

The Global Environment Facility - Small Grants Programme

COUNTRY PROGRAMME STRATEGY (CPS)

ZAMBIA

OPERATIONAL PHASE 8 (2025-2028)



Leonard Banda and Sabina Zulu standing in front of their farm read their [story](#).

Acronyms

CBD	Convention on Biological Diversity
CBO	Community-Based Organization
CPMT	Central Programme Management Team
CPS	Country Programme Strategies
CSO	Civil Society Organisation
DFAT	Department of Foreign Affairs and Trade
DNPW	Department of National Parks and Wildlife
GEF	Global Environment Facility
IPEN	International POPs Elimination Network
ISDS	Investment Dispute Settlement System
M & E	Monitoring and Evaluation
MoA	Memorandum of Agreement
NAMA	Nationally Appropriate Mitigation Actions
NAPs	National Action Programmes
NAP	National Adaptation Plan
NAPA	National Adaptation Programme of Action
NBSAP	National Biodiversity Strategy and Action Plan
NCCRS	National Climate Change Response Strategy
NCS	National Communications System
NDP	National Development Plan
NDSAP	National Development Strategy and Action Plan
NEAP	National Environmental Action Plan
NGOs	Non-Governmental Organizations
NIP	National Implementation Plan
NPE	National Policy on Environment
NTFP	Non-Timber Forest Products

OP	Operational Phase
POPs	Persistent Organic Pollutants
PRSP	Poverty Reduction Strategy Paper
REAZ	Renewable Energy Association of Zambia
SADC	Southern African Development Community
SAPs	Strategic Action Programmes
SC	Stockholm Convention
SCT	Social Cash Transfer
SDGs	Sustainable Development Goals
SEPL	Socio-Ecological Production Landscapes
SGP	Small Grants Programme
SPG	Strategic Plan for Gender
TAC	Technical Advisory Committee
TAG	Technical Advisory Group
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
VNRs	Voluntary National Reviews
WARMA	Water Resources Management Authority
WWF	Worldwide Fund for Nature
ZAMCOM	Zambezi Water Course Commission
ZAPID	Zambia Agency for Persons with Disabilities
ZEMA	Zambia Environmental Management Agency

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OP8 Financial Resources - SGP Country Programme (estimated US\$)¹

Total SGP Grants to date since 2008	USD 5,207,750
OP8 GEF Core Funds	USD 500,000
OP8 GEF STAR Funds	USD 290,000
Other funds (secured)	USD 0
Other funds (expected/to be mobilized)	USD 150,000

¹ The level of SGP OP8 resources is an estimated total of: (a) the GEF8 core grant allocation; (b) approved STAR resources; as well as (c) other sources of cost sharing & co-financing (country, regional and/or global levels). SGP countries with remaining OP7 balances that have not been pipelined will be expected to use these balances in line with the OP8 strategic approach in order to be coherent in terms of SGP programming and results expected.

1. INTRODUCTION

Zambia is endowed with biologically diverse natural resources such as forests, wetlands and wildlife which are of global, regional, and national significance. The country is highly dependent on the exploitation of biological resources for the livelihoods of most of the people. Zambia, like other developing countries, faces various economic challenges which exert pressure on the environment as people seek to meet livelihood needs through unsustainable utilisation of natural resources. Resource overexploitation is leading to rising inequalities and increased vulnerabilities among local communities, particularly vulnerable and disadvantaged groups which are becoming more and more marginalized (Rawlins and Kalaba 2020; Kalaba et al 2013), unable to cope with threats associated with ecosystem degradation, biodiversity loss and climate change (GRZ;2023). Threats to biodiversity and environmental degradation in Zambia include habitat transformation, mining, unsustainable agriculture, pollution, wildfires and encroachment of protected areas and climate change (GRZ;2023; GRZ;2015; Matakala et al 2015).

A holistic approach is key to addressing environmental degradation at global, national, provincial and sub-district levels. Action at the local level requires a landscape approach that recognises the participation of diverse stakeholders and mobilizing multiple stakeholder collaboration, linking local civil society organisation and community-based organisations with enabling partners and achieving mutually supportive livelihood and environmental outcomes at scale.

This Country Programme Strategy (CPS) of the Small Grants Programme (SGP) Operational Phase 8 (OP8) aims to build resilience of livelihoods to diverse environmental threats at local level to generate global environmental benefits. It builds on 30 years of successful experience in empowering local Civil Society Organisations (CSOs) and Community-Based Organisations (CBOs) in designing and leading community driven initiatives that contribute to enhanced household wellbeing, increase awareness, build resilience to diverse environmental threats and generate global environmental benefits. The objectives of this SGP OP8 is to engage local CSOs/CBOs in landscape approaches providing them access to knowledge and information, capacitating them through learning-by-doing, skills development, and delivering technical and grant assistance for interventions that enhance wellbeing and socioeconomic conditions and generate global environmental benefits.

The OP8 objectives reflect key features of GEF Small Grants Programme, including new approaches to support youth, women, indigenous people, and persons with disabilities, linking up with complementary mechanisms, such as the Microfinance Initiative and CSO Challenge Programme, cooperating with other GEF Agencies, and leveraging opportunities with GEF strategies, including the delivery of the GEF-8 Integrated Programmes. In addition, OP8 will facilitate opportunities for innovation and scaling up, catalyse multi-stakeholder alliances to test new approaches through CSOs, and leverage its dialogue platforms towards greater impact.

The GEF-8 Replenishment process concluded that SGP should strengthen its alignment with the GEF-8 strategy and focal area priorities, support delivery of the Integrated Programs, enhance its already important role in supporting and delivering on Multilateral Environmental Agreement (MEA) and Sustainable Development Goals (SDGs) commitments, extend SGP implementation roles to other GEF Agencies, and explore new partnerships.

The GEF-8 Replenishment supported the strategic priorities to be strengthened and further developed under SGP; i) community-based management of threatened ecosystems and species, ii) sustainable agriculture and fisheries, and food security, iii) low-carbon energy access and co-benefits, iv) local to global coalitions for chemicals and waste management, and v) catalysing sustainable urban solutions. The SGP further enhances approaches to strengthen social inclusion and support decision-making of women, persons with disabilities (PWD) youth and Indigenous Peoples and Local Communities (IPLC).

2. COUNTRY PROGRAMME SUMMARY: Key results and achievements

The GEF SGP Zambia Country Programme commenced in 2008 and has since supported a total of 101 projects across the country. These initiatives have been empowered through a significant investment, amounting to over \$5 million in grant funding and over \$2.8 million in co-financing contributions (cash and in-kind). The programme has focused on the following thematic areas, biodiversity, international waters, climate change, land degradation, sustainable forest management and chemicals, with a particular emphasis on gender equality, youth engagement and disability inclusion. Within the SGP portfolio land degradation, biodiversity and climate change focal areas have dominated projects and focused on income generation in rural areas and diversifying livelihoods. In OP7, priority landscapes were the Kafue, Luapula, upper Zambezi, middle Zambezi, and lower Zambezi landscapes. Projects under the OP7 are currently active and on-going, they are still being measured for achievements and results. Based on some final, progress and quarterly reports received so far, the main achievements from OP7 include;

- Training of 43 artists and reaching over 5,000 beneficiaries through digital social media. This was achieved under the Art for climate change and biodiversity project. A project which seeks to tell climate change and biodiversity stories with Art.
- Capacity building for women and youth in climate resilience agriculture and agroforestry project in Situmbeko village of Chibombo district. Lead farmers have been trained in agroforestry with an aim of supporting communities to engage in farming practices that promote biodiversity conservation. Demonstration plots have been established for agroforestry tree species using *Faidherbia albida* (Musangu), *Gliricidia* and *sesbania*, due to their nitrogen fixing ability. Under this project, 560 tree seedlings in different varieties were delivered.
- Promotion of apiculture which has biodiversity conservation benefits. The Enhancing inclusive for rural community adaptation and mitigation to climate change project conducted training in apiculture for 146 participants and set up two apiaries with 180 beehives and training 76 beneficiaries on wax processing.

- Sensitization and awareness raising of 1,800 community members on biodiversity conservation and sustainable land and forest management. This was achieved under the Help us Help them project.
- Planting of 250 Hass avocado trees at Kacema Musuma (a local Orphanage and School) comprised of 171 boys and 185 girls). In addition to planting the seedlings, a borehole was built and installed. This was achieved under the Kawambwa tree planting project.
- The rehabilitation and construction of two weirs. With an intent of providing water for livestock and agriculture. 74 households were trained and received 380 seedlings for agroforestry, fruit and nutritious tree species, i.e. Avocado, Glyricidia Guava, Lemon, Leucaena, Mango, Moringa, Musangu, Nsombo and Pawpaw. This was achieved under the Enhancing Climate Smart Water Resources Management in the Lower Zambezi Basin Project.
- 20 farmers received sex reverse fish fingerlings and agricultural inputs, 120 000 fingerlings have been stocked in the 20 households, under the Fish Breeding Hub, Solar Horticulture- PAZESA Horticultural Community project. The project expanded the Fish Breeding HUB through establishment of Climate Smart Mono-sex fish farming using 17 α Methyl Testosterone fortified post-Hatch fish feed to reverse the female fish sex. Under the same project, 492 community members (278 female + 214 male) were reached with Anti-Wildlife poaching sensitization messages. The community members formed Community Resource Boards (CRBs) to enhance wildlife conservation in the area. Furthermore, 5 Community Action Groups (CAG) were established to create grassroot community responsibility.
- 30 community members from were trained in action plan development, monitoring, assessment of forest management, governance, and reporting. The initiative has empowered local communities, increased awareness about environmental protection, and encouraged sustainable use of forests. This was achieved under the Community-based Conservation of Threatened Ecosystems and Species project.

