

SGP COUNTRY PROGRAMME STRATEGY FOR OP7 (2020 – 2023)



ZAMBIA

September 2020



ACRONYMS

AER	Agro Ecological Region
BTOR	Back to Office Report
CBNRM	Community-based Natural Resource Management
CBO	Community Based Organisations
cc-GAP	Climate Change Gender Action Plan
CLZ	Conservation Lower Zambezi
CO	Country Office
CPMT	Coordinating Programme Management Team
CPS	Country Programme Strategy
CRB	Community Resource Board
CSA	Climate Smart Agriculture
DDCC	District Development Coordinating Committee
GEF	Global Environment Facility
HEP	Hydro Electric Power
IPs	Indigenous Peoples
KM	Knowledge management
LZNP	Lower Zambezi National Park
M & E	Monitoring and Evaluation
MoA	Memorandum of Agreement
NC	National Coordinator
NDCs	Nationally Determined Contributions
NGO	Non-Governmental Organisations
NSC	National Steering Committee
OP6	The Sixth Operation Phase of GEF 2014 - 2018
PA/NC	Programme Assistant /National Coordinator
PIP	Project Implementation Plan
POPs	Persistent Organic Pollutants
PWDs	People living with Disabilities
SGP	Small Grants Programme
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNOPS	United Nations
UNSDPF	United Nations Sustainable Development Partnership Framework
VAG	Village Action Groups
WWF	World Wide Fund for Nature
ZEMA	Zambia Environmental Management Agency



SGP COUNTRY PROGRAMME STRATEGY FOR OP7

Country: **Zambia**

OP7 Resources (Estimated): **USD 500,000**

(Resources Outlay): **CORE\$ USD500,000; STAR US\$000; UNDP CO \$00**

OP7 Financial Resources - SGP Country Programme (estimated US\$)¹

Table 1: Zambia - Total Number of Projects Supported and Disbursement Record

OP	Total No. of Projects	Total Grant Amount Committed	Co-finance	
			Cash	In-kind
OP 4	15	500,000	332,024	58,359.00
OP 5	29	1,200,000	269,783	211,029
OP 6	83	2,852,750	935,544	453,309
Total	127	4,552,750	1,537,351	722,697

¹ The level of SGP OP7 resources is an estimated total of: (i) the GEF7 core grant allocation (to be reviewed annually by CPMT on the basis of performance, co-financing and strategic partnerships, demonstrated NSC commitment rates, and UNOPS delivery); (ii) approved STAR resources; as well as (iii) other sources of third party cost sharing & co-financing (country, regional and/or global levels). SGP countries with remaining OP6 balances that have not been pipelined will be expected to use these balances in line with the OP7 strategic approach in order to be coherent in terms of SGP programming and results expected.



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1. BACKGROUND

Globally, the Small Grants Programme’s goal is to “effectively support the creation of global environmental benefits and safeguarding of the global environment through community and local solutions that complement and add value to national and global level action. The GEF Small Grants Programme (SGP), aligns its Operational Phase strategies with those of the GEF and co-financing partners, and provides a global portfolio of innovative, inclusive, and impactful projects that address global environmental and sustainable development issues. It is implemented by the United Nations Development Programme (UNDP)

The GEF-SGP was launched in 1992, with 33 participating countries and has now expanded to 125 countries. The programme provides financial and technical support to communities and Civil Society Organizations to meet the overall objective of global environmental benefits secured through community-based initiatives; this is on the credence that, community-driven and civil society led initiatives can generate benefits, while supporting sustainable livelihoods, gender equality and civil society empowerment. These actions are essential for the local and regional level as they contribute to resolving global environmental challenges in the GEF focus areas and other related areas.

At the local level, actions are conducted by community-based organizations and Non-governmental organisations / civil society, comprised of women groups, men, youth, indigenous peoples and persons living with disabilities. This is recognized as essential to the delivery of global environmental benefits and contribute to the GEF-7 Programming Directions, UNDP’s Strategic Plan 2018-2021, and national priorities to achieve the UN Sustainable Development Goals and other international commitments.²

The 7th Operational Phase of the SGP aims “*to promote and support innovative, inclusive and scalable initiatives, and foster multi stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes*”, building on its over 26 years of successful operations in total over 133 countries.

2. SUMMARY: KEY RESULTS/ACHIEVEMENTS FROM OP6

During OP6 (2015-2018) the SGP CO considered biodiversity, sustainable land management, climate change mitigation, POPs and International waters management focal areas by supporting CBOs, and NGOs. Partnerships were fostered with the Ministries of Planning and National Development, Agriculture, Environment, Livestock and Fisheries, Forestry Department, Water Affairs, Tourism and Arts, Lands and Natural Resources. Others included, sister UN Agencies such as, FAO, WFP, donor Agencies, International NGOs, and Research and Academia that significantly support government and community interventions by

² The initial SGP OP7 concept was incorporated into the strategic directions for the overall GEF-7 replenishment negotiations in 2017, and subsequently approved by the GEF Council paper “GEF Small Grants Programme: Implementation Arrangements for GEF-7” (GEF/C.54/05.rev) in June 2018.

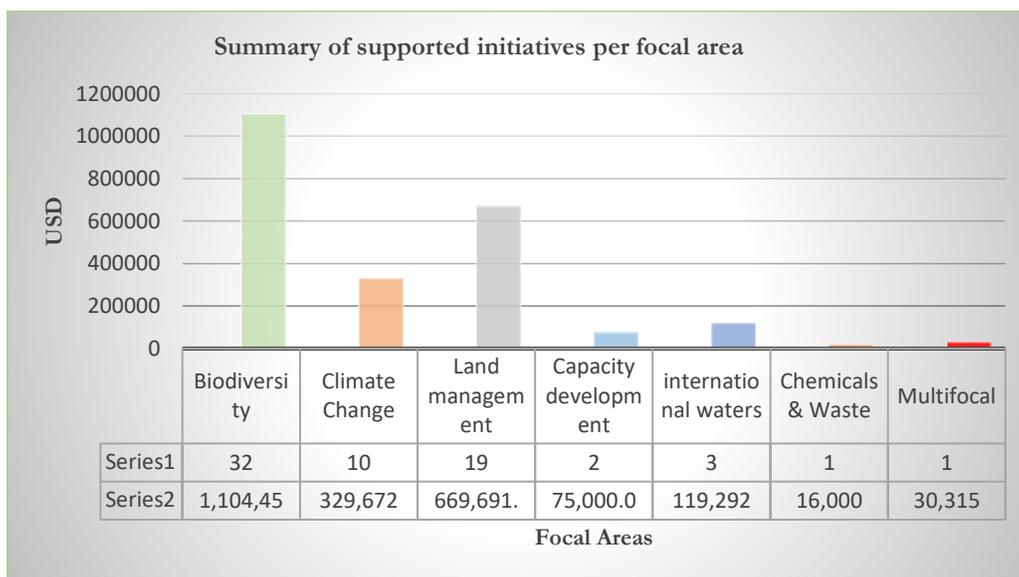
funding and providing technical support towards various environmental management programmes aimed at improving environmental management and people’s livelihoods.

Over the 4-year period, a total number of 83 projects valued at USD 2,852,750 were supported. The activities under Operational Phase 6 (OP6) targeted the Zambezi Landscape, because it’s a landscape identified with multiple challenges including deforestation, impacts of climate change such as prolonged significant increases in temperatures, droughts, seasonal and flush floods, and prolonged dry spells that impact negatively on biodiversity, and human livelihoods. These effects of climate change also negatively affect wildlife and livestock to an extent that they occasionally cause human-wildlife conflicts on account of diminishing resources such as food and water.

In line with GEF’s focal areas and the objective of the programme, continuity and enhancement of developmental projects, the Programme portfolio and the distribution of projects under the OP6 were designed to focus on the Zambezi land scape, a part of the Zambezi River Basin which is very important for cultural, fishery, touristic and hydro power generation for Zambia. Key areas of focus included Biodiversity, International Waters, Climate Change, Land Degradation and Persistent Organic Pollutants (POPs), with particular focus on gender equality. Below (Figure 1) is a summary of supported initiatives per focal area.

Figure 1: Number of Supported Initiatives per Focal Area and distribution of funds.

Summary of Key Achievements and Results



Some projects under the OP6 are still currently active and on-going and as a result they are still being measured for achievements and results. Based on some final and progress reports received so far from the 83 projects under OP6, a total of at least 36,000 direct beneficiaries have been targeted including women, youth, people with disabilities including men. The results cover the five focus areas on Biodiversity, International Waters, Climate Change, Land Degradation and Persistent Organic Pollutants (POPs). A final report on OP6 will be produced to cover full results within the course of OP7 implementation.

The following are the captured results thus far, for the 5 focal areas:

Table 1: Summary of Projects Supported

#	Focal Area / Funded Projects	Number of funded projects	Key Impacts
1	Biodiversity	32 Projects	Installed a solar powered water system covering 1.6 km from the overhead tank, supplies clean water to 21 taps, which provides clean safe drinking water for over 160 households for Ziloto Zyizwidilila Multi-Purpose Cooperative Society in Monze District.
			26 boreholes sunk in Dundumwezi & Namaanza in Southern Province; supplies water for both people and livestock. Benefits over 600 households.
			At least 1000 energy efficient cook stoves constructed in use contributing to reduction of GHG emission into the atmosphere and sustainable utilisation of forest and wildlife resources.
2	Climate Change	10 projects	19 new fishponds have been constructed in Choma, Southern Province. At least 60 boreholes have been sunk to support the fish farming and provide clean water to humans to over 100 households benefitted.
			More than 72,000 pineapple planted by Chimwenu and Mukangala farmers in Mwinilunga, NW Province. Over 172 farmers trained in pineapple growing in Mwinilunga
			10,000 pine trees planted at school and community centres covering 10 hectares. 550 layers distributed to 8 women group beneficiaries. 5 treador pumps, 4 x 1000L water tanks to support gardening.

