEF 5 programme was pursued through awareness-raising activities and not institutionalized as a formal mechanism with line ministries and agencies * Lessons learned from the GEF 5 Small Grant Programme have been promoted through brochures, booklets and ad hoc presentations in-country, but there is no specific communication strategy or plan for long-term promotion of best practices | * Three (3) multi-stakeholder governance platforms have convened at least twice per year and are institutionalized through formal agreements at the District and Division levels to ensure post-project continuance of their services * At least one case study per target landscape summarizing lessons learned and best practices, based on evaluation of implementation results. * At least 500 project stakeholder participants have actively engaged in analysis of project experience and landscape management and have participated in platform workshops and dialogues * Communication strategy is developed and operational | * Meeting minutes * Workshop reports * Terms of references of consultative mechanisms * Cooperative and collaborative memoranda of agreement * Small grant project proposals submitted by community-based organizations and civil society entities * Baseline surveys and assessments * Monitoring and evaluation reports of small grant project beneficiaries | Assumptions   * New partnerships develop between government institutions and local stakeholders      * Local, regional and national level government officials will participate in discussions and analyses of lessons learned and potential policy applications |

**Project Outcomes, Outputs and Activities**

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| **Outcome 1** | **Multi-stakeholder partnerships in three ecologically sensitive landscapes develop and execute management plans to enhance socio-ecological landscape resilience and global environmental benefits** |
| Output 1.1 | Organize formal multi-stakeholder groups for each landscape. |
|  | ***Key Activities*** |
|  | * Stakeholder and expert consultations to draft multi-stakeholder group terms of reference for endorsement by the National Steering Committee. * Preliminary assessment and detailed mapping of each project landscape conducted to confirm boundaries, potential participants, and other factors identified during project preparation |
| Output 1.2 | Produce a comprehensive socio-ecological baseline assessment for each of the three landscapes through participatory research and planning. |
|  | ***Key Activities*** |
|  | * generate an in-depth baseline analysis in each landscape that will build on and/or confirm project preparation products and strengthen community and other stakeholder ownership. These analyses will examine social and ecological trends and patterns affecting landscape resilience, as well as current governance frameworks, institutional programs and projects, and potential strategic partnerships. |
| Output 1.3 | Develop landscape strategies and plans for each of the three landscapes. |
|  | ***Key Activities*** |
|  | * Multi-stakeholder groups develop landscape strategies based on four outcomes linked to biodiversity conservation and ecosystem services, sustainable land management, climate change mitigation, and water resource management, all of which are shaped and defined by their relation to local priorities for food security, income generation and the development of social capital for the global environment and socio-ecological resilience. * Landscape strategies are reviewed and approved by the National Steering Committee * Groups draft adaptive management plans to build social, economic and ecological resilience, to be achieved through collective action |
| Output 1.4 | Develop and finalize the typology of community level projects and eligibility criteria for each landscape. |
|  | ***Key Activities*** |
|  | * Multi-stakeholder discussions are organized and convened to identify the types of projects that will be pursued by communities in each landscape during the Sixth Operational Phase of the SGP. * Multi-stakeholder consultations to formulate eligibility criteria for the community-level projects * Review of draft eligibility criteria, finalize, and validate at landscape level stakeholder workshops. |
| Output 1.5 | Negotiate and sign formal multi-stakeholder agreements regarding projects pursuing long-term strategic outcomes in each landscape |
|  | ***Key Activities*** |
|  | * Prospective grantee organizations discuss project typology and identify project to be developed * Prospective grantee organizations discuss potential project proposal with SGP and multi-stakeholder group * Partner(s) for each project is identified * Agreements signed by communities and interested partners in the multi-stakeholder group in support of community projects aligned with landscape level outcomes. |
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| **Outcome 2** | **Community-based organizations in landscape level networks build their adaptive management capacities by implementing projects and collaborating in landscape management** |
| Output 2.1 | Develop and implement community level small grant projects that conserve biodiversity and enhance ecosystem services |
|  | ***Key Activities*** |
|  | * Carry out workshops in each landscape on project design, implementation, M&E, reporting * Implement projects with assistance of partners, as applicable * Monitor project implementation and evaluate performance and impact |
| Output 2.2 | Develop and implement community level small grant projects that enhance productivity and sustainability of smallholder agroecosystems |
|  | ***Key Activities*** |
|  | * Carry out workshops in each landscape on project design, implementation, M&E, reporting * Implement projects with assistance of partners, as applicable * Monitor project implementation and evaluate performance and impact |
| Output 2.3 | Develop and implement community level small grant projects that develop innovative alternative livelihood options and improve market access |
|  | ***Key Activities*** |
|  | * Carry out workshops in each landscape on project design, implementation, M&E, reporting * Implement projects with assistance of partners, as applicable * Monitor project implementation and evaluate performance and impact |
|  |  |
| **Outcome 3** | **Multi-stakeholder partnerships develop and implement projects that catalyze the adoption of successful SGP-supported technologies, practices, or systems** |
| Output 3.1 | Detailed analysis of successful grant project portfolios and lines of work from previous SGP phases to identify lessons learned/best practice and market opportunities |
|  | ***Key Activities*** |
|  | * Identify lines of work (portfolios of similar projects) * Identify and prepare lessons learned from the results of SGP projects * Identify potential scale of broader adoption of lessons, technologies, etc. * Identify obstacles to and initial requirements for broader adoption * Prepare one report per landscape |
| Output 3.2 | Engage potential financial partners and public sector institutions in action research and planning |
|  | ***Key Activities*** |
|  | * Multi-stakeholder workshops to discuss reports, capacities, financial sustainability, requirements for broader adoption of specific technologies, etc. * Expert group formed to review material * Analyses of institutional support requirements * Analyses of private sector interest and possible participation * Formation of partnerships to carry out strategic projects for upscaling of application of specific technologies, etc. |
| Output 3.3 | Identify scaling up requirements and opportunities, and develop a resource mobilization strategy to facilitate scaling up |
|  | ***Key Activities*** |
|  | * Analyses and discussion of investment requirements, including feasibility studies * Feasibility study and replication strategy report for each target landscape * Partnerships elaborate resource mobilization strategy to complement strategic project resources |
| Output 3.4 | Prepare and implement one (1) strategic landscape-level project for each target landscape for scaling up and broader adoption. |
|  | ***Key Activities*** |
|  | * Design and implement strategic projects; M&E |
|  |  |
| **Outcome 4** | **Multi-stakeholder landscape policy platforms will discuss potential policy innovations based on analysis of project experience and lessons learned** |
| Output 4.1 | Organize multi-sectoral policy dialogue platforms for each landscape |
|  | ***Key Activities***   * Identification of potential policy dialogue participants * Lessons from project implementation and landscape management are analyzed and briefs are prepared * Briefs disseminated widely * Platform members meet and discuss policy briefs |
| Output 4.2 | Systematize and codify relevant project and portfolio experiences for dissemination to policy platform participants, community-based organizations and networks, and second level organizations |

***Key Activities***

* Lessons learned reports prepared and distributed
* Communication strategy developed and implemented

1. Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml> [↑](#footnote-ref-1)
2. The conservative estimate of carbon capture by tropical forest in Sri Lanka used here is 40 tons of CO2 per hectare per rotation of 20 years. [↑](#footnote-ref-2)