



GEF SGP Cabo Verde Country Program Strategy (2020-2023)



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OP7 Financial Resources – SGP Country Program (US \$ estimated)

Total SGP Grants to date (since 2009):	USD \$3,656,125
OP7 GEF CORE Funds:	USD \$500,000
OP7 GEF STAR Funds:	USD \$859,000
OP6 GEF Core and STAR remaining balance (if applicable)	USD \$0
Other funds (secured):	USD \$0
Other funds (expected/ to be mobilized)	USD\$120,000
Total SGP Grants in OP7	USD \$1,479,000

1. INTRODUCTION

As a corporate programme of the Global Environment Facility (GEF), the GEF Small Grants Programme (SGP), implemented by United Nations Development Programme (UNDP) 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.

Action at the local level by civil society and community-based organizations, including women groups, indigenous peoples, youth, and persons with disabilities is recognized essential to form multi-stakeholder alliances to deliver 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.

Building on its over 26 years of successful operations in total over 133 countries, 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.”*

2. SUMMARY: KEY RESULTS/ACCOMPLISHMENTS

The GEF Small Grants Program started in 1992 and has already supported over 21,400 projects in local communities in 133 countries in an approximate amount of USD \$577 million. Introduced in Cabo Verde in 2009, the SGP has already funded 136 projects to civil society organizations, an investment of USD \$3,656,125, approximately CVE 340,000,000. Partners and grantees co financing investment amounts approximately USD \$3,840,559

During Operational Phase 6 (OP6), the GEF SGP financed 44 projects in an amount of USD \$1,537,050 with an average grant value of USD \$34,933, in the landscapes on the Santo Antão, São Nicolau, Boavista, Santiago, São Vicente, Sal, Maio and Fogo islands.

Investments on focal areas of Climate Change, followed by Biodiversity Conservation, Land Degradation and Capacity Building have been the most prominent since the beginning of operations in 2009. During

OP6 the investment trend was maintained, with significant emphasis on Climate Change (43%) and Biodiversity Conservation (42%).

The SGP grantee partners have been mostly Community Development Associations, with approximately 80% of the grants, followed by NGOs with 14% and other types of organizations with 6%. 57.2% of the beneficiaries of these funded projects have been women, while men account for 42.8%.

The effects proposed by the national program have responded positively to the strategic priorities of the GEF, the UNDP and the Government of Cabo Verde. The environmental impacts and benefits on the national network of protected areas have been significant in OP6. Investments exceeded USD \$1,000,000 in 11 protected areas, which have allowed the rehabilitation of 1,807 hectares of degraded areas.

The GEF SGP invested 64.65% (initial proposal was 70%) of the OP6 resources on priority landscapes and 35.35% outside of these proposed areas. In priority landscapes, Santiago Island stands out with 22% of the investments, followed by Santo Antão and Boa Vista seascape with 18% and 11% respectively.

The grant making plus strategic initiative, which was established in OP6, prioritized actions aimed at the inclusion and participation of women in projects and People with Disabilities (PWD).

The SGP has supported the strengthening of Civil Society Organizations (CSOs) capacities and also initiated positive influence and actions aimed to promote replication, and scale up of two strategic projects; (1) Regarding access to electricity from renewable resources and (2) Regarding access to water for domestic consumption with the use of renewable energy. Both initiatives were targeted at vulnerable communities where SGP also attracted significant investments from various partners, including the Government of Cabo Verde in an amount of USD \$851,556.50.

Projects funded in previous operational phases are lessons learned for both local communities and CSOs. Obtaining specific skills such as proposal writing, monitoring, follow-up, controlling and managing projects, will be of great value to the success of OP7. However, from experience, there is still some weakness on the part of some CSOs in effective management and good project implementation practices, which may require training and/or occasional assistance in the critical phases of project implementation.

3. COUNTRY PRIORITIES AND STRATEGIC ALIGNMENT

3.1. Alignment with National Priorities

Cabo Verde has made commitments in terms of environmental conservation and sustainable development, through international and regional agreements, as well as through national plans and programs (Table 1) to which this strategy is aligned with.

Table1. List of relevant conventions and national/regional plans or programmes.