			<p>1,000 goats distributed to over 300 farmers through a pass-on-mechanism in Luapula, North-Western and Southern Provinces</p> <p>Growing improved early maturing (6 months) cassava varieties and goat rearing to improve food security at household level in Samfya, Luapula Province.</p> <p>Over 200 beneficiaries for planted 1 lima fields per household.</p> <p>Result: over 400 indirect beneficiary households adopting the use of improved cassava varieties.</p>
3	Land Management	19 projects	<p>2,000 fruit tree seedlings in Chadiza district to improve land management;</p> <p>250 goats procured and distributed to 63 farmer beneficiaries</p>
4	International Waters	3 projects	<p>In addition to the 72, 000 pineapple suckers procured and planted for both Chimwenu and Mukangala farmers in North Western province, reported under the climate change focus area, 150 pigs and 20 goats were procured and distributed targeting over 56 farmers to enhance their livelihoods and reduce activities that negatively impact on the management of the Zambezi river source ecosystem. This was supplemented with the procurement and installation 50 energy efficient cook stoves, that not only reduce the amount fuel wood used for cooking, but reduce the amount of GHG emission into the atmospheres and the amount of time farmers use in fuel wood collection and preparation of meals leaving sufficient for other equally important tasks like school for school going youth, women participation in other developmental initiatives and or decision making and leadership roles.</p>
			<p>27 CBOs supported through training in administrative procedures, entrepreneurship and financial management leading to effective implementation, delivery and results/ impacts-based reporting on the various projects.</p>

5	Capacity Building & Social Inclusion	All projects	<p>Over 5,000 people received capacity building training through the OP 6, in goat production and management, vegetable production, forest regeneration, integrated livestock management and climate smart agriculture among others with the support of cooperating partners including the Ministries of Livestock, Agriculture and Lands and Natural Resources to enhance the local community livelihoods and promote sustainable natural resources management.</p> <p>At least 20 local community members trained in operation and maintenance of the boreholes to ensure sustainability and continuous water supply to the local communities along the Zambezi catchment.</p> <p>Under the Chadiza forest management project, training in Forest regeneration and food gardening was successfully done targeting 210 farmers, 89 female and 111 male; another training in Chicken and Goat rearing targeting a different set of 210 farmer members, 108 female and 102.</p> <p>In Choma district, 30 individuals (15 men, 15 women) trained in vegetable gardening; 30 trained in fish farming; 15 people were trained as local artisans in borehole repair to localize knowledge in the community and a study tour was conducted to Mwandu Fish Farming Women’s Group for the group exchange notes and learn lessons in fish farming.</p> <p>At least 72 farmers trained in pig rearing & management and pineapple growing.</p> <p>Sensitization of the communities in Zambezi on the negative effects of cutting down trees, molding of bricks along the riverbank, mining near the water body, use of treated mosquito nets to catch fish.</p>
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			Sensitization of the communities in Zambezi on the negative effects of cutting down trees, molding of bricks along the riverbank, mining near the water body, use of treated mosquito nets to catch fish.
			489 target beneficiaries trained in small livestock production; in alternative livelihood; income entrepreneurship skills and at least 10 forest village committees strengthened with capacity to enhance

Potential Areas for Replication, Up-scaling and Mainstreaming:

Ability for replication, upscaling and mainstreaming was one of basis for approval of the projects under OP6 and results in most of the projects show that there has been adoption of the project interventions being conducted in SGP supported projects by indirect beneficiaries, an indication for potential replication and upscaling. Working by alignment with national priorities, the results and impacts on the ground of these projects interventions, present an opportunity to mainstream these interventions into local and national planning frameworks. The following technologies presented potential for demonstration, upscaling and replication:

Climate Change Mitigation:

- a) A goat rearing and energy saving stoves project in Matebo, aimed at providing income generating options for vulnerable marginalized and economically deprived women and youths, while sustainably managing the environment by reducing pressure on unsustainable utilization of natural resources.

Climate Change Adaptation:

- a) Cassava Farming and Goat Rearing Projects in various locations across the country aimed at responding to climate change challenges i.e. unpredictable rainfall patterns leading to poor agriculture harvest, by promoting Climate Smart Agriculture, growing improved early maturing cassava varieties and alternative livelihoods from goats and village chickens.

Biodiversity Conservation:

- b) A solar powered water system in Nyimba community of Monze, supplying clean water in the villages as a way of improving access to clean safe drinking water for the households.
- c) Empowering women, youth and orphans project to improve livelihoods through good and sustainable agricultural practices, sustainable environmental management and to care for the marginalized groups by facilitating the irrigation system of gardening in Kalomo.

Cross cutting issues:

Gender considerations vis-à-vis women empowerment is a pre-condition for project selection and a project should show this in all areas i.e. planning and management, decision making and implementation. Good governance is another element that needs to be seen that it is mainstreamed for a project to be selected for funding.

Key Lessons Learnt: The following were the key lessons learnt during OP6:

- a) **Effectiveness of supported projects:** project proposals should be critically scrutinized to ensure they address the real needs of a community taking into consideration environmental and livelihood aspects as relates to sustainability, up-scaling and replicability. Results based reporting should be emphasized during financial and administration training and field monitoring in order that the impacts of the intervention are captured and reported.
- b) **Sustainability:** project sustainability was very likely in projects that addressed the community felt needs such as provision of clean water in drier parts of the country, climate smart agriculture in areas at great risk to the impacts of climate change and food insecurity. Projects implemented by NGOs also had high chance of sustainability based on their capacity to mobilize resources from multiple sources, building on project successes.
- c) **Participation of women:** women participation is cardinal to the success of all projects and their efforts were well noted. However, there is need to continuously build capacity for women for them to effectively implement their roles and responsibilities within the CBOs. Women led initiatives also proved to be far reaching and had greater impact in the communities they operate.
- d) **Gender analysis:** during project monitoring special attention should be paid to do gender analysis to understand participation of different project beneficiaries as stipulated in the Project Proposals. Quite often, people with disabilities and the youths tend to be “forgotten” and that leaves them behind. M&E processes should ensure that equity from the project benefits applies to all.

3. COUNTRY PRIORITIES AND STRATEGIC ALIGNMENT

3.1. Alignment with National Priorities

During OP6 the SGP Country Programme continued to support implementation of national priorities in relation to GEF-6 by funding projects implemented by civil society and community-based organizations and these will continue in GEF-SGP OP7 projects.

Table 2: highlights of the relevant conventions as well as regional/national plans.

Rio Conventions & National Planning Frameworks	Date of Ratification / Completion
CBD National Biodiversity Strategy and Action Plan (NBSAP)	1993, 2015
GEF National Capacity Self-Assessment (NCSA)	2006
GEF-6 National Portfolio Formulation Exercise (NPFE)	2010
Nagoya Protocol on Access and Benefit-Sharing (ABS)	2016
Poverty Reduction Strategy Paper (PRSP)	2002
SC National Implementation Plan (NIP)	2006
Stockholm Convention on Persistent Organic Pollutants (POPs)	2006
Strategic Action Programmes (SAPs) for shared international waterbodies	2003
UN Convention on Biological Diversity (CBD)	1993
UN Convention to Combat Desertification (UNCCD)	1996
UN Framework Convention on Climate Change (UNFCCC)	
UNCCD National Action Programmes (NAP)	2002
Country LDN Targets	2018
National Drought Plan	2018
UNFCCC National Communications (1 st , 2 nd , 3 rd , 4 th)	2006, 2007, 2020
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	1994, 2017
National/Regional Plans or Programmes	
National climate change policy	2016
Forestry Act	2014
National Adaptation Programme of Action on Climate Change (NAPA)	2007
National Climate Change Response Strategy (NCCRS)	2010
National Conservation Strategy	1985
National Environmental Action Plan (NEAP)	1994
National Policy on Environment (NPE)	2009
Poverty Reduction Strategy Paper (PRSP)	2002
Revised Sixth National Development Plan	2014
Seventh National development Plan (7NDP)	2017
Sixth National Development plan (SNDP)	2011
United Nations Convention on Biological Diversity	2015
United Nations Convention on Biological Diversity Zambia Fifth National Report	2015
United Nations Development Assistance Framework (UNDAF)	2011
Vision 2030	2006
Zambezi River Action Plan (ZACPLAN)	1987
Zambezi Water Course Commission (ZAMCOM)	2004
Zambia Environmental Outlook Report 4	2017
Zambia Forestry Policy	2014
Zambia Wildlife Policy	1998
Zambia's Second National Biodiversity Strategy and Action Plan	2014

Zambia's Second National Biodiversity Strategy and Action Plan (NBSAP-2) 2015-2025 Strategic Framework for Drought Risk Management and Enhancing Resilience in Africa. Drought Resilience and Prepared Africa (DRAPA)	2014
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3.2. Gaps and Opportunities

Zambia has made significant progress on developing conducive policy and institutional frameworks at national level on various aspects of the environment and development under the climate change scenario as depicted in Table 2 above. These policies and institutional frameworks have been enacted and are currently under implementation and the SGP Country Programme continues to support the implementation of national priorities by funding projects undertaken by civil society and community-based organizations

Opportunities:

- i. The government of Zambia recognizes the complex economic and environment landscape, has put in place and is implementing several policies and strategies to address it through the various instruments that recognize the impacts of climate change.
- ii. Aspects of climate change have been mainstreamed in all strategies by sectors most susceptible to climate change, in response to Government's Vision 2030 of becoming a "prosperous middle-income country by 2030.
- iii. To advance aspects of gender equality the Government, through the Ministry of Gender, has developed the Climate Change Gender Action Plan (cc-GAP), which it intends to use as a vehicle to take action on women leadership in the context of climate change. With this action plan the Ministry will ensure that climate change related policies, programmes and planning are not gender-blind across all sectors³.
- iv. The existence of a functioning National Council for Climate Change Coordination presents a great opportunity as an entry point to strengthen the overall climate change response across sectors and geographical coverage.