In summary, the achievements of OP7 include, improving access to clean water, promoting sustainable agricultural practices, and enhancing biodiversity. The involvement of local communities in these initiatives ensured that the benefits are sustainable and that there is a sense of ownership and stewardship over natural resources. Moreover, the emphasis on reforestation projects helped to mitigate the effects of climate change, protect wildlife habitats, and preserve the ecological balance. Through these comprehensive and integrated approaches, OP7 has made significant contributions to environmental sustainability and community development in Zambia.

The Eighth Operational Phase of the Small Grants Programme (SGP OP8) incorporates key insights from OP7 to enhance effectiveness, sustainability, and inclusivity. Critical lessons include the need for rigorous scrutiny of project proposals to ensure they address identified needs in the landscape and the importance of results-based reporting. Projects meeting genuine community needs, such as clean water, biodiversity protection, ecosystem restoration and climate-smart agriculture, showed higher sustainability. Women's participation proved crucial, highlighting the need for continuous capacity building. Gender and Disability analysis during monitoring is essential to ensure inclusivity.

3. COUNTRY PRIORITIES AND STRATEGIC ALIGNMENT

3.1 Alignment with national priorities.

Zambia has developed and ratified policies and strategies that are aligned with addressing environmental degradation, conserving biodiversity, addressing land degradation which are relevant to the implementation of SGP OP8 priorities (see Annex 1). The country has set strategic directions in terms of development priorities in the Vision 2030 which is the country's long-term development plan. The country seeks to be a prosperous middle-income country by 2030 and has identified sustainable natural resources and environmental management as key to the development of the country.

Additionally, the medium-term development plan i.e. Eighth National Development Plan (8NDP. i.e. 2022-2026) whose theme is socio-economic transformation for improved livelihoods has identified environmental sustainability as a strategic development area which seeks to mainstream green interventions, including climate change adaptation and mitigation to achieve the aspiration of the Vision 2030. Climate change threatens Zambia's realisation of the Vision 2030 as the country's economy is highly vulnerable to the impacts of climate change due to its geographical location, low adaptive capacity, and high sensitivity to climate risks.

To adapt to climate change, Zambia has developed the National Adaptation Plan (NAP) for climate change. The NAP aims to integrate climate change adaptation actions into national development planning, and decision-making processes and is a basis for resource mobilisation for adaptation actions. The NAP takes cognisance of the fact that climate change poses significant risks to the country's natural resources, socio-economic development, and livelihoods, particularly for vulnerable communities and sectors namely: agriculture (crop, livestock, and fisheries), forestry, water, transport, tourism, infrastructure, mining, wildlife and health.

Environmental sustainability is at the core of Zambia's development agenda. The country has launched the Green Growth Strategy (GGS i.e. 2024-2030) which shows government's commitment to transition the country to a green economy and therefore promote development pathways anchored on four pillars namely: resilient and climate compatible growth; enhanced resource efficiency; enhanced natural capital; and improved inclusivity.

At regional level, Zambia has ratified various protocols on forestry, wildlife, and management of watercourse systems. The SADC revised protocol on shared watercourse systems in the SADC region, which aims to foster cooperation among member states for protection, management, and use of shared watercourse in the region. Further, the country has ratified the SADC protocol on wildlife conservation and law enforcement whose objective is to ensure regionally agreed approaches to conservation, management,

and enforcement of illegal uses of wildlife. Other regional protocols include the SADC protocol on forestry and SADC Vision 2050 among others.

Zambia is committed to global sustainable development and has ratified several multilateral environmental agreements (MEAs). The country has ratified the Convention to Combat Desertification (UNCCD), Convention on Biological Diversity (CBD), United Nations Convention Framework on Climate Change (UNFCCC), Ramsar among others (see Annex 1).

A List of relevant conventions and national/regional plans or programmes is provided in table 1

Relevant conventions and national/regional plans and programmes

Conventions + national planning frameworks	Date of ratification / completion
GEF-8 National Dialogues	21 June, 2024.
Convention on Biological Diversity (CBD) Global Biodiversity Framework (GBF)	December, 2022.
CBD National Biodiversity Strategy and Action Plan (NBSAP-2)	30 October, 2015.
Nagoya Protocol on Access and Benefit-Sharing (ABS)	20 May, 2016.
UN Framework Convention on Climate Change (UNFCCC)	28 May, 1993
UNFCCC National Communications	24 September, 2024.
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	2016
UNFCCC National Adaptation Plans of Action (NAPA)	October 2007
Nationally Determined Contributions (NDCs) for the Paris Accord	30 July, 2021.
UN Convention to Combat Desertification (UNCCD)	19 September, 1996.
UNCCD National Action Programmes (NAP)	2002
Stockholm Convention (SC) on Persistent Organic Pollutants (POPs)	22 May, 2002.
SC National Implementation Plan (NIP)	April, 2007
Minamata Convention (MC) on Mercury	11 March, 2016.
UN 2030 Sustainable Development Goals (SDGs)	2015
Voluntary National Reviews (VNRs) for the UN SDGs	2023
Strategic Action Programmes (SAPs) for shared international waterbodies (IW)	2004

3.2 Gaps and opportunities.

Zambia, though rich in natural resources and biodiversity, has high rates of environmental degradation. The country has an annual rate of deforestation of 172,000 hectares (GRZ 2016), which is leading to land degradation and loss of key habitats. According to the Integrated Land Use Assessment II (ILUA II) of 2016, the extensive deforestation and land degradation are primarily driven by agricultural expansion, charcoal production, and infrastructure development.

The country's experience with the SGP has highlighted both significant gaps and promising opportunities in the efforts to implement national environmental priorities. Its environmental landscape presents both significant challenges and promising opportunities for the SGP OP8 to address. Key gaps include inadequate coordination among different stakeholders, limited community participation in biodiversity conservation, insufficient sustainable agricultural practices among smallholder farmers, weak capacity of local organizations to implement environmental projects effectively, and disconnected activities by different CBOs at the landscape level.

Additionally, there is limited capacity and resources to monitor and enforce compliance with international agreements. Environmental programs and initiatives frequently suffer from insufficient financial resource. Furthermore, there is a shortage of trained personnel within CBOs, capable of managing and implementing environmental programs effectively, coupled with limited capacity to engage and educate local communities and civil society organisations on environmental issues. These gaps contribute to ongoing issues such as deforestation, biodiversity loss, land degradation and vulnerability to climate change impacts.

Zambia also offers numerous opportunities for positive change. There is significant potential to leverage traditional ecological knowledge in conservation efforts, promote community-led management of protected areas, and scale up successful sustainable agriculture initiatives. Expanding access to renewable energy in rural communities through initiatives such as the Rural Electrification Master Plan (REMP) presents a dual opportunity to address energy poverty and contribute to climate change mitigation. Strengthening the capacity of local organizations can enhance the effectiveness and sustainability of environmental initiatives, while fostering partnerships between community projects and larger national or international programs can provide access to additional resources and expertise. By addressing these gaps and capitalizing on these opportunities, the SGP OP8 can make substantial contributions to Zambia's environmental priorities, ensuring strong community involvement and ownership in the process. This approach will not only help to implement national priorities more effectively but also foster sustainable development at the grassroots level.

3.3 OP8 strategic priorities of the SGP Country Programme

The Country Programme's priorities as informed by needs and opportunities at the country level have been identified and summarised in table 2.

Table 1. SGP Zambia's alignment with SGP OP8 Strategic Initiatives and Country Priorities/Projects/Programmes.

SGP OP8 Strategic Initiatives - Global	SGP Country Programme's OP8 Priorities (Ranked)	SGP Country Programme's complementarity with GEF, UNDP, and other projects and programmes
1) Community-based conservation of threatened ecosystems and species • Improve the effectiveness of biodiversity and ecosystem conservation and management through equitable governance systems by recognizing and respecting the rights of Indigenous Peoples and local communities. • Improve community-led biodiversity friendly practices and approaches, including promoting blue economy approaches (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.). • Enhance community led actions for protection of threatened species.	• <i>Improve community-led biodiversity friendly practices and approaches, including promoting agriculture, fisheries, forestry, tourism, infrastructure, etc.</i> • <i>Enhance community led actions for protection of threatened species.</i> • <i>Improve the effectiveness of biodiversity and ecosystem conservation and management through equitable governance systems by recognizing and respecting the rights of Indigenous Peoples and local communities.</i>	• UNDP Zambia Country Programme Document (2022-2026) (focus on biodiversity conservation) • GEF projects targeting threatened species and ecosystems in Zambia: Strengthening Management Effectiveness and Generating Multiple Environmental Benefits within and around Protected Areas in Zambia (2017-2022). • WWF Zambia initiatives on community-based conservation: Community Markets for Conservation (COMACO) 2008-present- The COMACO initiative aims to promote sustainable livelihoods and conservation through market-based approaches. • Kafue Flats Restoration Project (2025-present) the project focuses on the restoration of the Kafue Flats, a critical wetland ecosystem. • Department of National Parks and Wildlife (DNPW) Partnership: Transboundary Conservation of the KAZA TFCA(2011-present)- The Kavango-Zambezi Trans frontier Conservation Area (KAZA TFCA) project aims to enhance cross-border conservation of biodiversity, protect threatened species, and promote sustainable tourism.
2) Sustainable agriculture and fisheries, and food security • Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, island ecosystems, etc.). • Increase diversification and livelihood improvement. • Remove deforestation from the supply chain and expand restoration of degraded lands.	• <i>Increase low-emission and resilient food production and value chain in vulnerable ecosystems.</i> • <i>Address deforestation in the supply chain and expand restoration of degraded lands.</i> • <i>Increase diversification of sources incomes and livelihood improvement.</i>	• UNDP initiatives on sustainable agriculture in Zambia: • Conservation Agriculture Scaling Up Project (CASU) (2013-2017)- the project aimed to increase the adoption of conservation agriculture practices among smallholder farmers to enhance productivity, soil health, and resilience to climate change and Sustainable Agriculture for Income and Livelihoods Improvement (SAILI) (2018-2022)- The SAILI project focused on improving the livelihoods of rural communities through the promotion of sustainable agricultural practices, including crop diversification, soil fertility management, and water conservation techniques. • GEF projects on sustainable land management: Zambia Integrated Forest Landscape Project (ZIFLP) (2017-2023)- aims to