Conventions + plans - national	Date of ratification / completion
GEF-7 National Dialogues	Planned for March of 2020
United Nations Convention on Biological Diversity (CBD)	29th March 1995
CBD National Biodiversity Strategy and Action Plan (NBSAP)	March, 2015
Nagoya Protocol on Access and Benefit Sharing (ABS)	Hasn't been submitted
United Nations Framework Convention on Climate Change (UNFCCC)	29th March 1995
UNFCCC National Communications (1 st , 2 nd , 3 rd)	1st Communication submitted on 13 th November 2000
Nationally Appropriate Mitigation Actions (NAMAs)	Hasn't been submitted yet
National Climate Change Action Adaptation Program (NAPA)	January, 2007
Nationally determined contributions (NDCs) under the Paris Agreement	30th September 2015
United Nations Convention to Combat Desertification (UNCCD)	8th May 1995
UNCCD National Action Program (NAP)	October, 2014
Stockholm Convention (SC) on Persistent Organic Pollutants (POP)	1st March 2006
SC National Implementation Plan (NIP)	24th May 2011
Minamata Convention (MC) on Mercury	--
United Nations Sustainable Development Goals (SDG)	October, 2017
United Nations Convention on the Law of the Sea	1994
National Energy Efficiency Action Plan of (PNAEE)	2015
Voluntary National Assessments or Reviews (VNRs) for ODS	Unrealized
Strategic Sustainable Development Plan (SDP)	2017
GEF National Capacity Self-Assessment (NCSA)	2006/2007
National Renewable Energy Action Plan (2015-2020/2030)	April 2015
Convention on the Protection of Wetlands (RAMSAR)	18th November 2005
Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)	August 10, 2005
National Energy Sector Master Plan 2017-2040	2017
The National Strategic Plan for Water and Sanitation (PLENAS)	February 2015
National Plan for Gender Equality (PNIG 2019-2023)	2019

3.2. Gaps and Opportunities

The country's environmental vulnerability and limitations of articulation of environmental policies and priorities are the main gaps identified. It is important to note that limitations on integrated implementation on aspects such as risk reduction in areas such as food security, climate change and conservation of biodiversity (including marine and fisheries), and agro-biodiversity persists.

Although priorities have been identified for land management, agriculture, water, sanitation and biodiversity conservation, priorities do not indicate clear and or articulate to tackle issues such as agro-ecological practices as an alternative avenue, or consider water-energy nexus and sustainable energy management.

It is unique that the GEF SGP considers and takes advantage of opportunities that may effectively direct and align the program with what is desired for OP7. The GEF SGP will create favorable implementation conditions to operationalize the Nationally Determined Contributions (NDCs) to the UNFCCC Paris Agreement, and the negotiations for a global 'New Deal for Nature' as part of the CBD post-2020 negotiations.

3.3. Country OP7 Strategic Priorities

Table2. Alignment of the SGP National Program with the Strategic Initiatives of OP7 and Priorities / Projects / Country Programs

1	2	3
Global SGP Strategic Initiatives - Global	SGP Country Programme's OP7 Priorities	SGP Country Programme's complementarity with GEF, UNDP, and other projects and programmes
<i>Community-based conservation of threatened ecosystems and species</i>	<p>Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.)</p> <p>Enhance community led actions for protection of threatened species</p>	<p>Strategic Plan for Sustainable Development.</p> <p>National Biodiversity Strategy and Action Plan.</p> <p>Project for the Integration of Biodiversity Conservation in the Tourism Sector in Synergy with a System of Protected Areas in Cabo Verde (BIOTUR).</p> <p>Management of multiple sectoral threats in marine ecosystems to achieve sustainable blue growth project.</p> <p>Unified Strategy Framework for the Promotion of the Blue Economy in Cabo Verde.</p>
<i>Sustainable agriculture, fisheries, and food security</i>	<p>Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, SIDS, etc).</p> <p>Remove deforestation from supply chain and expanded restoration of degraded lands</p>	<p>Strategic Sustainable Development Plan.</p> <p>National Biodiversity Strategy and Action Plan.</p> <p>UNCCD National Action Program.</p> <p>National Strategy for Food Security and Nutrition.</p> <p>National Program for Agricultural Investment and Food and Nutritional Security (PNIASAN).</p> <p>Unified Strategy Framework for the Promotion of the Blue Economy in Cabo Verde.</p> <p>Management of multiple sectoral threats in marine ecosystems to achieve sustainable blue growth project.</p>