Gaps:

The following are some of gaps that exist despite the many strides being implemented:

- i. **Inadequate impact monitoring framework** for the environmental and agriculture sectors to generate evidence-based results of adaptation options.
- ii. **Inadequate mainstreaming guidelines, tracking and evaluation tools** for effective inter-sectoral and landscape integration mechanisms for climate risk management within sectors and the apex planning institution under the Ministry of Planning and development⁴.
- iii. **Insufficient structures at the sub-national level** to accommodate traditional authorities whose mandate for managing their landscapes might be in conflict with managing for reducing the known and projected climate change risks.

³ <https://portals.iucn.org/union/sites/union/files/doc/ccgap-zambia-final-web.pdf>

⁴ NAP Agriculture Zambia stock take report

- iv. **Low literacy levels** which makes most communities to be vulnerable to stresses, including climate variability and change in terms of the ability to absorb and apply knowledge available (e.g. through written information) for awareness and adaption measures.
- v. **Government policy and priorities** have been largely ineffective at addressing natural resources related challenges especially at sub-national levels, as a result, little resilience has been built for communities who rely on natural resources for primary livelihoods.
- vi. **Challenges in the way communities utilise environmental resources** to improve their livelihoods on account of inadequate technologies, widespread poverty and weak adaptive capacity especially for the rural populations.

3.3. OP7 STRATEGIC PRIORITIES OF THE SGP COUNTRY PROGRAMME

Table 3: SGP Country Programme’s alignment with SGP OP7 Strategic Initiatives and Country Priorities/Projects/Programmes

1	2	3
SGP OP7 Strategic Initiatives - Global	SGP Country Programme’s OP7 Priorities (choose priorities among the SGP OP7 Strategic Initiatives on the left column. Some are mandatory and already included.)	SGP Country Programme’s complementarity with GEF, UNDP, and other projects and programmes (identify related projects/ programmes for cooperation)
Community-based conservation of threatened ecosystems and species Key objectives/focus: 1) Improve and effective management of protected areas through ICCAs and shared governance with private sector and government. 2) Improve community-led biodiversity friendly practices and approaches, including promoting green economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.)	i. Enhance community led actions for protecting biodiversity and natural resources ii. Improve community – led biodiversity friendly practices and approaches’ including promoting green economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.	UNDP/GEF, Strengthening management effectiveness in Kafue and west Lunga national parks project.

1	2	3
<p>SGP OP7 Strategic Initiatives - Global</p>	<p>SGP Country Programme's OP7 Priorities</p> <p>(choose priorities among the SGP OP7 Strategic Initiatives on the left column. Some are mandatory and already included.)</p>	<p>SGP Country Programme's complementarity with GEF, UNDP, and other projects and programmes</p> <p>(identify related projects/ programmes for cooperation)</p>
<p>Sustainable agriculture and fisheries, and food security</p> <ol style="list-style-type: none"> 1) Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, SIDS, etc.). 2) Increase diversification and livelihood improvement 	<ol style="list-style-type: none"> i. Increase diversification and livelihood improvement ii. Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, SIDS, etc.) 	<p>UNDP Agriculture Resilience and Forest Regeneration projects</p>
<p>Low-carbon energy access co-benefits</p> <p>Support implementation of Paris Agreement and the NDCs</p> <ol style="list-style-type: none"> 1) Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods. 2) Promote off-grid energy service needs in rural and urban areas. 	<ol style="list-style-type: none"> i. Promote renewable and energy efficient technologies providing socio – economic benefits and improving livelihoods 	<p>UNDP Strengthening management effectiveness in Kafue and west Lunga national parks and NDC Support Programme</p>
<p>Local to global coalitions for chemicals and waste management</p> <ol style="list-style-type: none"> 1) Reduce and promote alternative to mercury use in artisanal and small-scale gold mining 2) Promote plastics/solid waste management and circular economy 3) Enhance local to global coalitions on chemicals, 	<ol style="list-style-type: none"> i. Promote plastics/solid waste management and circular economy ii. Enhance local to global coalition on chemicals, waste and mercury management 	<p>UNDP Medical waste and Solid Waste management Projects</p>

1	2	3
<p>SGP OP7 Strategic Initiatives - Global</p>	<p>SGP Country Programme's OP7 Priorities</p> <p>(choose priorities among the SGP OP7 Strategic Initiatives on the left column. Some are mandatory and already included.)</p>	<p>SGP Country Programme's complementarity with GEF, UNDP, and other projects and programmes</p> <p>(identify related projects/ programmes for cooperation)</p>
<p>waste and mercury management</p>		
<p>Catalyzing sustainable urban solutions</p> <p>1) Demonstrated innovative socially-inclusive urban solutions/ approaches (including waste and chemical management, energy, transport, watershed protection, ecosystem services and biodiversity)</p>	<p>i. Demonstrated innovative socially – inclusive urban solutions/approaches (including waste and chemical management, energy, watershed protection, ecosystem services and biodiversity)</p>	<p>UNDP Medical waste; Solid Waste management Projects and NDC Support Programme.</p>
<p>Community-based Adaptation</p> <p>(with AusAID or other funding – not eligible with GEF funding)</p> <p>1) Reduce vulnerability and improve the adaptive capacity of communities</p> <p>2) Provide countries with concrete ground-level experience on CCA</p> <p>3) Provide clear policy lessons and mainstream CBA within national processes.</p>		
<p>CSO-Government-Private Sector Policy and Planning Dialogue Platforms</p>	<p>Promote/Enhance community voices and participation in global and national policy, strategy development related to global</p>	<p>SGP supported project on enhancing Grant Maker+</p>

1	2	3
<p>SGP OP7 Strategic Initiatives - Global</p>	<p>SGP Country Programme's OP7 Priorities</p> <p>(choose priorities among the SGP OP7 Strategic Initiatives on the left column. Some are mandatory and already included.)</p>	<p>SGP Country Programme's complementarity with GEF, UNDP, and other projects and programmes</p> <p>(identify related projects/ programmes for cooperation)</p>
<p>1) Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues</p>	<p>environment and sustainable development issues</p>	
<p>Enhancing social inclusion (mandatory)</p> <p>1) Promote targeted initiatives 2) Mainstream social inclusion in all projects (e.g. women/girls, indigenous peoples, youth, and persons with disabilities)</p>	<p>Enhancing social inclusion</p> <p>i. Promote targeted initiatives ii. Mainstream social inclusion in all projects</p>	<p>NDC Support Programme</p>
<p>Knowledge Management (mandatory)</p> <p>1) Capture knowledge and lessons from projects and activities 2) Improve capacities of CSOs/CBOs 3) Conduct South-South Exchanges to promote technology transfer and replication of good practices</p>	<p>Knowledge Management</p> <p>i. Capture knowledge and lessons from projects and activities ii. Improve capacities of CSOs/CBOs iii. Conduct South-South Exchanges to promote technology transfer and replication of good practices</p>	<p>All UNDP supported project with Energy and Environment component.</p>

4. OP7 PRIORITY LANDSCAPES/SEASCAPES & STRATEGIC INITIATIVES

a) Grantmaking Within the Priority Landscape/Seascapes⁵

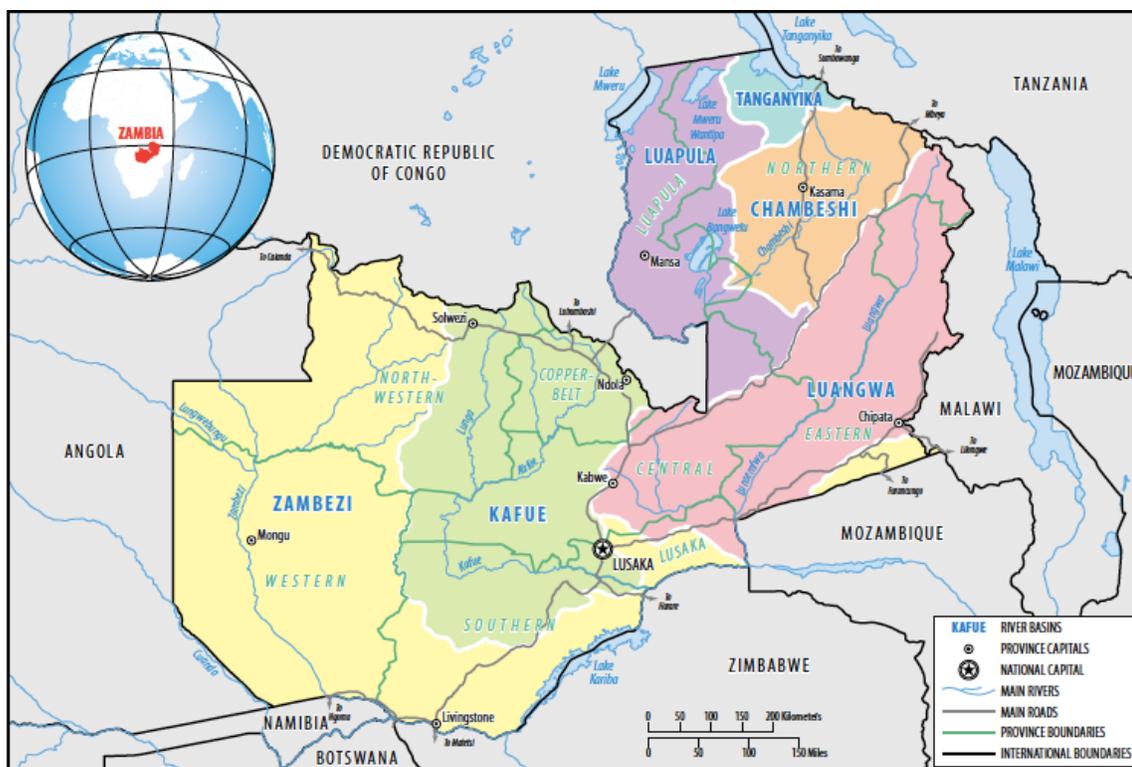
Process for selecting priority landscapes and seascapes

Based on a study on GEF-SGP OP6 Zambezi landscape baseline survey, done using participatory approaches, the SGP in Zambia will continue to focus implementation of activities in the five landscapes with a particular focus on the Zambezi, Kafue and Luapula landscape during the OP7 implementation as, these still remains the challenge areas for the country in terms of climate change risks and impacts, biodiversity losses, waste management and land degradation, among others. The Zambezi Landscape covers much of the Zambezi flood plain extending from the source of the river in North western Province, through to western, Southern, Lusaka and Eastern Provinces. Project interventions on critical areas with huge socio-economic importance in the other landscapes will also be prioritized.