		improve landscape management and reduce deforestation and forest degradation in Zambia's Eastern Province, promoting sustainable land management practices and enhancing biodiversity conservation. FAO projects on food security and sustainable agriculture: Climate-Smart Agriculture Program (2016-2021) aimed to increase agricultural productivity and resilience to climate change by promoting practices that reduce greenhouse gas emissions and enhance food security.
3) Local to global coalitions for chemicals and waste management - Reduce and promote alternative to mercury use in artisanal and small-scale gold mining. - Promote plastics/solid waste management and circular economy. - Reduce/remove use of chemicals in agriculture. - Enhance local to global coalitions on chemicals, waste and mercury management.	<i>Reduce and promote alternative to mercury use in artisanal and small-scale gold mining.</i> <i>Promote plastics/solid waste management and circular economy.</i> <i>Increase use of biodegradable agro chemicals</i> <i>Enhance local to global coalitions on chemicals, waste, and mercury management.</i>	- UNDP and GEF Projects on Waste Management Include Healthcare Waste Management Project (2014-2017) aimed to minimize the environmental and health impacts of healthcare waste. UNDP-GEF Integrated Solid Waste Management Project (2018-2022)-The project focused on enhancing solid waste management systems in urban areas, promoting recycling, and reducing the environmental footprint of waste disposal. - Zambia Environmental Management Agency (ZEMA) initiatives such as National Solid Waste Management Strategy (2015)-ZEMA developed this strategy to provide a comprehensive framework for managing solid waste in Zambia.
4) Enhancing social inclusion (mandatory) - Promote inclusive targeted initiatives. - Mainstream social inclusion in all projects. (e.g. women/girls, Indigenous Peoples, youth, and persons with disabilities).	Enhancing social inclusion - Promote targeted inclusive initiatives. - Mainstream social inclusion in all projects. - mainstream climate change adaptation in social protection systems and safety nets to support the most vulnerable populations in Zambia.	- UNDP projects on social inclusion and gender equality: Promoting Human Rights and Access to Justice Project (2016-2020)- This project aimed at strengthening the capacity of national institutions to protect human rights and promote gender equality. Supporting Women's and Youth Empowerment (2021-present)- This ongoing initiative focuses on enhancing economic opportunities and participation in decision-making processes for women and youth in Zambia. - GEF initiatives focusing on gender and social equity: GEF Mainstreaming Gender in Environment and Energy Projects (2020-present)- Current projects under this initiative include efforts to integrate gender considerations into environmental and energy policies and practices in Zambia.

		- Local Agencies promoting inclusivity: Zambia Agency of Persons with Disabilities (ZAPD). ZAPD promotes the rights and welfare of persons with disabilities and coordinate and implement programs for persons with disabilities. - Government policies and programs aimed at enhancing social inclusion: Seventh National Development Plan (2017-2021)- Included specific strategies for promoting social inclusion and gender equality across various sectors. The UN JOINT Program on social protection. This is a collaborative initiative between the Zambian Government and the United Nations to provide technical support for the implementation of social protection programs such as the Social Cash Transfer (SCT).
5) Knowledge Management (KM) mandatory 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.	Knowledge Management 1) Capture knowledge and lessons from projects and activities. 2) Improve capacities of CSOs/CBOs. 3) Conduct in-country exchanges to promote technology transfer and replication of good practices.	- UNDP and GEF knowledge management initiatives: UNDP Knowledge Management for Climate Change Adaptation (2015-2020)- This initiative aimed to enhance knowledge management practices related to climate change adaptation in Zambia. - Local networks for capacity building: Zambia Climate Change Network(2010-Present) - Platforms for sharing best practices and lessons learned: Regional Knowledge Sharing Forums on Sustainable Development (2017-Present)
6)Results Management, Monitoring & Evaluation (M&E) Mandatory 1) Administer new M&E strategy in Country Programme and project design, implementation and overall decision making using participatory mechanisms.	Results Management, Monitoring & Evaluation 1) Administer new M&E strategy in Country Programme and project design, implementation and overall decision making using participatory mechanisms. 2) Develop a robust framework for tracking and reporting progress on project outcomes with specific indicators tailored to the Zambian context.	- UNDP and GEF M&E initiatives: GEF Monitoring and Evaluation Initiative for Environmental Projects (2015-2020)-This initiative focused on enhancing the M&E systems for GEF-funded environmental projects in Zambia. Government frameworks for project evaluation (e.g., Ministry of National Development Planning).

4. OP8 PRIORITY LANDSCAPES & STRATEGIC INITIATIVES

4.1 Grant making within priority landscape.

a) Process for selecting priority landscapes and seascapes.

Zambia is endowed with natural resources. The network of protected areas constitutes 480 Forest Reserves that comprise 175 National Forests and 305 Local Forests with an estimated combined total area of 74,361 km²: 20 National Parks covering 63,630 km² and 36 Game Management Areas covering about 167,557 km². The actual selection and prioritisation of landscapes for OP8 has principally been based on the potential of the OP8 project to sustainably manage the rich natural resources for more impact at scale in terms of generating global environmental benefits while addressing socio-economic welfare of communities where projects will be implemented. The SGP resources are modest in terms of the size of envelop, however, they are meant to catalyse local level initiatives that can contribute to the global agenda to protect the environment and community livelihoods.

The Zambian government has been pursuing a decentralised approach that gives communities more freedom to access and use natural resources for their development. In this approach, stakeholder consultation is a bedrock for empowerment of community members to take up the mantle of resource stewardship. Thus, the selection and prioritisation of landscapes has been informed by extensive consultations with stakeholders across the country, ensuring a fair representation of different categories of stakeholders - including policy makers, the academia, women and youth groups, environmental groups and development partners.

Besides consultations to involve and ensure ownership of the SGP Strategy but also meaningfully ensure continued engagement with different stakeholders, the process of stakeholder consultations has involved technical presentations on the priority thematic areas for SGP OP8. The thematic areas have been presented considering how they are related to the environmental and socioeconomic challenges that the country faces. This has been done to provide evidence-based rationale for selecting and prioritising landscapes for the SGP investments in Zambia.

Zambia has several policies that reflect national development priorities vis-a-vis the sustainable management of natural resources and environmental protection. The selection of priority landscapes has therefore been done to reflect national policy alignment, particularly in view to ensuring that the implementation of SGP projects support Zambia's ambitions and commitments to multilateral environmental agreements that the country is a Party.

Based on the aforementioned, all six river catchments shall be considered in the selection of GEF Small Grant projects. The ecological rationale for this is that within each river catchment area, there are interdependent relationships between water bodies, land, flora, and fauna and communities. These connections ensure the movement of species, nutrients, and energy, maintaining biodiversity and ecosystem health, as well as the provision of goods and services that underpin rural livelihoods. Riparian zones, wetlands, and forests act as ecological corridors, facilitating species migration and genetic exchange. Hydrological processes link surface

and groundwater systems, supporting aquatic habitats and regulating water quality. It is acknowledged that human activities such as agriculture, deforestation, and urbanisation can disrupt these connections, emphasising the need for integrated watershed management to sustain ecological integrity and resilience against climate change impacts while sustaining community livelihoods.

b) **Selected landscapes for OP8**

Based on the criteria and considerations highlighted in the previous section, all the six river catchment areas **which forms the country's main landscapes have been selected** to maximise the generation of global environmental benefits, reduce poverty, and empower communities with relatively minimum resources. That is, the criteria have been justified based on the potential of the catchment areas to achieve transformational impact at local level with limited resources. The catchment areas are:

- **Chambeshi,**
- **Luapula,**
- **Luangwa,**
- **Kafue,**
- **Tanganyika**
- **Zambezi.**

Below is a description of the ecological and socioeconomic importance of identified landscapes in Zambia.

Water plays an integral role in the socio-economic development of Zambia. Water covers an estimated 11,890 km². The availability of both surface and groundwater have been affected by climate change and other factors such as increase in population, and growth in industry and agriculture. Urban development, especially development in recharge areas, results in reduction in water retention and increase in direct run-off over short periods in urban areas.

The country's major river sub-catchments form part of the greater Zambezi and Congo River Basins. The Kafue, Luangwa and Zambezi form part of the Zambezi, and the Chambeshi, Luapula and Tanganyika are part of the Congo. These sub-catchments are illustrated in map 1. These sub-catchments demonstrate the variability in Zambia's hydrological landscape, which largely controls the spatial and temporal availability of water.

Zambia is home to several types of wetlands, the most common of which are riverine wetlands, floodplains like the Barotse, Kafue flats, Luangwa, and dambos. Dambos are a type of wetland characterised by grasses, rushes and sedges, and are very common in Zambia. Nearly 18% of the country is covered by wetlands, of which 12.5% are dambos. Wetlands are water resources that are used for agriculture, livestock, fisheries, and domestic water supplies. They also improve the quality of water by acting as a filter for pollutants and sediments.