<p><i>Low-carbon energy access co-benefits</i></p>	<p>Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods.</p>	<p>Strategic Plan for Sustainable Development. National Renewable Energy Action Plan (2015-2020/2030). National Energy Sector Master Plan 2017-2040. National Action Plan for Energy Efficiency. Access sustainable energy to manage water resources: addressing the water - energy nexus project. Energy efficiency project in buildings and household appliances in Cabo Verde.</p>
<p><i>Local to global coalitions for chemicals and waste management</i></p>	<p>Promote plastics/solid waste management and circular economy</p>	<p>Strategic Plan for Sustainable Development.</p>
<p><i>Enhancing social inclusion</i></p>	<p>Promote targeted initiatives. Mainstream social inclusion in all projects (e.g. women/girls, indigenous peoples, youth, and persons with disabilities)</p>	<p>Strategic Plan for Sustainable Development. Strategic Plan for the Rights of People with Disabilities. National Plan for Gender Equality (PNIG 2019-2023).</p>
<p><i>Knowledge Management</i></p>	<p>Capture knowledge and lessons from projects and activities Improve capacities of CSOs/CBOs</p>	<p>Strategic Plan for Sustainable Development.</p>
<p><i>Results Management, Monitoring & Evaluation</i></p>	<p>Administer new M&E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms</p>	<p>Strategic Plan for Sustainable Development</p>

4. OP7 PRIORITY LANDSCAPES/SEASCAPES & STRATEGIC INITIATIVES

4.1. Grant making Within the Priority Landscapes/Seascapes

a) Priority Landscapes/Seascapes Selection Process

Considering this strategy document is an update, it was decided to maintain the priority landscapes and seascapes selected in OP6. Therefore, and by choice the national program will implement its actions on the same landscapes in OP7. It is also noted that the selection of priority landscapes was based on a participatory process that involved meetings with civil society organizations, the National Steering Committee (NSC), Municipalities, Ministry of Agriculture and Environment, the National Water and Sanitation Agency, as well as other decentralized governmental institutions, representatives of protected areas and international partners operating in the country.

An extensive consultation process included workshops on all islands. Participatory processes of discussion, analysis and mapping resulted in the identification of areas for action and/or important resources. A final map, highlighting problems and/or priority actions, was also drafted per island and per landscape/seascape. Landscapes and seascapes were therefore selected, based on the mapping and consultation with key partners on priority islands. As in OP6, it was agreed that 70% of OP7 resources would be invested on priority landscapes and 30% allocated outside the landscapes. NSC and the SGP National Coordination should create conditions for analysis in order to balance investments within and outside the priority landscapes.

Although priority actions were raised and discussed as part of the mapping exercise, the discussion was resumed as part of the landscape resilience assessment exercise. This exercise was carried out on all priority areas identified. Effective participation in the exercise enabled participants to identify and assess current conditions, as well as to agree on priority actions, thus contributing to strengthening and empowering communication between the parties involved.

b) Selected Landscapes and Seascapes for OP7

Table3. Priority Landscapes identified on different islands of the archipelago for funding projects in OP7

Island	Category	Number of Landscapes	Dimension (ha)
Santo Antão	Landscape	1	29,974
São Nicolau	Landscape	1	6,220
Santiago	Landscape	2	5,365 and 16,103
Boavista	Seascape	1	70.470
Maio	Seascape	1	48.663