Priority in OP7 country strategy will be in these regions according to the rainfall (agro–ecological regions (AER) and environmental conditions. This landscape is important for biodiversity conservation, and economic development through sustainable environmental management, tourism, and agriculture production.

- i. Upper Zambezi landscape Site – AER III: The high rainfall region.
- ii. Middle Zambezi landscape site – AER II: Medium rainfall region:
- iii. Lower Zambezi Landscape site -AER III: Low rainfall region.
- iv. Luapula landscape
- v. Kafue landscape

⁵ Refer to the various guidance documents on landscape/seascape selection and assessments.



Source: IWRM&WE IP, 2008
Figure 1: Map showing the main Landscapes for Zambia

OP7 will continue to operate in the five (5) thematic areas which were addressed in the baseline and validation survey including; Biodiversity; Climate Change; Land Degradation; Use of Persistent Organic Pollutants (POPs); and International Waters.

Common environmental problems in the landscape included threats from deforestation and unsustainable harvesting of natural resources (logging, wildlife hunting, fishing), climate change local effects of drought and dry spells especially in the Lower part of the Zambezi landscape, particularly southern and Lusaka provinces and land degradation resulting from overexploitation of forest resources.

In preparing the OP7 CPS, a desk review was conducted to collate information primarily by the SGP office for the zero draft and later subjected to a review and technical review of the TAG. The revised work by the TAG was further subjected to extensive review by the NSC after which the work was circulated for wide range consultation using virtual means in light of the Covid-19 pandemic which has disrupted the normal way of conducting business; this was with Government, local communities, private sector, civil society, Research and Academic institutions and other stakeholders in the landscapes individually and jointly through a validation workshop. The product of the validation workshop was further reviewed by the CPMT and following the

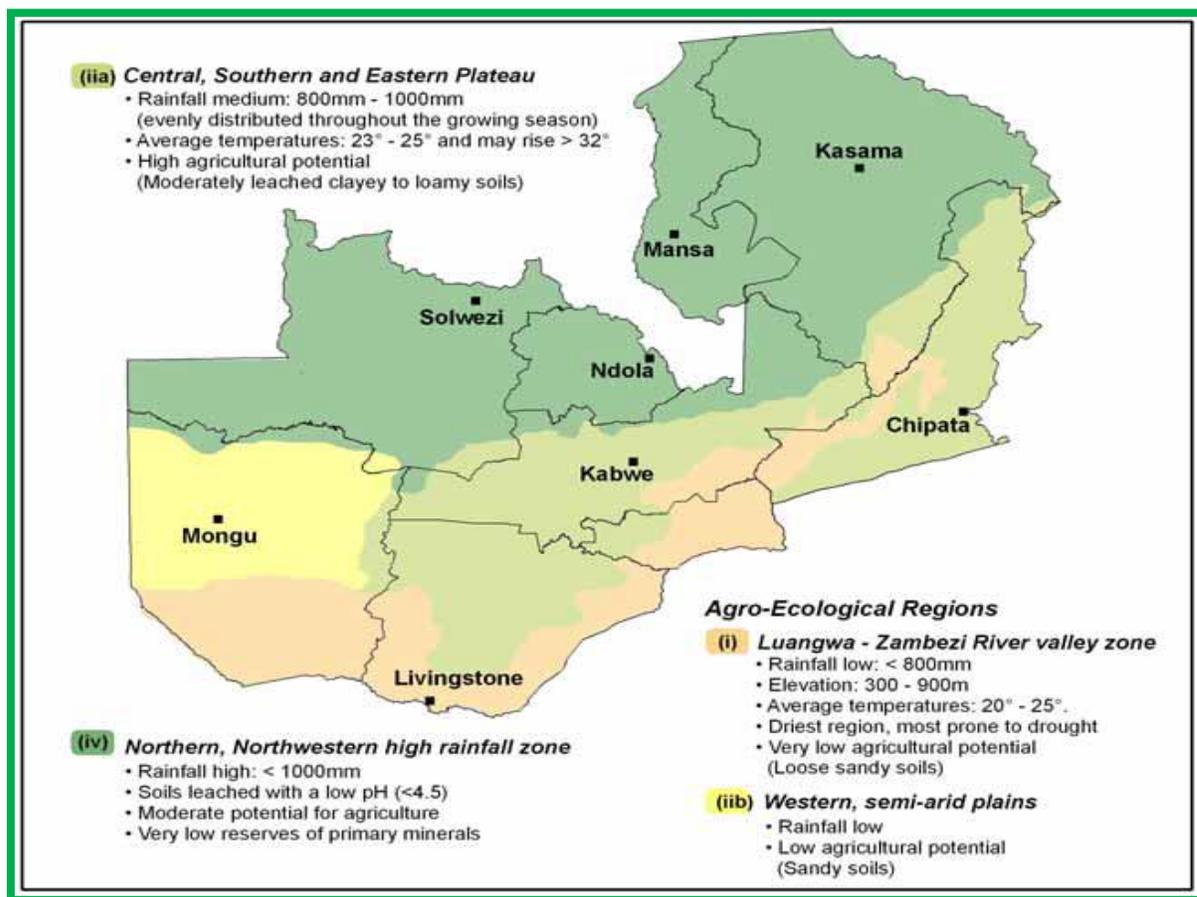


incorporation of their comments approved by the NSC. This was done to validate and improve information on the state of the landscapes and to decide on the way forward regarding implementation of OP7 in line with the baseline survey and preliminary results from implementation of OP6.

b) Selected Landscapes/Seascapes for OP7

The selected landscapes for OP7 will include the following;

- i) Upper Zambezi landscape Site – AER III: High rainfall region, densely forested region where the source of the Zambezi River is located.
- ii) Middle Zambezi landscape site – AER II: Medium rainfall region moderate forest cover, characterized by over harvesting of natural resources (logging, wildlife hunting, fishing) in the Western Province and lastly;
- iii) Lower Zambezi Landscape site -AER III: Low rainfall region, characterized by heavy deforestation, significant increases and fluctuations in temperatures and prominent Land degradation.
- iv) Luapula landscape
- v) Kafue landscape



Source: Government of the Republic of Zambia, ILUA [GRZ, 2004] p. 40
Figure 2: Agro-ecological map of Zambia

Due to protracted delays in receiving funds, projects implementation under the OP6 commenced in 2017. This delay affected the attainment of the planned intervention and the expected impact on the environment and improvement of the well-being and livelihoods of the local communities. The sustained recurrence of the risks and impacts of climate change have also hampered progress making the Zambezi landscape to remain an area for continued SGP intervention under the OP7.

The Zambezi landscape continues to be affected by negative impacts of climate change including persistent droughts especially in the 2018/2019 farming season which saw insufficient rains and/or excessive rains in some parts of the country, particularly in Agro-ecological Zones I and II resulting in widespread crop failure leading to household food insecurity for humans and livestock. The 2019/2020 farming season has recorded mixed blessings in the same landscape, with normal to above normal rainfall albeit with its own challenges of



flooding in some parts leading to destruction of crops, evident problems of health and food security in the affected areas. Interventions that prioritize rural resilience building and targeting marginalized groups (women, youth and people with disabilities) will be supported.

The Kafue Catchment

The Kafue Catchment is subdivided into two collective basins, the Upper and Lower Kafue Catchments. The Kafue catchment has high agriculture potential owing to good access to water. In addition, it provides the city of Lusaka with almost half of the necessary water resources⁶. It is geographically located between 24° 42'E, 11° 30'S and 28° 30'E, 17° 30'S and covers an approximate area of 156,034.386km², representing 20% of Zambia's total land. The main Kafue River in the Catchment meanders approximately 100Km North-East of Solwezi town to its confluence with the Zambezi River in the lower Kafue Catchment in Chirundu District of Zambia and has a total length of 1,489.904 km.

The Kafue Catchment plays host to 1,296,685 households representing 52% of all the households in Zambia within the 38 Districts in which the Catchment lays. The Catchment also plays a central role in Zambia's economy as most of the water use activities lay here, including commercial and industrial (50% representing Hydropower Production, 20% of the National Herd, 7% of National Fisheries and 25% of Maize production) and domestic water, mining, hydropower, agriculture (irrigation and aquaculture), environmental and recreation.

Luapula Catchment

The Luapula Catchment occupies an area of about 113,323 Km² within Zambia and 60,063 Km² in Congo DRC covering the entire Luapula Province and part of the Northern Province⁷. It covers 18 districts namely: Lavushi Manada, Kanchibiya, Samfya, Chembe, Milenge, Mansa, Luwingu, Chilubi, Chipili, Mwense, Kawambwa, Mwansabombwe, Mporokoso, Lunte, Nsama, Nchelenge, Chiengi and Kaputa districts. The catchment is located in Zambia's third agro-ecological zone with the highest rainfall ranging between 1100mm to 1500mm, which begin in late November and last up to April. The rainfall pattern usually has two major characteristics, that is, unreliable and variable during the rainy season. The area is also becoming prone to flash floods with the 2019/2020 rain season being the worst, causing damage to food crops, livestock and other productive assets.

The Luapula river catchments harbors three of Zambia's largest natural lakes namely, Lake Mweru, Lake Bangweuru and Lake Mweru Wantipa making fishing or aquaculture one of the main livelihood activities but is being hampered by unsustainable utilisation of the resource and the impacts of climate change. The Catchment supports some of the largest fisheries in Zambia with the most abundant species being; catfish,

⁶ <http://www.warma.org.zm/catchments-zambia/kafue-catchment-2/>

⁷ <http://www.warma.org.zm/catchments-zambia/lapula-catchment/>

bream, yellow belly and tiger fish. Agriculture is mainly subsistence type with most common crops cultivated being; maize, cassava, sweet potatoes, millet, sorghum, groundnuts, beans, and rice.

c) OP7 Strategic Initiatives in the landscapes/seascapes

Project solicitation: As per SOP, projects will continue to be solicited through a public call. Project approval process will follow the steps illustrated in Figure 3.