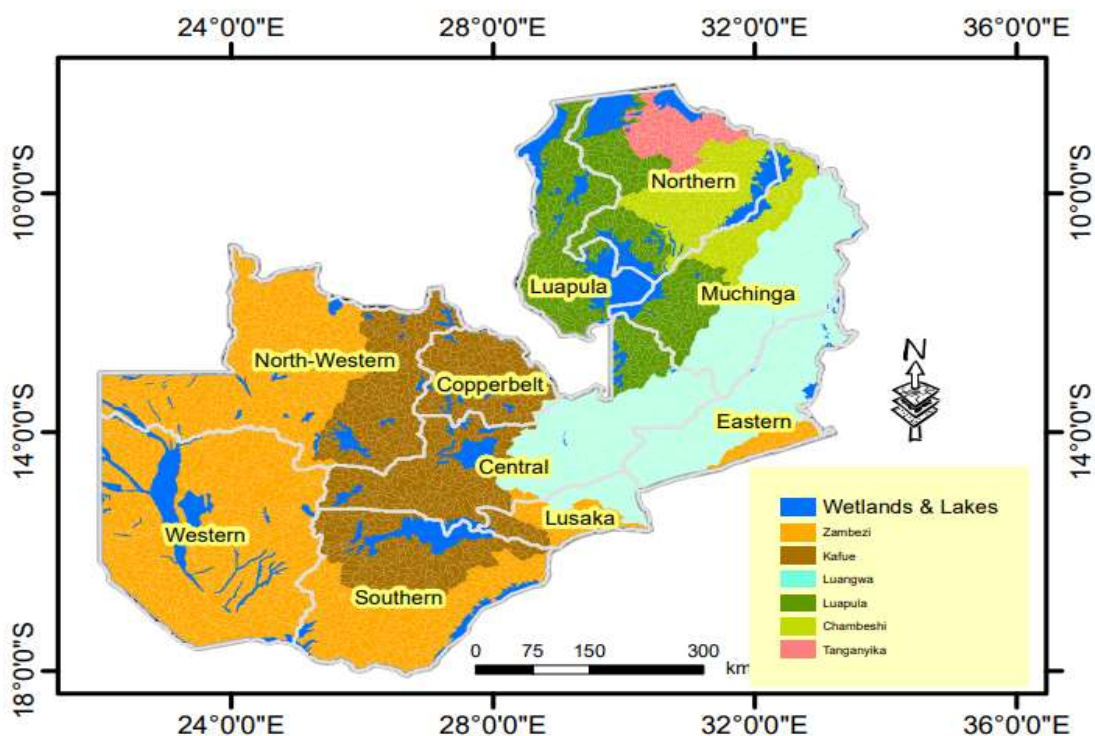
Wetlands and waterbodies of international importance in the northern region include the Bangweulu, Mweru-Wantipa, Tanganyika and the Luangwa Floodplains (which stretches between Muchinga and Eastern Province). The Zambezi/Barotse Floodplain falls mainly within the Western Province. These areas comprise five of eight dedicated Ramsar wetlands in Zambia (The Ramsar Convention Secretariat, 2014).

Overall, the catchment areas play significant socioeconomic roles due to their natural resources and contributions to livelihoods, agriculture, and biodiversity conservation. Beyond the rationale above, the following are important considerations - and they cut across all the catchment areas in the country:

- The frequent and severe occurrence of extreme weather events which have weakened community adaptive capacities but also limited people's ability to manage natural resources more sustainably.
- The existence of a reasonable number of forest areas, game management areas, wetlands and national parks either within the provinces or near the provinces, whose protection and maintenance are important for the ecological services they provide.

The map below with coordinates shows the priority provinces for the SGP OP8

Figure 1: SGP OP8 Priority River catchment area landscapes



Chambeshi catchment area:

The Chambeshi River is a major tributary of the Congo River, contributing to the largest river system in Africa. Its catchment area supports agriculture, providing water for irrigation and livestock. The fertile floodplains are crucial for crop production, enhancing food security. Additionally, the area is rich in biodiversity, offering opportunities for ecotourism and conservation activities, which generate income for local communities.

Luapula catchment area:

The Luapula River, forming the border between Zambia and the Democratic Republic of Congo, is essential for both countries. It supports fishing, which is a primary livelihood for many communities. The Luapula Province is known for its fishery resources, and the river's wetlands support agriculture through irrigation. The region also benefits from hydroelectric power generation, contributing to energy security and economic development.

Luangwa catchment area:

The Luangwa River is one of Zambia's most significant rivers, known for its wildlife and national parks, such as the South Luangwa National Park. The catchment area supports tourism, which is a vital source of income and employment. Agriculture is also prominent, with the river providing water for irrigation. The region's rich biodiversity and scenic landscapes attract tourists, contributing to the local economy.

Kafue catchment area:

The Kafue River is central to Zambia's economy, providing water for agriculture, industry, and hydropower. The Kafue Flats, a vast floodplain, support large-scale farming and cattle ranching. The Kafue Gorge Dam is a critical source of hydroelectric power, supplying electricity to major cities and industries. The catchment area is also important for biodiversity, supporting various wildlife and fish species, contributing to fisheries and tourism.

Tanganyika catchment area:

Lake Tanganyika is the second deepest freshwater lake in the world. The Zambian portion of the catchment supports fishing, which is a major livelihood for local communities. The lake's unique biodiversity attracts scientific research and tourism. Additionally, the surrounding area is suitable for agriculture, particularly crop farming and livestock rearing, enhancing food security and income generation.

Zambezi catchment area:

The Zambezi River is one of Africa's longest rivers, with its catchment area playing a crucial role in Zambia's economy. The river supports agriculture, fishing, and tourism. The Victoria Falls, one of the Seven Natural Wonders of the World, is a major tourist attraction, generating significant revenue. The Zambezi River also provides water for the Kariba Dam, which is a major source of hydroelectric power for Zambia and Zimbabwe, contributing to energy security and industrial development.

These catchment areas are vital for Zambia's socio-economic development, providing essential resources for agriculture, energy, tourism, and biodiversity conservation. They support livelihoods, enhance food security, generate income, and contribute to sustainable economic growth.

c) **OP8 Strategic Initiatives in the landscapes/seascapes**

In the OP8, thematic areas of interventions in line with the priorities of biodiversity conservation, addressing land degradation, climate change and international water, have been proposed - these are affordable and simple community-led activities to address the drivers of environmental degradation and poverty, fostering a more sustainable and prosperous future for the local communities. They are strategic in that they are proposed to be community-led, easily executable and responsive to the socioeconomic context of the catchment areas. Additionally, they are strategic because they are meant to generate global environmental benefits while addressing socioeconomic needs of local communities with limited yet catalytic SGP resources.

The activities are presented in the table below, reflecting the dominant environmental challenges in each catchment area.

Table 2: OP8 proposed strategic interventions.

Catchment area	Proposed priority activities
Chambishi catchment area	1 Conservation agriculture: ○ Implement conservation agriculture practices such as minimum tillage, crop rotation, and the use of organic fertilizers. These methods improve soil health and increase crop yields, reducing the need for land expansion and deforestation. ○ Promote sustainable agricultural practices: Implement conservation farming techniques to reduce soil erosion and enhance soil fertility. ○ Introduce agroforestry: Integrate trees into farming systems to improve soil health, provide shade, and generate additional income from timber and non-timber forest products. 1. Community tree planting Initiatives: ○ Engage communities in tree planting activities to restore deforested areas. Planting indigenous trees can improve soil fertility, provide shade, and serve as windbreaks. ○ Establish or revamp Community-Based Natural Resource Management (CBNRM) groups to empower communities to manage and protect their natural resources effectively. 2. Water conservation techniques: ○ Introduce simple water conservation techniques like rainwater harvesting and the construction of small check dams to manage water resources efficiently and support irrigation. ○ Construct small-scale irrigation systems: Ensure efficient use of water resources for agriculture, reducing dependency on rain-fed farming. ○ Implement watershed management programs: Protect water sources and promote reforestation in upstream areas to maintain water quality and flow
Luapula catchment area	1. Sustainable Fishing Practices Aquaculture Development/ Fisheries management:

Catchment area	Proposed priority activities
	○ Educate local fishers on sustainable fishing techniques to prevent overfishing and ensure long-term fish stocks. Community-led monitoring can help enforce sustainable practices. ○ Promote community-managed fishery zones where local rules are enforced to ensure fish population sustainability. ○ Promote fish farming as an alternative to wild fishing. Simple, low-cost fishponds can provide a steady income and reduce pressure on natural fish populations. ○ Sustainable fishing practices: Enforce regulations to prevent overfishing and promote the use of sustainable fishing gear. ○ Aquaculture development: Encourage fish farming to reduce pressure on wild fish stocks and provide an alternative source of income. 2. Agricultural diversification and links to markets: ○ Encourage the integration of trees and shrubs into farming systems. Agroforestry enhances biodiversity, improves soil structure, and provides additional sources of income from fruit, nuts, and timber ○ Diversify crops: Introduce drought-resistant and high-value crops to reduce the risk of crop failure and increase income. ○ Promote organic farming: Reduce the use of chemical fertilizers and pesticides, which can harm water quality and biodiversity. ○ Enhance access to markets through better roads and storage facilities to reduce postharvest losses and increase farmers' income.
Luangwa catchment area	1. Wildlife and biodiversity conservation and eco-tourism: ○ Support community-led wildlife conservation efforts and develop eco-tourism initiatives. Training locals as tour guides and developing tourist accommodations can generate income and raise awareness about conservation. ○ Protected area management: Strengthen the management of national parks and game reserves to preserve wildlife and habitats. ○ Anti-poaching initiatives: Implement community-based anti-poaching programs to protect endangered species. ○ Develop ecotourism: Promote tourism based on the natural beauty and wildlife of the Luangwa Valley, providing jobs and generating revenue for conservation efforts. 2. Alternative livelihoods programs: ○ Train communities in beekeeping, which requires minimal investment and provides a source of income through honey production. Bees also help in pollinating crops, enhancing agricultural productivity. ○ Support alternative livelihoods: Provide training and resources for activities such as beekeeping, handicrafts, and sustainable harvesting of non-timber forest products. 3. Sustainable Land Use Planning: ○ Facilitate community workshops on sustainable land use planning to ensure that agricultural expansion does not encroach on critical wildlife habitats.
Kafue catchment area	1. Sustainable agricultural practices: ○ Promote conservation agriculture: Encourage practices that conserve soil and water, such as minimum tillage and crop rotation.