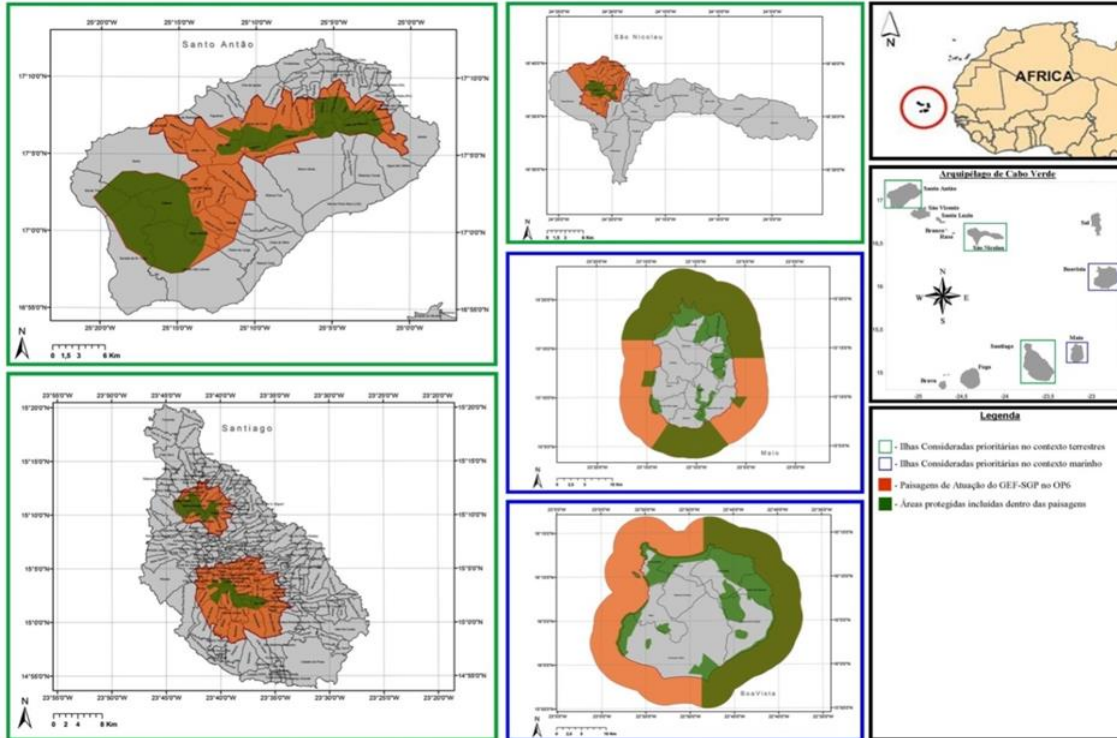


Figure 1: Priority landscapes identified on different islands of the archipelago. Note that all priority areas (orange) include at least one protected area (green).

c) OP7 Strategic Initiatives in the Landscapes/Seascapes

Priority Landscapes of Santo Antão Island

- Community conservation of endangered ecosystems and species, with an impact on practices and approaches favorable to the conservation of biodiversity, (agriculture, forestry) and the protection of endangered species.
- Sustainable agriculture, and food security, with the promotion of initiatives that increase efficiency and effectiveness on the production and food value chain and promote the restoration of degraded land.
- Low-carbon energy co-benefits, by promoting renewable technologies and energy efficiency that provide socio-economic benefits and improve livelihoods.

Priority Landscapes of São Nicolau Island

- Community conservation of endangered ecosystems and species, with an impact on practices and approaches favorable to the conservation of biodiversity, (agriculture and forestry) and the protection of endangered species.
- Sustainable agriculture, and food security, by promoting initiatives that increase efficiency and effectiveness on the production and value food chain and promote the restoration of degraded land.

Priority Landscapes of Santiago Island

- Community conservation of endangered ecosystems and species, with an impact on practices and approaches favorable to the conservation of biodiversity, (agriculture and forestry) and the protection of endangered species.
- Sustainable agriculture and food security, by promoting initiatives that increase efficiency and effectiveness in the production and in increase value along the food chain and promote the restoration of degraded land.
- Low-carbon energy co-benefits by promoting renewable technologies and energy efficiency that provide socio-economic benefits and improve livelihoods.

Priority Seascape of Maio Island

- Community conservation of endangered ecosystems and species, with an impact on practices and approaches favorable to the conservation of marine biodiversity (fishing and tourism) and protection of endangered species.
- Sustainable fishery and food security, by promoting initiatives that increase efficiency and effectiveness on food production and value chain.

Priority Seascape of Boa Vista Island

- Community conservation of endangered ecosystems and species, with an impact on practices and approaches favorable to the conservation of biodiversity, (fisheries and tourism) and the protection of endangered species.
- Sustainable fishery and food security, by promoting initiatives that increase efficiency and effectiveness on food production and value chain addition.

4.2. Grant making Outside the Priority Landscapes/Seascapes

The GEF SGP will make 30% of resources available to initiatives outside the priority landscapes and seascapes during OP7. These resources will be strategically invested in programs that can enhance support, replication or increase scale of projects in priority landscapes or seascapes, both by SGP and other partners. If necessary, GEF SGP may choose and support initiatives outside the domain (land/sea) of the landscape in question. This could be the case on the Island of Boa Vista (priority seascape) where SGP could eventually align its initiatives with other partners, notably FAO and Ministry of Agriculture and Environment (MAA) with the REFLOR project on the issue of reforestation of degraded areas on the island.

GEF SGP should trigger and implement specific strategies to enhance knowledge management with regard to the compilation and dissemination of impacts of funded initiatives that could naturally serve as a basis for mobilizing resources for projects within and outside the priority landscapes. Investment outside the landscapes should always consider integrating components that empower partners, namely in project management, monitoring and evaluation, in addition to actively promoting the integration and strengthening of social inclusion on funded initiatives.

The program will also tend to involve the GEF Operational and Political Focal Points, and other partners within the GEF family, specifically those who articulate or are in the process of implementing GEF FSP (GEF Full Size) projects, namely the Sustainable energy access to manage water resources: Addressing the energy-water nexus project, Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cabo Verde project, and Managing multiple sector threats on marine ecosystems to achieve sustainable blue growth project.