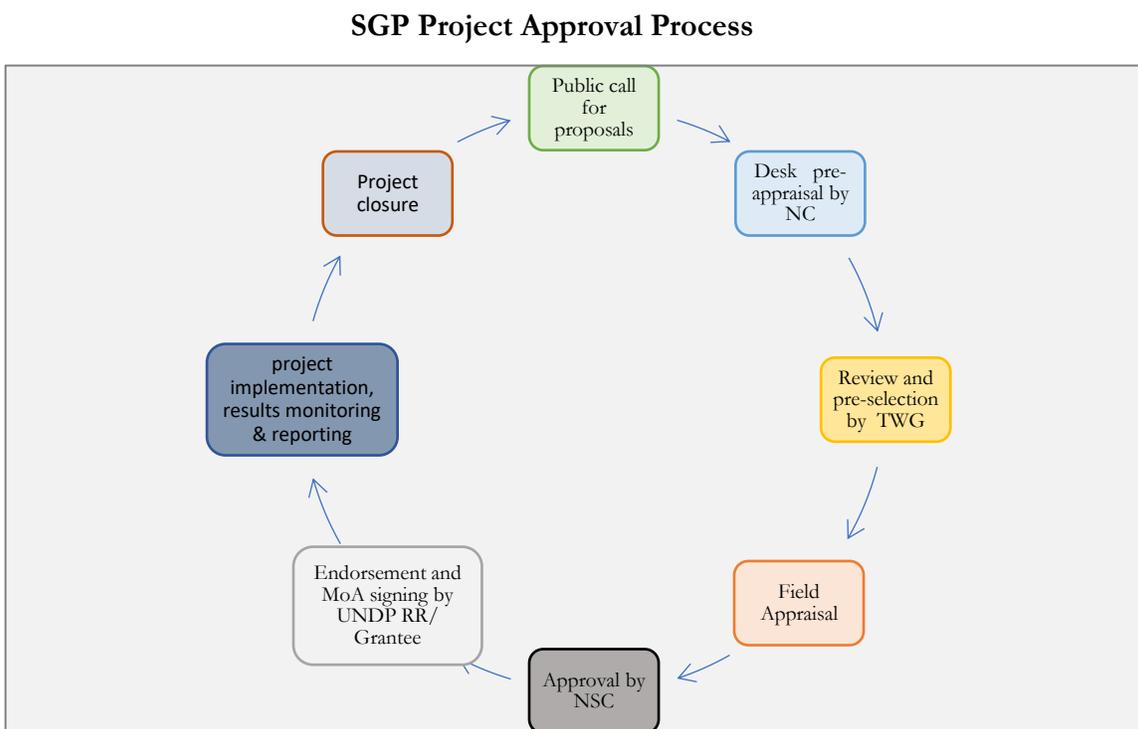


Figure 3: Project Solicitation and Approval process

Implementation strategies

Landscape approach: In line the GEF priorities and the SGP aims “To promote and support innovative and scalable initiatives, and foster multi-stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes” , OP7 will build on works started in OP6, based on existing environmental challenges characterizing the landscape of over harvesting of natural resources products (timber, honey, fish, and wildlife



among others), unsustainable agriculture practices and adverse impacts of effects of climate change. The SGP will promote community-based natural resource management (CBNRM) approach with the aim of achieving landscape impacts by clustering SGP projects, building stronger linkages among them in areas where other UNDP CO projects operate for more efficient monitoring and follow up, leveraging and maximising of resources.

CBNRM is an approach where communities have collective use and management of natural resources in an area with a self-defined, distinct identity, using communally owned facilities, with a focus on community development, local self-governance, and creation of local institutions for managing common property resources. CBNRM will encompass aspects of biodiversity conservation, sustainable livelihoods, sustainable energy for all, land management, and community resilience to climate shocks and disasters.

Project level Strategies:

At the project level, four (4) approaches will be used namely: i) focus on globally significant ecosystems/sites; ii) Setting up innovative institutional and financial support mechanism to expand the value and impact of projects nationally and globally; iii) systematically developing the capacity of local and national civil society stakeholders to ensure environmental sustainability and iv) promoting environmentally-friendly alternative sources of income generation to improve local people's livelihoods and wellbeing.

Selected landscapes to be focused under OP7:

Under the UNDP GEF OP7 Small Grants Programme for Zambia, six (6) main landscapes have been identified through a survey using participatory method approach, namely; Zambezi, Kafue, Luangwa, Chambeshi, Luapula, and Tanganyika (Figure 1). However, as endorsed by National Stakeholders and Steering Committee, UNDP GEF Small Grants Programme for Zambia, focused/implemented its activities in the Zambezi landscape and project interventions on critical areas with huge socio-economic importance in the other landscapes will also be prioritized. The Zambezi landscape covers the area along the Zambezi river catchment from the source in the North Western Province, through to Western and Southern province and the OP7 strategy will continue to prioritize this landscape as explained in 4 above.

Grant-maker+ strategies:

Priority in the strategy will continue to be in the regions outlined in 4(b) above according to the rainfall (agro – ecological regions (AER) and environmental conditions.

Initiatives to be prioritized: Under the OP7 strategy, priority will be on projects espousing sustainable ecosystem ecological outcomes, providing livelihood benefits to the local communities, foster multi-stakeholder partnerships at local levels and have potential for scaling up, mainstreaming and sustainability to contribute to tackling global environmental issues. Focus will be on sustainable management of natural resources and how this would translate into uplifting the lives of the communities residing in those landscapes. Additionally,

priority will be given to projects that target the youth, people living with disabilities and women who form the marginalized groups. The following will be the strategic initiatives that SGP Zambia will address in the six (6) major water resource basins across the country with particular focus on the Zambezi landscape:

- ii. ***Maintaining significant biodiversity and sustaining the ecosystem goods and services*** provided by the Zambezi and other Landscapes to communities and regions connected to these landscapes.
- iii. ***Community participation enhanced in natural resources management*** and utilisation to benefit local communities, through the creation and/or enhancement of Community Resource Boards (CRBs) and at community/village level Village Action Groups (VAGs). Stakeholders, especially local communities will be capacity built in the development of bankable project proposals and results-based management.
- iv. ***Sustainable land management in production systems*** (agriculture, water, rangelands, and forest resources). Land degradation will be addressed by training farmers in smart agriculture technologies i.e. land husbandry, water harvesting, natural resources management, climate resilient crops, clean energy sources, and energy conservation.
- v. ***Innovative climate adaptation strategies such as smart agro-ecology systems*** including conservation farming which provides a response to climate change and variability be adopted. Training of communities on these strategies need to be enhanced in order to build resilience. Government line ministries such as agriculture and livestock, NGOs and CSOs working with the community to come up with interventions for adaptation.

During OP7 implementation stage, synergies will be created through stakeholders consultation and partnerships with Government officials, NGOs, Research & Academia, Civil Society and the local community among others for enhanced strategic engagements by implementing capacity-building actions; leveraging co-financing; conducting South-South and Triangular cooperation exchanges; and influencing policy at local and national levels.

The implications of programs for the rural poor, the optimal design of programs to contribute to economic development, and how these initiatives integrate into international treaties to address global warming and biodiversity loss, should be considered.

d) CSO-Government Dialogue Platform

Considering that the OP7 strategy is continuing on the path drawn during OP6, and as a way of ensuring and facilitating for dialogue among the various stakeholders (Government, non-state actors, traditional leadership and the community), the country programme will hold at least one dialogue forum during OP7 implementation phase to among other things, (i) review the ecological management aspects vis-à-vis sustainable management of natural resources and its impact on the local peoples livelihoods; (ii) address coordination and

implementation issues in environmental and natural resources management sector (iii) sharing information on good practices and lessons learnt; and (iv) matters of effective communication among stakeholders. This dialogue(s) will be conducted in collaboration with relevant government ministries, multilateral & bilateral partners, civil society and CBOs, with the overall facilitation by the GEFSGP NSC.

Expected Outcomes for the Dialogue Forum will include:

- Influence government on effective implementation of policies and monitoring of natural resources.
- Lessons and experiences learnt from SGP projects will assist in up-scaling and replication of successful projects within and outside Zambia.
- A platform mentioned in (4d), will create a conducive environment for sharing experiences including changes being faced in the landscape.
- Replication and scaling up of good practices based on successfully implemented projects in the respective GEF focal areas, facilitated by SGP, a platform for knowledge sharing and potential for replication and upscaling through sharing of project-level experience at the community level through exchange visits, documentation and dissemination of best practices as well as lessons learnt.
- Empower local community organizations through capacity building initiatives and awareness raising actions to replicate projects that address felt needs of local communities within the context of conservation of the global environment.
- Promote collaboration between local communities, Local Government and the private sector in addressing local community needs so that GEF financing only caters for the incremental cost required to leverage global environmental benefits.
- Enhanced media publicity of the community level interventions for enhanced visibility to potential donors and policy makers. This will also contribute to raising awareness that will ultimately contribute to adoption of successful interventions.

Promoting Social Inclusion

SGP has over the years focused on integrating gender in the implementation of the strategy and selection of projects has been towards those that recognize participation of women at selection stage. This has been done to contribute to the Zambian Government efforts in mainstreaming gender issues in governance and development through relevant government ministries. Considering that Zambia's population is currently about 65% youth⁸, SGP country programme will in the OP7 Strategy, deliberately target that section (youth) of the population who are cardinal to the development agenda of the nation. This will be in addition to the efforts already being implemented were some women groups have been targeted to implement projects in the landscape to promote and enhance gender equality in the context of building resilience to the risk and impacts of climate change. The country programme will also target interventions that contribute to attainment of the country's NDCs under the Paris agreement, with the overall objective of putting the country on a Low Carbon

⁸ https://countrymeters.info/en/Zambia#age_structure https://countrymeters.info/en/Zambia#age_structure



Climate resilient pathway and aimed at assisting the country to contribute towards the achievement of the global temperature goal of 1.5°C.