Catchment area	Proposed priority activities
	○ Improve irrigation efficiency: Upgrade irrigation systems to reduce water wastage and improve agricultural productivity. ○ Promote the use of biochar as a soil amendment. Biochar can be produced using simple methods and improves soil fertility while sequestering carbon. 2. Energy security solutions: ○ Establish community woodlots where locals can grow fuelwood, reducing the pressure on natural forests. Fast-growing species can be harvested sustainably. ○ Introduce affordable renewable energy solutions such as solar cookers and solar lamps to reduce dependence on firewood and kerosene. ○ Sustainable hydropower: Ensure that hydropower projects are environmentally sustainable and do not disrupt local ecosystems or communities. ○ Promote renewable energy: Introduce solar and wind energy projects to provide clean energy alternatives and reduce deforestation for fuelwood. 3. Waste management and composting and pollution control ○ Implement community composting programs to manage organic waste, turning it into valuable fertilizer for local agriculture. ○ Educate households on proper waste segregation and encourage the use of biodegradable products to reduce pollution. ○ Industrial pollution control: advocacy for enforcement of regulations to reduce pollution from mining and other industrial activities affecting the Kafue River. ○ Community awareness programs: Educate communities on the impacts of pollution and promote clean-up activities.
Tanganyika catchment area	1. Fisheries management: ○ Sustainable fishing practices: Implement and enforce sustainable fishing practices to prevent overfishing and protect fish stocks. ○ Aquaculture promotion: Develop fish farming as an alternative to reducing pressure on natural fish populations. ○ Form lake management committees to oversee the sustainable use of Lake Tanganyika's resources. These committees can enforce fishing regulations and manage pollution. 2. Biodiversity conservation: ○ Protect critical habitats: Establish and manage protected areas to conserve biodiversity and critical habitats around Lake Tanganyika. ○ Invasive species control: Implement programs to control and eradicate invasive species that threaten native biodiversity. 3. Organic farming: ○ Encourage organic farming practices that do not rely on chemical fertilizers and pesticides, which can harm aquatic ecosystems. 4. Waste Management Programs: ○ Develop community-led waste management programs to reduce pollution. Simple practices such as recycling and composting can mitigate the impact of waste on the environment. 5. Water quality management:

Catchment area	Proposed priority activities
	○ Pollution prevention: Reduce pollution from agriculture, industry, and settlements by promoting best practices and enforcing regulations. ○ Water treatment: advocacy for water treatment facilities to ensure clean water supply for communities.
Zambezi catchment area	1. (Floodplain) agriculture development: ○ Promote floodplain agriculture, which takes advantage of the natural flooding cycle to enrich soils. Crops can be grown in rotation with periods of flooding to enhance productivity. ○ Climate-smart agriculture: Promote agricultural practices that are resilient to climate change, such as drought-tolerant crops and efficient water use. ○ Implement community tree planting programs focusing on agroforestry, where trees are integrated with crops and livestock systems. ○ Encourage the planting of fast-growing, multipurpose tree species that provide fuelwood, fodder, and soil fertility improvement. 2. Alternative livelihoods and CBNRM: ○ Develop and support alternative income-generating activities, such as beekeeping, mushroom farming, ecotourism, horticulture, and agroforestry reducing pressure on forests and land. ○ Provide training and resources to ensure these activities are sustainable and profitable for local communities. ○ Empower local communities: Support the formation of CBNRM groups to manage natural resources sustainably and equitably. ○ Capacity building: Provide training on sustainable land management, conservation, and climate adaptation strategies. ○ Establish community conservation areas where local community members can manage and protect natural resources. These areas can serve as buffer zones to national parks and wildlife reserves. ○ Support the production and marketing of handicrafts made from sustainable natural materials. This can provide an alternative income source and reduce the need for unsustainable resource extraction. 3. Flood management: ○ Flood control infrastructure: Construct levees, dams, and other infrastructure to manage flooding and protect communities and agricultural land. ○ Early warning systems: Develop and implement early warning systems that integrate traditional/local knowledge to alert communities about impending floods. 4. Sustainable agriculture training ○ Organise workshops and training sessions for farmers on conservation agriculture techniques, such as crop rotation, intercropping, and minimal tillage. ○ Promote the use of organic fertilisers and pest control methods to enhance soil health and reduce chemical use. 5. Education and awareness campaigns ○ Conduct community outreach and educational programs on the importance of environmental conservation, sustainable agriculture, and climate change adaptation.

Catchment area	Proposed priority activities
	○ Involve local schools, community leaders, and organisations in spreading awareness and encouraging sustainable practices.

Broadly, the suggested strategic initiatives per each province are related to natural resources management, a strategic theme in OP7. The continuity of this strategic theme albeit elaborated in terms of environmental and socioeconomic contexts of priority provinces in OP8 underscores a people's centred approach in addressing environmental challenges in Zambia. Community empowerment and efforts to address rural poverty and livelihoods through shrewd and sustainable environmental management are two sides of the same coin.

rural poverty and environmental challenges, thereby enhancing the overall effectiveness and reach of the programme.

4.2 CSO-government-private sector dialogue platforms

The Zambia OP8-SGP Country Programme plans to organize and sustain CSO-Government-Private Sector Dialogue Platforms through a series of initiatives designed to foster collaboration and information exchange. These include annual Multi-Stakeholder Forums, working groups, policy roundtables, joint preparation for environmental conventions, and local governance engagement. These platforms will bring together representatives from CSOs, government agencies, and Nongovernmental organisation entities to discuss environmental and sustainable development issues in the priority landscapes. By facilitating ongoing dialogue and collaboration between sectors, these initiatives aim to promote the role of CSOs, create bridges between grassroots organizations and policymakers, and facilitate the uptake of good practices.

The SGP Country Programme will leverage experiences and lessons learned from these dialogues to inform and influence policy at local, regional, and national levels. At the local level, CSOs will be supported in presenting community-based evidence to local authorities for integration into district development plans. Regionally, the programme will facilitate knowledge sharing between CSOs and provincial governments to inform regional environmental strategies. At the national level, engagement with relevant ministries will contribute to key policy processes, including updates to the National Biodiversity Strategy and Action Plan (NBSAP), Nationally Determined Contributions (NDC), and National Adaptation Programme of Action (NAPA).

4.3 Promoting Social Inclusion: Gender equality, Women and Youth empowerment and disability mainstreaming.

To promote social inclusion, the SGP Country Programme will implement a range of strategies focusing on women's empowerment, indigenous peoples, youth, and persons with disabilities. The Country Program will be consistent with the National Gender Policy (2023) which seeks to, among others, accelerate the

attainment of gender equity and equality, strengthen the coordination of an integrated and multi-sectoral approach in the implementation of gender programmes across all sectors, and enhance the participation of women in economic activities through creating an enabling environment that provides equitable access to productive and economic resources in conjunction with the private sector.

In the selected landscapes women often face limited access to resources, decision-making processes, and economic opportunities. To address these challenges, the Country Programme will conduct gender analysis in each landscape, implement women's leadership training programs in natural resource management, support women-led enterprises in sustainable agriculture and renewable energy, and target an equitable ratio of all projects to be women-led or focused on women's empowerment.

Allocation of projects to youth-led initiatives, and mentorship programs will also be prioritised under OP8. Participation of persons with disabilities will be ensured through accessible events and materials, targeted project involvement, and inclusive project design training for grantees.

The programme will establish an inclusive focal point for Gender, Youth and Persons with disabilities within the National Steering Committee (NSC), to ensure there are women-led, youth led as well as persons with disabilities led projects, and provide targeted capacity building to vulnerable groups and mentorship.

4.4 Knowledge Management

Effective handling and management of information will be critical to the attainment of OP8 CPS objectives. Information is vital for decision-making, creating ideal conditions for innovation, hastening learning, increasing efficiency, and reducing costs through the capture and sharing of information and lessons learned. OP8 will prioritize research in all five (5) focal areas of GEF-SGP as a knowledge-generating activity.

Sharing and Dissemination

In Zambia, SGP will continue to document content from its projects in alignment with the government's development agenda, GEF focus areas, and UNDP signature solutions. This will be done through various forms such as annual reports, M&E reports, newsletter articles, photos and videos, leaflets, flyers, infographics, posters, billboards, various branded paraphernalia, and brochures. These materials will be distributed through various platforms, including SGP, UNDP and Grantees websites, relevant government ministries' websites, workshops, newspapers, radio and TV, commemoration events, knowledge fairs, and SGP-Government dialogue meetings. SGP will also advocate for all grantees to include GEF SGP and UNDP content and logos in their knowledge materials to enhance visibility. Additionally, SGP will endeavour to participate in all partner events to promote organizational goals and display various knowledge materials.