SGP will increase efforts to promote events (via Knowledge Management projects) aiming to strengthen relationships with donors, namely with the European Union, Cooperation with the Kingdom of Spain, Luxembourg, National Agency for Water and Sanitation (ANAS), Municipalities, and the Ministry of Agriculture and Environment. The goal is also to innovate in this area and to catalyze partnerships with the Environment Fund and or United Nations Industrial Development Organization (UNIDO), in the areas of parallel funding.

a) CSO-Government-Private Sector Dialogue Platform

The GEF SGP should promote dialogue amongst partners at national as well at local level (both within and outside landscapes/seascapes). Experience Exchange meetings between grantee partners should be promoted at local level, aiming to replace the "extensive" formality of other types of engagements, without neglecting that formal dialogues should always be pursued with the Local Development Platforms, as well as with the UNDP Program, and the Ministry of Maritime Economy.

The GEF SGP will also extend invitations to CSOs to participate on the SGP National Steering Committee (NSC) meetings, when appropriate to discuss and analyze issues of mutual interest. This type of interactivity will be able to mobilize actions at a higher level and with maximum effectiveness. Planning grants will be used to promote dialogue and create enabling conditions for CSOs capacity building activities during OP7.

The SGP national coordination, in collaboration with the NSC and UNDP, will promote meetings between small grant donors in Cabo Verde, government representatives and potential partners, in order to enhance the partnership, align priorities and therefore, avoid overlapping or efforts duplication.

In line with creating and strengthening partnerships, GEF SGP will promote conditions that will sustain dialogue between CSOs and the government, through interactive knowledge management initiatives. These initiatives may be promoted in partnership with other donors and have an innovative format with the capacity to showcase grantee partners' actions on the ground.

b) Promote Social Inclusion, Gender Equality and Women Empowerment

SGP will boost actions before and during project orientation workshop sessions aiming to improve efforts in gender equality. Potentially funded initiatives of the program should include on their proposals actions that addresses how social inclusion and or People with Disabilities (PwD) and/or young people issues will be mainstreamed. The Program will promote equal benefit in access to grants and give priority to projects led by young women and youth.

Within the outlined landscapes and seascapes, the SGP will also promote capacity building of local platforms or networks to support implementation and grantee projects monitoring, as well as to develop specific actions, which tends to respond to social inclusion and gender empowerment issues. Special attention should be given to income generation, poverty reduction, and community claims or advocacy initiatives.

Lessons learned throughout the program suggest that dialogue platforms between governmental institutions – local and national - and non-governmental organizations should be further enhanced. SGP will build on the previous experiences from its SIDS CBA program and actively promote dialogue and participation of youth and PwD, while ensuring both environmental and socio-economic benefits.

To leverage the national program grant-making results, SGP will promote capacity development enhancement initiatives for youth (including young women) with disabilities. Capacity development will include investments in skills trainings and fellowships with a focus on thematic areas of climate change (water and energy nexus and renewable energies) and disaster risk reduction.

c) Knowledge Management

The GEF SGP knowledge management initiative aims to promote, capture, systematize, share and strengthen knowledge, specifically, experiences and lessons learned from grantee partners, both nationally and internationally. In terms of knowledge sharing, the SGP will promote actions with grantee partners so all funded initiatives can have or provide materials that can effectively be shared to generate knowledge.

The program also seeks to create small units or dynamic networks of landscape/seascape leaders formed by local volunteers. These volunteers may work closely or in cooperation with Local Development Platforms, where the sharing of knowledge of the program can be strengthened.

Production of awareness materials will follow a general process of funded projects implementation. The programme will make use of publications such as brochures, fact sheets, videos, and articles to improve information sharing and support. Annual exchange experiences workshops will be promoted within grantee projects, where information and good practices could be also widely shared.

SGP will rigorously focus and emphasize approaches to intensify information about the program on social media networks (including Facebook, YouTube, Instagram), which will enable an increase in information range and provide best practices credibility and products resulting from investments on priority areas.

5. COMMUNICATION PLAN

The communication and dissemination strategy aims to promote a better understanding of issues related to local environmental vulnerabilities and their impacts at global level. It also aims to increase knowledge of the Sustainable Development Goals (SDGs), their links with local development, and to mobilize resources that can eventually address issues in support of the GEF SGP mission.

Communication actions should include information and awareness of GEF Small Grants Program initiatives within UN agencies as a way to not only inform about SGP actions, but also to foster partnerships, coordinate ideas and seek institutional support in common thematic areas. These activities will also increase the network of potential donor partners working on common areas.

The strategic communication process of GEF SGP in Cabo Verde includes 4 distinct but interactive and dynamic items, namely: increasing the exposure of the SGP on the landscapes and seascapes; promoting SGP Champions; enhancing the information sharing process amongst CSOs and creating conditions for decision-makers to better understand the mechanisms and processes of the SGP.