Local communities and institutions will be encouraged to participate and own implementation of projects that realise benefits from their immediate environment, with the proactive inclusion of youth groups and people living with disabilities.

Indigenous Peoples (IPs): The SGP Country Programme in Zambia has throughout its existence prioritized its intervention towards the indigenous communities. This has been deliberately done to grow the capacity of the local indigenous people to manage their natural resources and to create resilience in the communities to deal with various environment and climate change related risks and hazards. Various actions were conducted during OP6 and before across the GEF focal areas as has been outlined in 2 above. This has been in response to the results of the baseline assessment conducted and identified challenges and opportunities that informed formulation of OP6 CPS. In OP7, SGP will continue to implement some of the uncompleted projects and upscale those with positive results, especially those that centre on the local communities felt needs in areas such as health, nutrition and food security, provision of clean water, climate smart agriculture, capacity building and waste management among others.

Youths and Children: Zambia's population is currently composed of 97.5% people under the age of 64 and of this, a large percentage are between 15 and 45 years. Focus has previously targeted mostly women with a few projects targeting the youth despite them being in the majority of Zambian population; this has been in areas among others, sustainable forest management, beekeeping, fish farming, poultry production, agroforestry and conservation agriculture. OP7 will therefore, prioritize this section of the population as they are an important partner in the development agenda of the country. Capacity building projects that focus on children, the youth and people living with disabilities will also be targeted to contribute to the nation's agenda of producing environmentally responsible citizens through well developed learning strategies in environmental management issues and an enhanced focus on climate change learning and skills development, which is key to achieving sustainable development. Projects with positive results will be scaled scale up so as to increase livelihood opportunities for all including the youths and other marginalized groups.

Knowledge Management Plan:

Efficient handling and management of information will be critical to the attainment of OP7 CPS objectives as information is vital for decision making and creates the ideal conditions for innovation, hasten learning, increasing efficiency and reduce costs, through the capture and sharing of information and lessons learnt. OP7 will also prioritize research in all the five (5) focal areas of GEF-SGP as a knowledge generating activity.

The means of capture and sharing of information and lessons learnt will be through the following means:

Sharing and Dissemination:



In Zambia, SGP will continue to document content from its projects in line with the government's development agenda, GEF focus areas and UNDP signature solutions. This will be done through various forms i.e. annual reports, M&E Reports, newsletter articles, photo and videos, leaflets, flyers, infographics, posters, billboards, various branded paraphernalia and brochures, among others. These will be distributed at various fora such as SGP and UNDP websites; relevant government ministries websites; workshops; newspapers, radio and TV; commemoration events; knowledge fairs and SGP-Government dialogue meetings. SGP will also continue to advocate for all grantees that produce knowledge materials to include GEF SGP and UNDP content including the logos as a way of enhancing visibility. SGP will also endeavour to appear at all events by other partners they are invited, to promote the organizational goals and display the various knowledge materials.

Building on the success stories from OP6 and existing information in UNDP CO, under OP7, the programme will generate (i) a standard operating procedure or how-to manual for small grants in a) fish farming management, b) village chicken production, c) farming of early maturing cassava varieties; and (ii) setting up of simplified solar powered water reticulation system in the local communities. SGP will adapt the alternative livelihoods manual that involves use of the pass-on mechanism, produced by the UNDP CO for promotion and use in the Small Grants Projects.

Grantees Stories: As part of the grantee monitoring and mentoring field visits, grant recipients will be capacity built in how to capture and document their experiences as they implement their projects, supported by the SGP office and communications experts in CO. At least one workshop on results-based management will be convened during the OP7 as part of this capacity building for results reporting and packaging their reports into stories, targeting mainly secretaries from the CBOs and NGOs.

SGP Stories: The PA/NC will document lessons learnt from Grantees' progress reports, generate monitoring and evaluation reports and BTOR reports. Stories generated by the SGP office will be shared appropriately through print and electronic media i.e. video footage; infographics; newspaper stories; newsletter articles; fliers and brochures. These will be shared with stakeholders locally, nationally and globally. At least 1 story from each of the focal areas highlighted above will be produced per year.

Peer-to-Peer exchanges and use of demonstration sites: As a way of sharing knowledge and experiences, all SGP supported grants under the OP7 will be encouraged to plan for at least one exchange visit to an area or project implementing similar or same interventions. This will be done through recommendations during the screening process and the NC with the support of the NSC and vast knowledge within the CO will be instrumental in creating these linkages among projects. Projects and others from elsewhere will also be encouraged to visit SGP supported projects to enhance inter-community learning. The lessons learnt would be documented and disseminated through KM products from SGP projects that are displayed in Government; UNDP and GEF websites.



4.1 GRANTMAKING OUTSIDE THE PRIORITY LANDSCAPES/SEASCAPES

In line with the 70:30 ratio for grant allocations, OP6 prioritized projects within the Zambezi landscape and about 20% outside the selected landscape. This approach will continue in OP7, 70 % targeting the prioritized landscapes (Zambezi, Kafue and Luapula) by upscaling those interventions that produced positive results and taking on new innovative projects that prioritize the youth and people with disabilities including those in the other five (5) landscapes to build capacity for local communities in those areas.

Particular projects with potential for upscaling include:

- i. **Youth Projects:** in a bid to promote social inclusion, and taking into consideration that the youth (male, female & PWDs) form the majority of Zambia's population and should be an integral part of the country's development agenda, SGP will encourage and support youth projects within the selected geographic landscapes and outside. Particular focus will be on youth projects promoting renewable energy solutions, waste management and other innovative solutions.
- ii. **Innovation, Inclusion and Impactful:** Projects that would demonstrate innovation, inclusion and results impacts in design, implementation and results will also be prioritized even when located outside the selected landscape.
- iii. **Research and capacity building projects:** Climate change risks and impacts pose a huge challenge to Zambia's sustainable development agenda and as these risks and impacts become more evident and pronounced, the need to change the approach from business as usual is also intensifying. In order to generate interventions that respond to these challenges and create the resilience of the local communities, research and capacity building becomes very necessary. Subsequently, OP7 will prioritize support to research and capacity building projects. Ideally, before any project is implemented, OP7 will emphasize undertaking baseline studies to understand existing conditions for that particular Project. This information will be useful in measuring the project impacts after it the project has been implemented.
- iv. **Women focused Projects:** because women still bear the heaviest impact from climate change related problems, women focused projects will still be funded under OP7, especially those that produced high impact outcomes.

5. COMMUNICATION PLAN

The overall goal of Country Program Communication Strategy is to ensure ongoing commitment and support by all Key Stakeholders to promote the SGP results to its stakeholders for enhanced coordination, partnership building and resource mobilization.



Communication objectives:

- a) To raise and increase awareness and knowledge to defined stakeholders on the UNDP GEF-SGP.
- b) To enhance exchange of lessons learned from SGP interventions in order to promote policy dialogue, upscaling of positive interventions and improve decision making on issues related to global environment and sustainable development (i.e. livelihoods, poverty reduction and gender).
- c) Resource mobilisation actions for support of SGP at the country and local levels.
- d) To prioritize key development challenges, highlight results and impact of the projects.
- e) To encourage stakeholders participation among researchers, policy makers, academia, technical specialists, NGOs, and local communities.

Target Audience

The target audience for communication under the SGP will include:

- a) Local farmers and the public deriving a livelihood and environmental benefits from the natural resources.
- b) Development partners at the national and global level; decision makers including Legislatures, Politicians, Government bodies including Central and Local Government and Traditional leaders; Technical staff and public service officers in the relevant government Ministries i.e. Agriculture, Environment, Planning, Finance, Lands, Gender, Local government, Education and Community Development: others include Meteorological Department, Disaster Management and Mitigation Unit; Research Institutions (private and public), Academia, and Community based organizations; Journalists and media institutions; civil Society and the community based organisations.

5.4 Communication approaches

SGP will develop key messages in line with the SGP's global communication strategy for sharing and dissemination with external and internal stakeholders alike.

External Communications Mix

- ✓ Press releases; Radio and TV; newspaper feature articles; social media; field media missions to project sites to increase visibility of project results
- ✓ **Online:** Related websites; E-newsletters
- ✓ **Print:** reports and publication; infographics; brochures; posters; handbook; leaflets/ flyers; newsletters; fact sheets
- ✓ **Public Relations:** Telephone calls; emails; conferences/ workshops/ meetings i.e. District Development Coordinating Committee (DDCC) meetings held quarterly in districts with SGP supported projects;



Internal Communications Mix

- ✓ Field media missions to project sites to increase visibility of project results
- ✓ Conference/skype/ telephone calls – other electronic media platforms
- ✓ Face-to-face meetings
- ✓ Emails
- ✓ Social media

SGP will take advantage of the growing network of local community local radio stations that are easily accessible to majority of the community members countrywide to develop programmes to disseminate information about the projects and share knowledge with community members and stakeholders. SGP will also endeavour to be part of District Development Coordinating Committee (DDCC) meetings, a platform where relevant stakeholders in the landscape are represented to foster communication and coordination in the management of the environmental resources.

6. RESOURCE MOBILIZATION AND PARTNERSHIP PLAN

6.1 Resource mobilization plan

GEF financing is co-financing: Implementation of the Country Programme would require non-GEF financial resources for the following purposes: i) support up-scaling or replication of GEF/SGP pilot projects and ii) meeting costs for baseline activities.

The following strategies would be applied, to ensure successful resource mobilization initiatives:

- Work with existing projects within the UNDP CO with grants component to mobilise resources for project implementation.
- Impress on the UNDP CO to allocate a portion of the TRAC for GEF/SGP activities.
- Solicit UNDP support in mobilizing resources from potential donor agencies.
- Encourage contributions from recipient groups, which may be given in form of cash, kind or both.
- Forge strategic partnerships with potential partners such as UNEP, UNDP, African Development Bank and World Bank and national government agencies in the environment and agricultural sector implementing projects promoting sustainable utilization of biodiversity and ecosystem services.
- Facilitate capacity building of NGOs and CBOs in developing bankable project proposals/ concepts to leverage funding for up-scaling project interventions.
- Promote and facilitate joint monitoring missions with potential donors as a way of encouraging them to support the GEF-SGP activities.