Building on Success Stories

Building on success stories from OP7 and existing information in UNDP CO, under OP8, the program will generate standard operating procedures or how-to manuals for specific projects under the SGP. SGP will

adapt the alternative livelihoods manual, which involves the use of the pass-on mechanism produced by the UNDP CO, for promotion and use in Small Grants Projects.

Grantees Stories

As part of the grantee monitoring and mentoring field visits, grant recipients will be trained 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 OP8 as part of this capacity-building effort. This workshop will focus on results reporting and packaging reports into stories, primarily targeting secretaries from CBOs and NGOs.

SGP Stories

The National Coordinator will document lessons learned from grantees' progress reports, generate monitoring and evaluation reports. Stories generated by the SGP office will be shared through print and electronic media, including video footage, infographics, newspaper stories, newsletter articles, fliers, and brochures. These stories will be shared with stakeholders locally, nationally, and globally. At least one story from each of the focal areas will be produced per year.

Peer-to-Peer Exchanges and Demonstration Sites

To share knowledge and experiences, all SGP-supported grants under OP8 will be encouraged to plan at least one exchange visit to a project implementing similar interventions. Recommendations during the screening process, supported by the NC and NSC, will facilitate these linkages among projects. Projects from other NGOs, CBOs and CSO will also be encouraged to visit SGP-supported projects to enhance inter-community learning. The lessons learned will be documented and disseminated through KM products from SGP projects, displayed on Government, UNDP, and GEF websites.

5. COMMUNICATION PLAN

Engaging key stakeholders and CSOs is crucial for the success of initiatives aimed at promoting sustainable management of natural resources in production landscapes in Zambia. A comprehensive approach is critical to foster participation, build relationships, and establish partnerships while articulating the contribution of the Small Grants Program (SGP) to national priorities, Global Environment Facility (GEF) programming, and UNDP strategies.

Thus, the first step will involve identifying and mapping of key stakeholders and CSOs that have a significant role or interest in the priority landscapes. This list includes Government agencies (e.g., MGEE, Ministry of Agriculture (MoA)); local communities and traditional leaders; NGOs focused on environmental conservation and sustainable agriculture; academic and research institutions; private sector, and international development partners and donors. Thus, the mapping approach will be based on their level of interest and influence over the SGP's priority thematic areas.

The identified key stakeholders will need to be mapped and analysed. This will involve understanding the interests, influence, and capacity of each stakeholder. This analysis will help tailor engagement approaches to the needs and expectations of different groups, ensuring effective communication and collaboration. This stage will be followed by developing robust communication channels to maintain ongoing dialogue and collaboration. These channels include workshops and seminars, digital platforms, community meetings to ensure that the voices of local stakeholders are heard and considered in decision-making processes.

The success of stakeholder engagement hinges on strong relationships and continued fostered partnerships. Thus, this will be ensured through collaborative planning, capacity building and regular consultations to maintain ongoing consultations with stakeholders and CSOs to keep them informed and involved. Regular check-ins help address concerns promptly and adjust strategies as needed.

6. RESOURCE MOBILIZATION AND PARTNERSHIP PLAN

a) Secured and planned cash and in-kind co-financing

The Zambia SGP Country Programme aims to enhance and increase cash and in-kind co-financing to meet the 1:1 ratio required globally and ensure the sustainability of supported initiatives. These strategies will be implemented at various levels:

i. Project level

The programme will assist grantees in the priority landscapes to leverage additional funding from government and development partners. Visible project outcomes will be used to motivate the continuation of initiatives. Grantees will be encouraged to seek matching funds from local authorities, community contributions, and private sector entities operating in these areas.

ii. Landscape level

In the selected priority landscapes, the programme will align with existing management plans and strategies. The programme will engage with key stakeholders to align efforts and secure additional resources. Partnerships will be pursued with private companies to leverage their corporate social responsibility initiatives.

iii. Country level

The programme will explore various partnerships and funding sources to raise resources for projects in the priority landscapes. It will strengthen linkages with various institutions, particularly for projects on sustainable land management and climate change adaptation in catchment areas. Collaboration with the MGEE will be pursued to tap into national environmental funds and align with national environmental priorities that affect these regions.

b) Co-financing opportunities

Zambia's OP8 resource mobilisation strategy will concentrate on reinforcing existing partnerships and establishing new ones with various agencies, NGOs, and large-scale programmes. There will be need to identify existing projects in the landscapes as well as key achievements in previous initiatives to build on. The approach will involve sharing OP8 Country Programme Strategy to various partners through bilateral meetings and workshops, highlighting co-funding and cost-sharing prospects. GEF SGP funding achievements will be showcased at donor coordination meetings to underscore UNDP's role in achieving UN 2030 SDGs. The strategy aims to explore synergies with existing initiatives, leverage the NSC's diverse composition for fund attraction, and investigate opportunities for SGP to serve as a delivery mechanism. By diversifying funding sources and enhancing stakeholder collaboration, the strategy seeks to amplify the impact on sustainable development and environmental conservation across Zambia, with a particular focus on key partners such as the World Bank, African Development Bank, and WWF.

7. PARTNERSHIP OPPORTUNITIES

Building partnerships at national, landscape and community level will be critical in implementing this CPS. The Strategy will partner with different players who will be mapped based on their level of interest and influence over the SGP's priority areas (biodiversity, land degradation, climate change, chemicals, sustainable forest management and international waters). Strong partnerships with government departments, universities and research institutions, traditional leaders, faith, and civic leaders to achieve the goals of the OP8. The SGP country team, alongside the NSC presents a valuable resource for assisting communities and CSOs in developing proposals to access additional donors and funding facilities while collaborating with various partners. SGP can facilitate increased funding flows to its stakeholders, by leveraging the expertise and networks of these groups.

To enable these opportunities, capacity-building workshops can be organized to train community members and CSOs in proposal writing and project design. These workshops would focus on identifying funding sources, understanding donor requirements, and crafting compelling narratives that align with donor priorities. Additionally,, establishing a mentorship program that pairs experienced project developers with emerging organizations can provide targeted support, fostering skills development and confidence in proposal submissions.

Furthermore, the SGP can facilitate networking events that connect local organizations with potential donors and partners. These events can lead to fruitful partnerships and joint project proposals by creating platforms for dialogue and collaboration. Furthermore, the SGP team can assist in identifying and prioritizing viable projects within communities, ensuring that proposals are not only well-crafted but also relevant to local needs and contexts. Finally, developing a centralized database of potential funding opportunities and successful past proposals can serve as a valuable resource for stakeholders.

Finally, the SGP is a unique opportunity for community engagement in the sustainable management of natural resources and support livelihoods through local level, community-based organizations. Therefore,

the program is a strategic vehicle for community-led development that partners across the Programme's priority areas (biodiversity conservation, land degradation, sustainable forest management, climate change, chemicals, and international waters) can use to scale up or replicate best practices.

8. RISK MANAGEMENT PLAN

The implementation of the OP8 is likely going to face various risks that have the potential to affect the success of the projects. Risks and associated mitigation measures are summarised in table 3.

Table 3. Description of risks identified in OP8

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
Social conflicts due to resource competition	High	Medium	Promote inclusive stakeholder engagement and conflict resolution mechanisms.
Environmental degradation and biodiversity loss	High	Low	- Implement strict environmental protection policies. - Conduct Environmental Impact Assessments (EIA) prior to projects.
Adverse climate events (e.g., floods, droughts)	High	High	- Develop climate-resilient infrastructure. - Promote sustainable land use practices. - Implement early warning systems.
Economic downturn impacting funding availability	Medium	Medium	- Diversify funding sources. - Establish contingency funds - Strengthen financial management practices.
Cultural heritage disruption	Medium	Low	- Conduct cultural heritage impact assessments. - Implement measures to protect cultural sites.

To ensure effective tracking and management of risks during the implementation of the OP8 CPS (Country Partnership Strategy), the following procedures and schedule will be followed:

Regular monitoring:

- **Implementation Phase:** Risks will be actively monitored throughout the implementation of the OP8 CPS. This will involve periodic risk assessments and updates.
- **Annual Review:** Risks will be reviewed during the annual CPS review and Annual Monitoring Report (AMR) preparation. This review will assess the current risk status, adjust the degree and probability of risks as necessary, and evaluate the effectiveness of mitigation measures.

Adjustments and updates:

- **Risk Adjustment:** During the annual reviews, the degree of risk (low, medium, high) and the probability of risk (low, medium, high) may be adjusted based on new data, changing circumstances, and the effectiveness of implemented mitigation measures.
- **Risk Removal and Addition:** Identified risks may be removed if they are no longer relevant or if they have been effectively mitigated. Conversely, new risks may be identified and added as necessary, with appropriate mitigation measures planned.

Documentation and reporting:

- **Risk Register:** Maintain a comprehensive risk register that document all identified risks, their degree and probability, and the corresponding mitigation measures. This register should be updated regularly and reviewed annually.
- **Reporting:** Include a detailed risk management section in the annual CPS review and AMR, summarizing the risk status, adjustments made, and the effectiveness of mitigation strategies.