The process of dynamic and broad dissemination of information will lead to the creation and capacity building of landscape support platforms or networks on the various aspects of the SGPs, including implementation approaches, good project governance and monitoring and evaluation.

Programme dissemination will be further reinforced in social media through communication materials. These information actions will use a variety of communication channels, which will enable and not limited to, disseminate SGP Country Programme Strategy. Information and social media platforms (Facebook, Twitter and Instagram) will be used as well to exchange information effectively, while ensuring proximity and worldwide access.

6. RESOURCE MOBILIZATION AND PARTNERSHIP PLAN

6.1. Co-financing in Cash and in Planned and Guaranteed Services

GEF SGP Cabo Verde intends to implement a resource mobilization plan in order to effectively respond to new challenges of the OP7 and to provide its grantee partners with the necessary tools, while assisting them to respond to environmental global challenges. Another objective will be to reduce dependency on GEF Core funds, diversifying the range of partners and increase sustainability levels.

Mobilization of resources will be achieved at different levels, namely at the level of co-financing from grantee partners, contributions from the government, international organizations working in Cabo Verde (embassies, cooperation, NGOs) and the private sector. The levels of resource mobilization could be grouped in 3 levels:

- *Grantee partner project level*: it is expected that each grantee participant will contribute at the 1 to 1 co-financing level and or it will be able to foster synergies with other initiatives funded by the Environment Fund.
- *Landscape or seascape level*: The program will create a sub-committee within the National Steering Committee (NSC) to mobilize resources, as well as to articulate with Local Development Platforms and GEF FSP Projects at the level of priority landscapes or seascapes.

- *Country level*: Landscapes and seascapes are expected to be recognized and supported by government institutions, national and international partners, and the private sector, working alongside on similar issues in Cabo Verde.

6.2. Co-financing Opportunities

GEF SGP in partnership with the NSC and UNDP CO, will foster collaboration meetings amongst small grant donors in Cabo Verde and potential partners in order to improve relationships, fine-tune priorities, while creating synergies in order to reduce duplication of efforts. Specifically, SGP will implement the following actions:

- To consolidate the Delivery Mechanism initiative with the Mainstreaming biodiversity conservation into the tourism sector in synergy to further strengthened protected areas system in Cabo Verde project , and to begin the same process with the project on “Managing multiple sector threats on marine ecosystems” to achieve sustainable blue growth, which will begin activities in 2020;
- To foster synergies with United Nations Industrial Development Organization (UNIDO) and create enabling conditions to work with the Sustainable energy access to manage water resources: Addressing the energy-water nexus project;
- To analyze possibilities to decrease operational costs with contributions or partnerships with another international donor and Environment Fund; and
- To identify and thoroughly explore possibilities to access other none GEF donor funding, which may be aligned with the Country Program Strategy, and/or respond to the materialization of SDGs in Cabo Verde.

6.3. Grantmaker Plus and Partnership Opportunities

Through the Grant maker Plus the programme will strengthen the capacities of the NSC members so that they can become knowledge replicators to potential grantee partners in the areas of monitoring and evaluation, result based management, and proposal drafting (e.g renewable energy or other types) which may eventually be submitted to SGP and other donors, including the Environment Fund. Grant maker plus initiative will also be used to strengthen CSOs capacities in project design and management.

The GEF SGP will additionally explore collaboration opportunities with the REFLOR Project (initiatives on Boa Vista, Santiago and Fogo Islands), MAVA Foundation, and Critical Ecosystem Partnership Fund (CEPF) on priority seascapes of Maio and Boa Vista, and on the islands of Fogo and Brava.

Although past partnerships with the private sector have not translated into successful contributions, a continuous and comprehensive pursuit with private sector companies such as Cabeólica, Unitel T+, COPA-SA and Adega-SA will be effectively explored.

7. RISK MANAGEMENT PLAN

Table 4. Description of risks identified in OP7

Description of identified risk	Level of risk (low, medium, high)	Probability of risk (low, medium, high)	Expected Risk mitigation measures
Grantee partners with limited organizational capacities	Medium	Low	Strong investment in preparing guidelines for grantees and increase trainings during grantee projects execution
Extreme and unpredictable weather conditions	High	High	Appropriate analysis to help in timing in implementation of key activities
Remoteness of projects in hard-to-reach areas	High	Medium	GEF SGP will rely on multitasking volunteers to assist in projects
Non-allocation of funds when requested	Medium	Medium	GEF SGP records shows great ability to attract other partners which will be relied on
Clarification and or adjustment of procedures to meet grantee needs	Medium	Medium	Grantee orientation and organizational capacity training workshops
Misuse of programme funds	Medium	Low	Strong investments in implementing fiduciary guidance to grantee partners and closely follow-up the new grantees. Use of referees to check grantee credibility will be enhanced.