6.2. Strategic Initiatives

Objective for Partnership:

To strengthen and grow the present donor base and build new strategic partnerships by reaching out to new donors such as Foundations, Civil Society and the Private Sector.

Principles for partnership:

- i) Transparency and accountability, which is maintained through timely submission of results based progress and financial reports.
- ii) Manage partner expectations by ensuring that all standard agreements and progress reports are submitted timely.

Types of partnerships:

- i) **National government:** Policy dialogue, Government co-financing project costs through cash or provision of technical assistance (TA).
- ii) **Multilateral agencies/financial institutions:** Experience and information sharing; Project Cost sharing.
- iii) **Bilateral agencies:** Experience/information sharing; Project Cost sharing.
- iv) **NGOs/Foundations:** Partnerships in project implementation.
- v) **Private Sector:** Project Cost sharing particularly for business-oriented projects.
- vi) Provide delivery mechanism for UNDP, GEF MSP and LSP on components that link environment conservation and livelihoods of local communities.

7. RISK MANAGEMENT PLAN

7.1 Risk Management Plan

Implementing OP7 will obviously come with risks in various areas including agriculture, environment and natural resources, infrastructure, energy, etc. To address these risks proactively, a risk management plan will be put in place as outlined in table 4 below.

Table 4: Risks and Mitigation Measures

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
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Unsustainable harvesting and consumption patterns of natural resources	High	High	Project interventions prioritizing sustainable natural resource management and capacity building in low carbon development pathways.
Reduced surface and ground water resources due to increased droughts incidence.	Medium	Medium	Selection of projects Prioritizing, promotion of climate smart agriculture, crop diversification and promotional of sustainable alternative livelihoods.
Climate Change risks and impacts	High	High	Identify climate resilient projects and intervention measures. Promote enhancement of community adaptive capacities.
Budgetary constraints	Medium	Medium	Formulate a reliable resource mobilization strategy

7.2 Tracking of risks

- i. Continuous risk identification and classification throughout the implementation phase,
- ii. Development of a risk register and defining the description, responsibilities, actions and status.
- iii. Review risks and adjust the risk level and mitigation measures in consultation with primary stakeholders at annual NSC meetings, CPS review meetings and stakeholder's implementation review fora.

8. MONITORING AND EVALUATION PLAN

8.1 Monitoring and Evaluation Approaches at Project and Country Levels

Monitoring is a continuous process that is critical for successful implementation and achievement of anticipated projects and programmes results by tracking activities against an implementation plan. Monitoring will be vital for informed decision making and taking corrective actions during implementation and tracking accountability. Evaluation on the other hand will be used in determining relevance, efficiency, effectiveness, impacts and sustainability of the SGP actions and interventions both at local and global environment and the quality of life of the participants.



GEF/SGP operations under Op7 will continue to use participatory M&E methodologies through a three level approach i.e. Project level, Country Programme level and Global Programme level.

8.2 Project Level

At the project level, M & E functions will involve the following key features:

- i. Generate baseline data by grantee organizations. National Coordinator, National Steering Committee members or Consultants may help grantees in this task.
- ii. Develop an M & E Plan (Grantees- supported by SGP Office);
- iii. Identify and select activity and results indicators (Grantees- supported by SGP Office);
- iv. Monitoring visits by the NC, PA and National Steering Committee/ TAG Members.

The following reports will be expected from the grantee organizations for purposes of M&E: -

- i. Quarterly progress reports.
- ii. Quarterly financial reports
- iii. Monitoring field report/record
- iv. Project termination or Final report.

8.3 Country Programme Level

At Country level, the NSC and other key stakeholders will assess the portfolio and measure outcomes programme success of the SGP interventions. Specific M&E functions at the Country level will include the following: -

- i. Implementation of project M&E plan (tracking reports, site visits, facilitating participatory evaluation);
- ii. Compilation and communication of lessons learnt.

The following reports will be prepared at the Country Programme level for purposes of M&E: -

1. Project and Programme Implementation Report (submitted biannually);
2. Project survey and update of performance data into the database;
3. An annual assessment of the Country Programme Performance (Annual Monitoring Reports – AMR).

8.4 Global Programme Level

At the Global Programme level, M & E functions involve the following:

- 1) Implementation of a global M & E Plan;
- 2) To provide targeted guidance and assistance to Country programmes;



- 3) To compile and disseminate Project evaluation reports and lessons learnt which would be received periodically from the Country Programmes.
- 4) To facilitate for periodic joint (UNDP&GEF) Independent Evaluation exercises

8.5 Monitoring Plan

The expectation is that, for efficient performance in undertaking M&E, CBOs and NGOs will be assisted by the NC, NSC/TAG members or National Consultants through the Grant Maker+ roles, to identify and select indicators from the GEF/SGP M&E guidelines. This will help all the grant aided projects to develop indicators aligned to the interventions they will be addressing using the SMART approach for easy tracking and measurement of results.

Important aspects to be included in the ToRs for the M&E Committees could be the following:

- i. Follow-up implementation in accordance with Project Implementation Plan (PIP);
- ii. Identify implementation bottlenecks and solution to identified challenges;
- iii. Follow-up financial expenditures (to make sure it is consistent with Physical Implementation Performance);
- iv. Preparation of progress reports to stakeholders and other project partners; and
- v. Capture, documentation and dissemination/ sharing of lessons learnt.

8.6 Performance Evaluation

Performance evaluation will be annual assessment on achievement of OP7 objectives and targets and will provide information for timely incorporation of recommendations and lessons learnt into decision making. Final evaluation will be conducted to assess the overall performance of the OP7, in terms of attainment of the overall goals, objectives and targets as prescribed. Evaluation like monitoring will be participatory with full participation of the primary stakeholders including the local communities.

Table 5: M&E Plan at the Country Programme Level

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
Country Programme Strategy elaboration	Framework for action including identification of community projects.	NC, NSC/TAG, country stakeholders, grantees	Staff time, Country Operating Budget	At start of OP7

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
As part of NSC meetings, ongoing review of project results and analysis. This includes an Annual CPS Review.	Assess effectiveness of projects, country portfolio; learning; adaptive management.	NC, NSC/TAG, UNDP Country Office. Final deliberations shared/ analyzed with CPMT colleagues.	Staff time, Country Operating Budget	At least annual review ⁹ to ensure OP7 CPS is on track to achieve its results and make timely and evidence-based modifications to CPS as may be needed ¹⁰ .
Annual Monitoring Report Survey ¹¹	Enable efficient reporting to CPMT and GEF. It serves as the primary tools to record and analytically present results to donors.	NC/PA in close collaboration with NSC. CPMT provides technical guidance support and receives final country submission for further action.	Staff time	Once per year in June- July
Country Portfolio Review	Methodological results capture of the portfolio at a given point to note impact level change as well as broader adoption. The goal is to support reporting to stakeholders, learning, and support to strategic development/ implementation of CPS.	NC, NSC/TAG	SGP planning grant to engage consultants may be used to undertake previous operational cycles impact review and utilize lessons for both OP7 CPS development and its implementation. Global technical M&E support can be expected.	Once per operational phase
SGP Database	Ensure recording of all Project and Country Programme	NCS, PAs,	Staff time	Throughout the operational phase. Ensure quality assurance and

⁹ It is recommended that the Annual CPS review is done close to AMR submissions for both processes to benefit from each other (suggested timeframe is May- July).

¹⁰ Please note OP7 CPS will be regarded as a living document and can be updated by the SGP country team and NSC on a periodic basis to reflect any necessary adjustments to ensure maximum impact. This CPS update process should be part of the Annual CPS Review.

¹¹ Timely and quality country level submissions to *Annual Monitoring Process* are mandatory. As a Global Programme, it enables aggregated reporting by CPMT to GEF, UNDP and other stakeholders.

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
	inputs in SGP database.			completion of data prior to annual monitoring cycle (May- June of every year).
Audit	Ensure compliance with project implementation/management standards and norms.	UNOPS / External Contractor. NC/ PA to provide requisite support.	Global Operating Budget	Annually for selected countries on risk-assessment basis
Financial Reporting	NC/PA, UNOPS	Quarterly	Financial Reporting	NC/PA, UNOPS
Strategic Country Portfolio Review	NSC/TAG, NC	At the end of OP7	Strategic Country Portfolio Review	NSC, NC

Summary of M&E Roles and Responsibilities

A set of differentiated roles and responsibilities are in place across the three levels for integrated results management as follows:

Project Grantee

- i. Held accountable for implementing projects as per terms agreed in the joint Memorandum of Agreement (MoA);
- ii. Held accountable for reporting progress quarterly and conclusion of project grant cycle;
- iii. Jointly agree with SGP Country Team on contextualized key project indicators to be monitored in these reports.
- iv. Early communication with SGP Country team on challenges in credible and quality data reporting;
- v. Maintenance of accurate and updated records that serve as evidence for activities implemented and data reported; and

- vi. Actively participate in SGP learning forums and exchanges with a larger family of SGP grantees.

National Coordinator/Programme Assistant (NC/PA)

- i. Accountable for the implementation of the SGP Country Program Strategy (CPS);
- ii. Regular updating of the SGP database i.e. input all project data two weeks following project approval and within two weeks following project completion and final report;
- iii. Set key indicators with project grantees at project inception stage for SGP monitoring and reporting purposes during the project implementation;
- iv. Undertake site visits at least once during project implementation to ensure project funds are being used as planned and activities are producing expected and quality assured results;
- v. Promote learning amongst grantees through organization of learning workshops and other exchange mechanisms;
- vi. Use lessons learnt from projects to inform decisions about similar projects during new project selection;
- vii. Obligated to address all project and country level financial requirements for UNOPS;
- viii. Regularly aggregate project grantee level results to track progress against targets set forth in SGP CPS and report to the stakeholders in a regular manner (e.g. Annual Country Reports);
- ix. Evaluate if any changes in milestones and targets set in CPS are needed, as well as collaborate with NSC on any course correction in terms of ongoing projects, as well as advise on selection of new projects.