9. MONITORING AND EVALUATION PLAN

Zambia OP8 SGP Country Programme will implement a comprehensive M&E Plan to support the Country Programme Strategy (CPS) implementation and remove obstacles where possible. This plan will systematically track objectives, ensure availability of essential information for progress assessment, facilitate informed decision-making, and provide data for effective communication with partners. A participatory external mid-term evaluation and a terminal external evaluation will be conducted to assess progress, identify areas for improvement, and evaluate overall achievement and impact. The outcomes of these M&E activities will significantly contribute to the country-level assessment of the CPS, as detailed in Table 4 below.

9.1 Monitoring approaches at project and country levels

To ensure that the SGP Zambia delivers the required results and impacts, a comprehensive monitoring and evaluation (M&E) system will be implemented. Projects will undergo monitoring and evaluation at least three times: an initial baseline assessment, a mid-term review, a final evaluation, and an ex-post evaluation after the 4-year operational phase to measure medium and long-term impact. Grantees will be equipped with skills and tools to undertake self-monitoring and regular reporting responsibly. Project boards or implementation committees will be established to oversee project activities and conduct monthly progress reviews.

The SGP Zambia team, including the NC and NSC members, will conduct field monitoring missions at least once a year for each project, providing opportunities for coaching, mentoring, and addressing implementation challenges. Partnerships will be leveraged with relevant government departments, local NGOs, and academic institutions to support monitoring efforts, while District Technical Advisory Committees will be engaged to provide local-level oversight and support. Workshops will be organised to build grantees' capacity in M&E skills, serving as platforms for knowledge sharing and networking.

The M&E system will facilitate adaptive management through regular review of project implementation plans, progress reports, and financial disbursements, allowing for timely interventions and adjustments as needed. A mix of quantitative and qualitative tools will be used, and the SGP database will be regularly updated to track progress across the portfolio.

Lessons learned and best practices will be documented and shared through various knowledge management activities. By implementing this comprehensive M&E approach, SGP Zambia aims to ensure that planned actions are delivered within budget and on time, minimise risk impacts, facilitate achievement of intended results, and enable continuous learning and improvement throughout the programme cycle.

Strategies to Strengthening Monitoring and Evaluation of Projects

At the project level, in Zambia grantees will monitor their own projects to enhance ownership and track progress by adhering to approved implementation plans. Grant recipients will be responsible for collecting project level information that demonstrates progress and achievement of project outcomes. Through self-monitoring, grantees will timely produce progress reports in line with the programme's reporting requirements. Under OP8, all projects supported by the programme in Zambia will be required to establish a project board/project implementation committee responsible for implementing all different components of the project. These project boards will be encouraged to host monthly meetings to gauge and evaluate progress, enabling them to develop interventions in case of delays.

Partnerships and Capacity Building

The programme has established synergy and working relationships with various departments in the MGEE and other government extension agents through the District Technical Advisory Committees, as well as NGOs as partners at the grassroots level to fast track project monitoring in Zambia. Upon project approval, these entities will be formally invited to partner in implementation. This arrangement has been fruitful as partners provide technical expertise and other resources to expedite project implementation. In Operational Phase 8 (OP8), the SGP Zambia will strengthen its monitoring and evaluation (M&E) capabilities by forging more strategic partnerships with leading Zambian academic and research institutions. Key collaborations will be established with esteemed institutions such as the University of Zambia and Copperbelt University. The programme takes a lead in monitoring and evaluating projects through field missions and engagement of both the Technical Advisory Committee (TAC) and programme committees (Technical Advisory Group and National Steering Committee) members. Field monitoring missions will be conducted at least once a year to ensure continued coaching and mentoring for grantees. The monitoring

and evaluation arrangements include review of project implementation plans, production of progress reports, field monitoring missions, updating of the database, and constant review of the disbursement table to ensure timely availability of financial resources to grantees.

Table 4. 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, country stakeholders, grantees	A SGP planning grant may be used to develop OP8 CPS.	At start of OP8
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/ analysed with CPMT colleagues	Staff time, Country Operating Budget	At least one annual CPS review to ensure OP8 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 ²	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 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/	NC, NSC	SGP planning grant may be used to undertake previous operational cycles impact review and utilize lessons for both OP8 CPS development and its implementation	Once per operational phase

² 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
	implementation of CPS		Global technical M&E support can be expected	
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	External/independent auditors. NC/ PA to provide requisite support.	Global Operating Budget	Annually for selected countries on risk-assessment basis

9.2 CPS Results Framework

Table 5: Results Framework of SGP OP8 Country Programme Strategy

Alignment with SDGs <i>SDG 1: No poverty: End poverty in all its forms everywhere</i> <i>SDG 2: Zero hunger: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</i> <i>SDG 3: Good Health and Well-being</i> <i>SDG 5: Achieve gender equality and empower all women and girls</i> <i>SDG 7: Affordable and Clean Energy</i> <i>SDG 11: Sustainable cities: Make human cities and human settlements inclusive, safe, resilient and Sustainable Cities and Communities</i> <i>SDG 13: Climate Action.</i> <i>SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystem, reverse land degradation and halt biodiversity loss</i> <i>SDG 17: Revitalise the Global Partnership for Sustainable Development</i>		
Synergy with UNDP Country Programme Document (CPD): Output 1.1: National and community-level capacities strengthened for sustainable natural resources management. Output 1.3: Strengthened capacities of institutions and communities at national and subnational levels to integrate and implement international conventions for enhanced mitigation and adaptation to climate change and disaster risk reduction.		
OP8 SGP Programme Goal: Engage local NGOs/CSOs/CBOs in landscape approaches across the world, providing them access to knowledge and information, capacitating them through learning-by-doing, skills development, and delivering technical and grant assistance for interventions that enhance wellbeing and socioeconomic conditions and generate global environmental benefits.		
1 OP8 SGP CPS Strategic Initiatives	2 CPS Indicators and Targets ³	3 Means of Verification
<u>Strategic Initiative 1:</u> Community-based conservation of threatened ecosystems and species Improve the effectiveness of biodiversity and ecosystem conservation and management through equitable governance systems by recognizing and respecting the rights of Indigenous Peoples and local communities.	500,000 hectares of landscapes under improved practices (excluding protected areas) (GEF core indicator 4.1 and 4.3) - Number of community-based protected area/conserved area designations and or networks strengthened.	- Individual project reporting by SGP country teams (as part of midterm and final Progress reports) - Annual Monitoring Report (AMR), SGP global database - Country Programme Review

³ Where applicable, targets reflected here are only indicative and can be reviewed by the NSC as appropriate

• Improve community-led biodiversity friendly practices and approaches, including promoting blue economy approaches (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.). • Enhance community led actions for protection of threatened species.	• Number of direct beneficiaries disaggregated by gender from conservation initiatives, including CFMGs, water user-associations and CRBs	
<u>Strategic Initiative 2:</u> Sustainable agriculture and fisheries, and food security • Increase efficiency and effectiveness of food production and value chain in vulnerable ecosystems. • Promote diversification and livelihood improvement. • Remove deforestation from the supply chain and expand restoration of degraded lands.	• 300,000 hectares of land and ecosystems under restoration (GEF core indicator 3.1). • No. of partnerships to advance sustainable agriculture and fisheries and/or food security (such as diversification, sustainable intensification, sustainable fisheries management, agroecological farming practices, climate-smart agriculture, certification programmes, local sourcing initiatives, waste reduction and circular economy, etc.) • Number of hectares of degraded agricultural lands restored (hectares)(GEF core indicator 3.1) • Number. of direct beneficiaries with improved livelihoods and wellbeing through increase or diversification of income activities and increased food security • Number of direct beneficiaries benefiting from SGP support (gender disaggregated)	• Individual project reporting by SGP country teams (as part of midterm and final Progress reports) • Annual Monitoring Report (AMR), SGP global database • Country Programme Review.
<u>Strategic Initiative 3:</u> Local to global coalitions for chemicals and waste management • Reduce and promote alternative to mercury use in artisanal and small-scale gold mining.	• Number of SPG projects implemented with the objective of reduction of chemical use and promoting alternative use to mercury in artisanal and small-scale mining • Number of SPG projects implemented with the objective	• Individual project reporting by SGP country teams • Annual Monitoring Report (AMR), SGP global database • Country Programme Review

• Promote plastics/solid waste management and circular economy. • Reduce/remove use of chemicals in agriculture. • Enhance local to global coalitions on chemicals, waste and mercury management	of reducing waste and promoting recycling of waste • Local coalitions formed to promote reduce chemical usage and waste management with concrete links to global coalitions	
<u>Strategic Initiative 1(Mandatory)</u> Knowledge Management (KM) mandatory • Capture knowledge and lessons from projects and activities. • Improve capacities of CSOs/CBOs. • Conduct South-South Exchanges to promote technology transfer and replication of good practices	• Number of KM training sessions provided to CSOs/CBOs • Number of SGP projects that captured and shared actionable findings, experiences, and lessons learned. • Number of lessons learned products synthesised, packaged and disseminated • Number of South-South good practice exchanges undertaken	• Individual project reporting by SGP country office • Annual Monitoring Report (AMR), SGP global database • Country Programme Review

<u>Strategic Initiative 2:(Mandatory)</u> Enhancing social inclusion • Promote targeted inclusive initiatives. • Mainstream social inclusion in all projects. • Strengthen social protection systems and safety nets to support the most vulnerable populations in Zambia.	• Number. of direct beneficiaries disaggregated by gender as co-benefit of GEF investment (GEF core indicator 11) • Number. of SGP projects led by women and /or concrete mainstream for increased participation of women. with focused interventions promoting gender equality and women's empowerment • Number of SGP projects that demonstrate appropriate models of engaging youth, and (c) persons with disabilities. • Number. of SGP projects that demonstrate appropriate models of engaging persons with disabilities.	• Individual project reporting by SGP country teams • Annual Monitoring Report (AMR), SGP global database • Country Programme Review
<u>Strategic Initiative 3 (Mandatory).</u> Administer new M&E strategy in Country Programme and project design, implementation and overall decision making using participatory mechanisms.	A new M&E Framework providing guidance to SPG projects. • Number of SGP projects with clear M&E frameworks with performance indicators to measures of project impacts, outcomes, outputs, and input	• Individual project reporting by SGP country office. • Annual Monitoring Report (AMR), SGP global database • Country Programme Reviews



10. NATIONAL STEERING COMMITTEE ENDORSEMENT

Kindly include the NSC endorsement document with the NSC members signature here

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10. NATIONAL STEERING COMMITTEE ENDORSEMENT

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.