8. MONITORING AND EVALUATION PLAN

8.1. Monitoring Approaches at Project and Country Levels

The GEF SGP will use a collaborative and pedagogical approach during the monitoring and evaluation process of its supported projects. This approach may include the use of different tools aimed at empowering grantee partners, promoting transparency, and analyzing the effectiveness and efficiency of activities implementation.

In addition to providing support for Monitoring and Evaluation (M&E) activities to all grantee partners, SGP National Coordination may use project mentors in order to strengthen grantees capacity, support, and boost their M&E and learning process.

For each funded project, a simple monitoring and evaluation plan and clear approach procedures should be established. Monitoring reports, logical frameworks, work plans and baseline data should be developed and implemented.

At project level monitoring will start with the creation of monitoring supporting teams. Established monitoring teams will work closely with implementation teams and SGP National Coordination and together they will agree on a monitoring appropriate format to follow. On certain priority areas, SGP could use NSC members to support its grantee project monitoring activities. NSC members will be able to provide technical support and make recommendations in view of challenges encountered.

Similar to OP6 SGP may also request, support from the Local Development Platforms, Municipalities and Delegations of the Ministry of Agriculture and Environment form monitoring activities. Monitoring visits to all projects will be carried out in partnership with field stakeholders in order to reduce operational costs, increase ownership, effective participation and transparency. All data collected will be compiled and uploaded onto the programme local and global databases.

Still at project level, the SGP will propose the implementation of participatory evaluations, which are to be carried out after all project activities on each funded project. Participatory evaluations will primarily aim to assess the proposed gains, effectiveness, efficiency of the projects and its impacts.

At program level the results of the individual projects will be aggregated at the level of the selected landscapes as well as the selected focal areas and/or components. All information will be compiled and uploaded onto the two program databases.

The National Coordination will also take into account the fulfillment of other important monitoring and evaluation activities of the program namely: draft of annual monitoring reports, in two versions, one in a questionnaire format to be submitted to the Central Programme Management Team (CPMT), and a Portuguese version to be shared with the NSC and other national partners. In addition, other crucial activities will be carried out, such as review meetings of funded projects and Country Portfolio Review. The latter will be held once per operational phase, despite the fact that the NSC holds small annual retreats to analyze the national portfolio.

Table 5. M&E Plan at the Country Program Level

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
Country Programme Strategy elaboration	Framework for action including identification of community projects.	NC, NSC, country stakeholders, grantees	A SGP planning grant to engage consultants may be used to update OP7 CPS.	At start of OP7
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, UNDP Country Office. Final deliberations shared/ analyzed with CPMT colleagues.	Staff time, Country Operating Budget	At least annual review to ensure OP7 CPS is on track to achieve its results and make timely and evidence-based modifications to CPS as may be needed
Annual Monitoring Report Survey	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	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 inputs in SGP database.	NCS, PAs,	Staff time	Throughout the operational phase. Ensure quality assurance and 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

8.2. CPS Results Framework

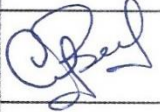
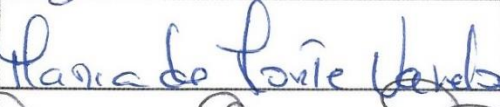


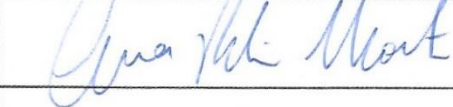
Table 6: Results table of the SGP Program Strategy for OP7

<p>Alignment with the Sustainable Development Goals (SDS) Goal 1 End poverty in all its forms everywhere Goal 5 Achieve gender equality and empower all women and girls Goal 6: Ensure availability and sustainable management of water and sanitation for all Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all Goal 13 Take urgent action to combat climate change and its impacts 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, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>			
<p>Synergies with the UNDP Country Program Document (CPD): Output 2.2: Selected government institutions and local communities have enhanced technical capacity to implement climate change adaptation and mitigation measures. Output 2.3: Enhanced legal, policy and institutional frameworks are in place for conservation, sustainable use and access, and benefit-sharing of natural resources, biodiversity and ecosystems.</p>			
<p>OP7 SGP Program Goal: 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.</p> <p>Mandatory indicators: Indicator 1: # direct project beneficiaries disaggregated by gender Indicator 2: # indirect project beneficiaries disaggregated by gender</p>			
1 OP7 SGP CPS Strategic Initiatives	2 CPS Targets	3 CPS Indicators	4 Means of verification
<p><u>Strategic Initiative 1:</u> <i>Community-based conservation of threatened ecosystems and species</i></p>	<ul style="list-style-type: none"> By 2022 promote initiatives that implement practices that encourages conservation of biodiversity and endangered species By 2022 five communities will develop and implement activities to promote and increase product value, and respond to sustainable blue economy 	<p>Hectares of landscapes/seascapes under improved management that benefit biodiversity conservation</p> <p>Hectares of marine habitat where good practices that benefit biodiversity conservation are implemented</p> <p>Number of communities implementing activities that promotes and responds to sustainable blue economy</p>	<p>Individual project reporting by SGP country team</p> <p>Annual Monitoring Report (AMR),</p> <p>SGP global database</p> <p>Country program review</p>