National Steering Committee (NSC)

- i. Closely works with SGP country team and GEF country Focal Point on strategic planning and implementation of the SGP CPS
- ii. Primary role in conducting a periodic self – assessment (recommended annually)
- iii. Consider degree of alignment of project results to overall strategic intent of CPS (both indicators and targets) as a formalized criterion for grantee selection by NSCs
- iv. Work with SGP Country team to guide project management, undertaking site visits as and when necessary
- v. Support broader adoption of SGP results; work with NC/PA teams to organize lessons learning sessions/ other consultative events with project grantees, UNDP CO and other partners
- vi. Support NC PRA process



Technical Advisory Group (TAG)

- i. Serve as a technical sub-committee, for review of proposals and in relation to specific areas of programming and partnership development.
- ii. Provide specific technical guidance in specialised areas of work as assigned by the NSC.
- iii. Support project reviews and proposal development.
- iv. Assisting project proponents in monitoring & evaluation.
- v. Developing future proposals in knowledge management and policy work.

8.7 CPS Results Framework

Table 5: Results Framework of SGP OP7 Country Programme Strategy

<p>Alignment with SDGs</p> <ul style="list-style-type: none">○ Goal 1: End poverty in all its forms○ Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture○ Goal 5: Achieve gender equality and empower all women and girls○ Goal 6: Ensure availability and sustainability of water and sanitation for all○ Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all○ Goal 11: Make Cities and Human Settlements inclusive, safe, resilient and sustainable○ Goal 12: Ensure sustainable consumption and production○ Goal 13: Take urgent action to combat climate change and its impact○ Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development○ Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems○ Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development
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Synergy with UNDP Country Programme Document (CPD):

- **National Priority/Goal:** To create the environment and investment climate consistent with socioeconomic objective
- **UNSDPF Outcomes:** By 2021, productive Sectors Expand income earning opportunities that are decent and sustainable, especially for youths and women in the poorest areas
- **Strategic Outcome:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

UNDP Signature Solutions:

SGP during OP7 will contribute to the following UNDP global signature solutions,

- Signature solution 1: Keeping people out of poverty
- Signature solution 4: Promote nature – based solutions for a sustainable planet
- Signature solution 5: Close the energy gap
- Signature solution 6: Strengthen gender equality and the empowerment of women and girls

Alignment with National Development Plans

Vision 2030

SGP during OP7 will contribute to the following sector visions¹²:

- Gender equity and equality in the socio-economic development process by 2030
- A productive environment and well conserved natural resources for sustainable socioeconomic development by 2030
- A nation that promotes and provides sustainable security against deprivation and extreme vulnerability by 2030.
- Clean and safe water supply and sanitation for all by 2030
- A well-nourished and healthy population by 2030

7th National Development Plan (7NDP) 2017 to 2021

- The 7NDP contributes to the long-term objectives outlined in the Vision 2030 of becoming a “prosperous middle income country by 2030”, building on the achievements and lessons learnt during the implementation of the previous NDPs.
- It recognizes that Zambia has been experiencing the effects of climate change resulting in extreme weather conditions such as droughts, rising temperatures, and heavy and unpredictable rainfall patterns. The frequency

¹² http://zambiaembassy.org/sites/default/files/documents/Vision_2030.pdf

and intensity of climate events is increasing, with negative impact on the economy and consequently people's livelihoods.

- Climate change adaptation and mitigation will, therefore, promote social wellbeing, including better health, growth of the economy and at the same time reduce environmental risks such as shortage of water, air pollution and other effects.

OP7 SGP Programme Goal: Promote and support innovative, inclusive and impactful initiatives, and foster multi-stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes.

1 OP7 SGP CPS Strategic Initiatives	2 OP7 CPS Indicators and Targets (Identify relevant targets for the	3 Means of verification
<p><u>Strategic Initiative 1:</u></p> <p>Community-based conservation of threatened ecosystems and species</p>	<p>No. of hectares of landscapes under improved management to benefit biodiversity (GEF core indicator 4.1)</p> <p>No. of hectares of Marine protected areas under improved management effectiveness (GEF core indicator 2.2)</p> <p>No. of hectares of marine habitat under improved practices to benefit biodiversity; excluding protected areas (GEF core indicator 5)</p> <p>number of community-based protected area/ conserved area designations and/or networks strengthened</p> <p>Additional country specific indicators and targets based on landscape/seascape baseline assessment (TBD)</p>	<p>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</p> <p>Baseline assessment comparison variables (use of conceptual models and partner data as appropriate)</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>

<p><u>Strategic Initiative 2:</u></p> <p>Sustainable agriculture and fisheries, and food security</p>	<p>No. of hectares of landscapes under sustainable land management in production systems (GEF core indicator 4.3)</p> <p>No. of hectares of degraded agricultural lands restored (hectares) (GEF core indicator 3.1)</p> <p>number of linkages and partnerships for sustainable food production practices (such as diversification and sustainable intensification) and supply chain management (esp. SMEs)</p> <p>number of small-holder farmers supported towards the achievement of national Land Degradation Neutrality (LDN) targets</p> <p>Additional country specific indicators and targets based on landscape/seascape baseline assessment (TBD)</p>	<p>Project reports, monitoring visits and annual reports (as part of midterm and final Progress reports)</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p> <p>Socio-ecological resilience indicators for production landscapes (SEPLs)</p>
<p><u>Strategic Initiative 3:</u></p> <p>Low-carbon energy access co-benefits</p>	<p>Number of households adopting clean energy sources for cooking and lighting.</p> <p>No. KW of installed renewable energy capacity from local technologies (e.g. on types of renewable energy technology biomass, small hydro, solar).</p> <p>number of typologies of community-oriented, locally adapted energy access solutions with successful demonstrations or scaling up and replication.</p> <p>number of households achieving energy access, with co-benefits estimated and valued</p> <p>number of hectares of forests and non-forest lands with restoration and enhancement of carbon stocks initiated.</p> <p>Additional country specific indicators and targets based on landscape/seascape baseline assessment (TBD)</p>	<p>Project reports, monitoring visits and annual reports (as part of midterm and final Progress reports)</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Strategy Review</p>
	<p>#tons of Solid and liquid Persistent Organic Pollutants (POPs), POPs and mercury</p>	<p>Project reports, monitoring visits and annual reports (as part of midterm and final Progress reports)</p>

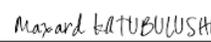
<p><u>Strategic Initiative 4:</u></p> <p>Local to global coalitions for chemicals and waste management</p>	<p>containing materials and products removed or disposed (GEF core indicator 9.6)</p> <p>number of communities working on increasing awareness and outreach for sound chemicals, waste and mercury management.</p> <p>Additional country specific indicators and targets based on landscape/seascape baseline assessment (TBD)</p>	<p>Annual Monitoring Report (AMR), global database</p> <p>Country Programme Review</p>
<p><u>Strategic Initiative 5:</u></p> <p>Catalysing sustainable urban solutions</p>	<p>number of community-based urban solutions/ approaches (including chemical and waste management, energy, transport, watershed protection, ecosystem services and biodiversity) deployed.</p> <p>number of communities with improved capacities to promote community-driven integrated solutions for low-emission and resilient urban development.</p> <p>Additional country specific indicators and targets based on landscape/seascape baseline assessment (TBD)</p>	<p>Project reports, monitoring visits and annual reports by SGP country teams</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>
<p><u>Strategic Initiative 6:</u></p> <p>CSO-Government-Private Sector Policy and Planning Dialogue Platforms</p>	<p>number of CSO-government-private sector dialogues convened to support community voice and representation in national/ sub-national policy development.</p> <p>number of representatives from social inclusion group (indigenous people, women, youth, persons with disability, farmers, other marginalized groups) supported with meaningful participation in dialogue platforms.</p> <p>number of Public-Private Partnership on key global environmental issues promoted</p>	<p>Workshop/meeting reports, attendance sheets, by SGP country teams</p> <p>Annual Monitoring Report (AMR), global database</p> <p>Country Programme Review</p>
<p><u>Strategic Initiative 7:</u></p>	<p>number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment (GEF core indicator 11)</p>	<p>Project reports, monitoring visits and annual reports by SGP country teams</p>

<p>Enhancing social inclusion</p>	<p>number of SGP projects led by women and/or mainstream concrete mechanisms for increased participation of women.</p> <p>number of SGP projects that have targeted support for Indigenous Peoples in terms of country level programming and management.</p> <p>number of SGP projects that demonstrate appropriate models of engaging youth</p> <p>number of SGP projects that demonstrate models of engaging persons with disability.</p>	<p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>
<p>Strategic Initiative 8: Monitoring and Evaluation and Knowledge Management</p>	<p>number of projects administering results management modalities in programme design, implementation and overall decision making using participatory mechanisms.</p> <p>Frequency of updating SGP database for effective data collection, management and analysis supporting gains in programme performance and learning.</p> <p>(Please checkmark one: Daily, Weekly, Monthly, Bi-Monthly, Quarterly)</p> <p>number of south- south exchanges at global and regional levels to transfer knowledge, replicate technology, tools and approaches on global environmental issues.</p>	<p>SGP Global Database, annual monitoring reports and monitoring and evaluation reports by SGP country teams</p> <p>Country Programme Review</p>

9. NATIONAL STEERING COMMITTEE ENDORSEMENT

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9. NATIONAL STEERING COMMITTEE ENDORSEMENT

#	Name	Signature
1.	Edah Gondwe Chimya	
2.	Patrick Shawa	
3.	Dr. Mweemba Liberty	
4.	Absalom Sakala	
5.	Vincent Ziba	
6.	Maxward Katubulushi	
7.	Justin Chuunka	
8.	Winnie Musonda	

Note: The signatures of NSC members are required as endorsement of the complete final CPS duly reviewed and agreed at the National Steering Committee meeting.