NSC members involved in OP8 CPS development, review and endorsement	Signatures
1. Alice Lungu Bwalya	DocuSigned by: Alice Lungu EB4998BD315B4D1...
2. Monica Chundama	DocuSigned by: Monic Meya Chundama 58C96DC9D4FC414...
3. Absalom Sakala	DocuSigned by: Absalom Sakala C2EBA9920EBF49B...
4. Carol Zulu	DocuSigned by: Carol Zulu 8308F29AA6B446F...
5. Kaswela Mwamba	Signed by: Kaswela Mwamba 35F974175C1C429...
6. Priscilla Sichone	DocuSigned by: Priscilla Sichone 05BF9C730E76417...
7. Willem Colenbrander	DocuSigned by: Willem Colenbrander ...



11. REFERENCES

GRZ 2023. National Adaptation Plan. Ministry of Green Economy and Environment, Lusaka, Zambia

GRZ 2016. Integrated Land Use Assessment (ILUA II), Ministry of Lands, Natural Resources and Environmental Protection, Lusaka, Zambia.

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ANNEXES (optional)

Annex 1: List of selected relevant conventions and national/regional plans or programmes

Conventions + national planning frameworks	Date of ratification / completion	Area of alignment with OP8
Convention on Biological Diversity (CBD) Global Biodiversity Framework (GBF)	1993, 2024	Promotes the conservation of biodiversity
CBD National Biodiversity Strategy and Action Plan (NBSAP)	1993, 2015, 2015-2025	Promote conservation of biodiversity, promote sustainable use of its components, and ensure fair and equitable sharing of benefits arising from genetic resources.
Nagoya Protocol on Access and Benefit-Sharing (ABS)	2013	Promotes fair and equitable sharing of benefits arising from the utilisation of genetic resources, thereby contributing to the conservation and sustainable use of biodiversity.
UN Framework Convention on Climate Change (UNFCCC)	1993	Promotes the stabilisation of greenhouse gas concentrations and combat climate change by preventing anthropogenic activities that enhance GHG emissions.
UNFCCC National Communications	2006, 2007, 2020	Promotes monitoring, tracking and reporting climate actions.
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	1994, 2017	Reduce emissions and enhance climate resilience through national measures.
UNFCCC National Adaptation Plans of Action (NAPA)	2007	Address climate impacts through adaptation strategies for vulnerable sectors.
Nationally Determined Contributions (NDCs) for the Paris Accord	2015	Commit to reducing emissions and enhancing climate resilience globally.
UN Convention to Combat Desertification (UNCCD)	1996	Combat desertification and land degradation for sustainable development.
UNCCD National Action Programmes (NAP)	1996 - 2000	Implement national strategies to combat desertification and land degradation



Stockholm Convention (SC) on Persistent Organic Pollutants (POPs)	2006	Eliminate or reduce harmful persistent organic pollutants for health protection
SC National Implementation Plan (NIP)	2006	Implement actions to meet Stockholm Convention's POPs reduction goals.
Minamata Convention (MC) on Mercury	2019	Reduce mercury pollution and its impacts on health and environment.
UN 2030 Sustainable Development Goals (SDGs)	2015	Achieve global sustainable development through environmental, social, and economic goals.
Voluntary National Reviews (VNRs) for the UN SDGs	2015	Report progress on achieving Sustainable Development Goals and commitments
National/Regional Plans or Programmes		
National Gender Policy	2023	To accelerate the attainment of gender equity and equality, strengthen the coordination of an integrated and multi-sectoral approach in the implementation of gender programmes across all sectors, and enhance the participation of women in economic activities through creating an enabling environment that provides equitable access to productive and economic resources in conjunction with the private sector.
Green Growth Strategy	2023	Promote sustainable economic growth while preserving natural resources and biodiversity.
Land degradation Neutrality targets	2015	Achieve no net loss of land quality and restore degraded areas.
National climate change policy	2016	Guide national efforts to mitigate and adapt to climate change impacts.
National Adaptation Plan	2023	Outline strategies to enhance resilience and adapt to climate change impacts.
National Adaptation Programme of Action on Climate Change (NAPA)	2007	Identify urgent adaptation needs and prioritise actions for vulnerable sectors.
Second National Agricultural Policy	2012	The policy promotes sustainable farming practices that reduce land degradation. It contributes to addressing land degradation



National Climate Change Response Strategy (NCCRS)	2010	Coordinate efforts to address climate change mitigation and adaptation nationally.
National Conservation Strategy	1985	Preserve biodiversity and manage natural resources sustainably across the nation.
National Environmental Action Plan (NEAP)	1994	Provide a framework for environmental management and address key environmental issues.
National Policy on Environment (NPE)	2009, 2007	Set principles and objectives for comprehensive environmental protection and management.
Poverty Reduction Strategy Paper (PRSP)	2002	Integrate environmental sustainability and climate resilience into poverty alleviation efforts.
Eighth National development Plan (8NDP)	2022	Integrates climate change mitigation and biodiversity preservation into national development strategies.
SADC Great Green Wall Initiative	2019	Aims to combat desertification and enhance regional biodiversity through reforestation.
National Action Programme for the SADC Great Green Wall	2023	Guides regional efforts in combating desertification and restoring degraded lands.
SADC Protocol on Forestry	2002	Promote sustainable forest management to preserve biodiversity and mitigate climate change.
SADC revised Protocol on Shared Watercourse Systems in the SADC community	2000	Ensures sustainable management of shared water resources, crucial for biodiversity.
SADC Protocol on Wildlife Conservation and Law Enforcement	1999	Enhance cross-border collaboration to protect wildlife and combat poaching.
SADC Vision 2050	2021	Outlines strategies for sustainable development, including climate resilience and biodiversity conservation.
United Nations Convention on Biological Diversity Zambia Fifth National Report	2015	Promotes the conservation of biodiversity, sustainable use of its components, and fair benefit-sharing.
Zambezi River Action Plan (ZACPLAN)	1987	Promotes conservation of biodiversity, manage water resources, and mitigate climate change impacts.
Zambezi Water Course Commission (ZAMCOM)	2004	Manages and protects the Zambezi River's resources to support regional biodiversity.

Zambia Environmental Outlook Report 4	2017	Assesses environmental changes, including impacts on biodiversity and climate resilience.
Zambia Forestry Policy	2014	The policy promotes sustainable forest management and conservation to protect biodiversity.
Zambia Vision 2030	2006	Envisions a sustainable future with integrated approaches to climate change and biodiversity conservation.
Zambia Wildlife Policy	2015	The policy aims to conserve wildlife and habitats, enhancing biodiversity and ecological balance.
Zambia's Second National Biodiversity Strategy and Action Plan	2014 (2015-2025)	Guides national efforts to conserve and sustainably use biodiversity resources.

Annex 2: List of stakeholders consulted In the case you want to keep this table it should not be part of the main CPS document

	Name	Organisation
1	Matthew Kalabo	United Nation youth association of Zambia
2	Noah Chongo	climate protection Zambia
3	Evans Nsokolo	climate change response Organization
4	Haggai M. Mulenga	Export Trading group (ETG) Climate solution
5	Frank chitalima	Workcamps and volunteers services Zambia
6	Phinias Mulenga	Envirosmart Solutions
7	Martin Kambinga	Geoinformation Technology Association of Zambia
8	Mayando Kanyata	Ministry of Green Economy and Environment
9	Obed Kawanga	NECOS
10	Nicholas Kasoma	Levy Mwanawasa Medical University
11	Humphrey Kaoma	Kawambwa Poultry Farmer
12	Chilenge Kangwa	Action for Nature
13	Mphatso Tembo	Green livelihoods



	Name	Organisation
14	JErome Kasongo	Muchinga Environmental Pioneer
15	Mkondo Lwamba	FIAN Zambia
16	Emmanuel mwape	National gender Consultancy
17	Moirah Mwewa	EnviroSMART Solutions
18	Mudeya Madyenkuku	HORF
19	Mirrian Chitalu	House of Ruth Foundation
20	Naomi Banda	Cosmos Education Zambia
21	Mathew Mulenga	Restoration for Community Justice
22	Mailes Muke Zulu	Save Environment and People Agency
23	Gregory Mulobela	Society of Jesus Chikuni Paris Taonga Agroforestry
24	Scott Montell	Agripreneur Foundation
25	Samuel Tundu	Rise Community Aid Program (RICAP)
26	Francis Kasamara	Program Against Malnutrition (PAM)
27	Carol Zulu	United Nations Development Programme
28	Alice Lungu	National Steering Committee - SGP
29	Monica Chundama	National Steering Committee - SGP
30	Absolom Sakala	National Steering Committee - SGP
31	Willem Colenbrander	National Steering Committee - SGP
32	Priscilla Sichone	National Steering Committee - SGP