<p><u>Strategic Initiative 2:</u></p> <p><i>Sustainable agriculture, fisheries, and food security</i></p>	<ul style="list-style-type: none"> • By 2023 at least one initiative implemented in each landscape aimed at diversifying and/or increasing the value of products linked to the primary sector, and which promotes business opportunities • By 2023 actions to combat desertification, and soil restoration in addition to actions against invasive species are implemented • By 2023 innovative agro-ecological and climate-smart initiatives are promoted 	<p>Number of sustainable production and supply chain management partnerships</p> <p>Hectares of land under sustainable agriculture, forest management and water management practices</p> <p>Number of beneficiaries farmers (gender disaggregated) implementing agro ecological and climate smart best practices</p>	<p>Individual project reporting by SGP country team</p> <p>Annual Monitoring Report (AMR)</p> <p>SGP global database</p> <p>Country program review</p>
<p><u>Strategic Initiative 3:</u></p> <p><i>Low-carbon energy access co-benefits</i></p>	<ul style="list-style-type: none"> • By 2022 at least five low carbon initiatives linked to the primary production sector are promoted • By 2023 at least one rural community (up to 20 family/households) will have access to electricity from renewable sources 	<p>Kilowatts Power (Kwp) of energy from renewable sources installed</p> <p>Number of community energy access solutions expanded and/or successfully replicated</p> <p>Number of families with access to energy and estimated co-benefits</p>	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR),</p> <p>SGP global database</p> <p>Country program review</p>
<p><u>Strategic Initiative 4:</u></p> <p><i>Local to global connections for waste and chemical management</i></p>	<ul style="list-style-type: none"> • By 2023 at least two initiatives promoting solid waste management and circular economy 	<p>Tones of plastic removed / placed in appropriate locations or reused</p> <p>Number of communities working to raise awareness about waste management</p> <p>Number of business opportunities created or expanded</p>	<p>Individual project reporting by SGP country team</p> <p>Annual Monitoring Report (AMR),</p> <p>SGP global database</p> <p>Country program review</p>

<p><i>Enhancing social inclusion</i></p>	<ul style="list-style-type: none"> • By 2023 supported initiatives must ensure the inclusion and equal participation of vulnerable population groups 	<p>Number of projects led by women and or which have concrete mechanisms to increase participation of women</p> <p>Number of projects that demonstrate appropriate models of youth and PwD inclusion and engagements</p> <p>Number of initiatives influencing or responding to policies on inclusion of PwD in water and energy access, sanitation or DRR sectors</p> <p>Number of beneficiaries from social inclusion group (women, youth, PwD with disability, farmers etc) supported in capacity development projects</p>	<p>Individual project reporting by SGP country team</p> <p>Annual Monitoring Report (AMR),</p> <p>SGP global database</p> <p>Country program review</p>
<p><i>Results Management, Monitoring & Evaluation and Knowledge Management</i></p>	<ul style="list-style-type: none"> • By 2022 partners CSOs/CBOs will adopt results-based management approach on their projects • By 2022 funded initiatives must ensure the production and distribution of knowledge management materials • By 2023 at least one knowledge management initiative focusing on interactive dialogue between CSOs and key partners is implemented 	<p>Number of projects that implement results-based management approach in the design, execution and within the participatory decision-making process.</p> <p>Number written and audiovisual materials produced and shared which portrays lessons learned from projects</p>	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR),</p> <p>SGP global database</p> <p>Country program review</p>

9. NATIONAL STEERING COMMITTEE ENDORSEMENT

Membros do CNP envolvidos na elaboração, revisão e validação da Estratégia de Programa do País para a OP7	Assinaturas
Ms. Celeste Benchimol	
Ms. Maria do Monte	
Ms. Marize Gominho	
Mr. Herculano Dinis	
Ms. Ana Monteiro	
Ms. Hiliana Silva	Hiliana Silva