

SGP Country Programme Strategy for utilization of OP5 grant funds

Country: CAPE VERDE
Resources to be invested: US\$ 1, 800,000¹

1. SGP country programme - summary background

The Cape Verde Islands make up an archipelago of ten islands (nine inhabited) and thirteen islets. The archipelago is located between latitudes 14° 23' and 17° 12' North and longitudes 22° 40' and 25° 22'. The country has a land area of 4.033 km², an Exclusive Economic Zone (EEZ) estimated at 734.000 km², and a population of 527.269 inhabitants.

Per capita Gross Domestic Product (GDP) went from US\$ 2.080 in 2000 to US\$ 3.193 in 2010, with tourism being the sector that most contributed to this growth. Life expectancy for Cape Verdeans has reached 68.5 years for men and 76.3 years for women, and poverty reduced from 49% in 1989 to 27% in 2007.

In terms of good governance the Ibrahim Index ranked Cape Verde second, (78 out of 100 points), after Mauritius, out of a total of 53 African countries assessed in 2007. The United Nations indicated in its 2010 Human Development Report that the country ranked 118th with a 0.534 Human Development index.

From an environmental perspective the archipelago has always been affected by pressures and destruction of certain habitats and ecosystems, and unsustainable agricultural practices. In recent years, fisheries and tourism have also exerted pressures on coastal, marine and terrestrial biodiversity.

The GEF Small Grant Programme (GEF SGP) has been operational in Cape Verde since August of 2009, with grant making starting in mid July of 2010. Cape Verde has been considered a Category I – LDC/SIDS country for the GEF 5 period.

The majority of SGP country interventions so far have been in the biodiversity focal area with 11 projects. Other interventions have been in Land Degradation and Multi focal areas with 6 projects each respectively, and Climate Change adaptation with 2.

The GEF SGP investments have translated into the creation of at least 210 temporary jobs in 2010, roughly US\$ 84,000 directly in to program local communities. The programme has trained 99 Civil Society Organizations (CSO's) in 4 islands.

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

The country program has contributed to strengthen the National Protected Area Network, by supporting initiatives in 6 of the 47 legally established protected areas. 35 ha of land have been sustainably managed, 15 of which reforested (with 13,000 plant species). 20 species of global significance, including 10 endemic (5 marine turtles and 5 coral species) have been targeted by community based conservation actions in 5 islands, including in 2 protected areas. GEF SGP national actions have contributed as well to the conservation of 9,700 m³ of water, and international recognition of 2 GEF SGP grantees.

GEF SGP projects have played significant roles in the implementation of environmental policies, international commitments and national priorities. Major contributions have been in National Action Plan for the Environment (PANA II), National Biodiversity Strategy, Marine Turtle National Conservation Plan, National Climate Change Adaptation Program (NAPA), National Action Plan for Agricultural Development (PADA), National Program to Combat Desertification, and National Action and Integrated Plan for Water Resources (PAGIRE).

In 2010, Cape Verde made important strides in enhancing its environmental legislation framework. The Bi-annual fishing law-decree was enacted for 2009 and 2010, the Santa Luzia and Islets MPA management Plan has been drafted, and the National Marine Turtle Conservation Plan enacted into law.

Priorities set in 2003, for which a national network of 47 protected areas was created, have lead to other key leading efforts towards operationalising PA sites. One has been the Consolidation of Cape Verde's Protected Areas System, a full size GEF project implemented in 5 islands started in late 2010.

In mid-2011, the National Biodiversity Strategy and Action Plan update, a key strategic and guiding policy document for biodiversity conservation, has been under discussion. Additionally, a III phase of the Regional Program for Marine and Coastal Conservation (PRCM), strategy is under discussion, which will define common guided principles and strategies for biodiversity conservation in West Africa, for which Cape Verde is a part.

Cape Verde OP4 total grant allocation was US\$ 312,000, of which US\$ 150,000 came from CORE and US\$ 162,000 from RAF resources. US\$ 311,175 was committed to 19 projects averaging US\$ 16, 378 per project.

GEF SGP has been able to generate partnerships for the country programme. For the OP4 period the government committed US\$ 180,000² of its RAF resources to SGP. In OP5, the commitment has been increased to US\$ 600,000 (STAR Funds). SGP grantees have also gradually increased their programme contributions. In OP4 SGP grantees and its partners have co-financed some US\$ 190,866 (US\$182,947 in kind, and US\$ 7,919 in cash). It is projected that in OP5 grantees will commit to a minimum US\$ 800,000.

The UNDP CO has also played a significant role in the county programme. In OP4 it provided US\$ 43,731 for non-grant programme support. For the OP5 period, the UNDP CO has already allocated US\$ 20,000 and anticipated a commitment of at least US\$ 10,000 per year.

² Actual grant allocated amount was US\$ 162,000

2. SGP country programme niche

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

Rio Conventions + national planning frameworks	Date of ratification / completion
UN Convention on Biological Diversity (CBD)	March 29 th 1995
CBD National Biodiversity Strategy and Action Plan (NBSAP)	1999
UN Framework Convention on Climate Change (UNFCCC)	March 29 th 1995
UNFCCC National Communications (1 st , 2 nd , 3 rd)	1 st Com. November 13 th 2000 2 nd is currently being translated
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	Not yet submitted
UN Convention to Combat Desertification (UNCCD)	May 8 th 1995
UNCCD National Action Programmes (NAP)	2000
Stockholm Convention (SC)	March 1 st , 2006
SC National Implementation Plan (NIP)	May 24 th 2011 (approved by Council of Ministers)
World Bank Poverty Reduction Strategy Paper (PRSP)	May 2008
GEF National Capacity Self-Assessment (NCSA)	2006/2007
GEF-5 National Portfolio Formulation Exercise (NPFE)	N/A
Strategic Action Programmes (SAPs) for shared international water-bodies ³	United Nations Conventions of the Law of the Sea – 1994 Commission on the Limits of the Continental Shelf - 1997

Cape Verde programme objectives and expected outcomes have been aligned with GEF-5 and national priorities, through the formulation of SGP specific thematic areas. Notwithstanding thematic areas priorities, the country programme will consider support other initiatives which will enhance GEF-5 impact.

Consistent with national priorities, the programme will catalyze community based efforts in decreasing the loss of biodiversity, enhance community involvement in PA resources management, increase efforts towards sustainable land, and water uses, while building resilience to the negative effects of climate change.

Cross-cutting issues linked to national priorities will be mainstreamed within the country programme. GEF SGP will strongly consider CSOs disseminating information initiatives, and provide access to community-based organizations intending to improve and upgrade overall environmental participatory processes. Additionally, knowledge management and capacity development actions, gender awareness, and poverty alleviation initiatives will be supported.

³ SIDS – Not applicable in the Cape Verde case

Resources available will be limited to US\$ 50 000 per grantee per operational phase. A grantee can only access GEF SGP resources twice in a given operational phase. This operational phase has a 4 years life span and is expected to end in December 2014.

In general, for new programs like Cape Verde, the SGP Central Program Management Team (CPMT) recommends that 70-80% of GEF SGP resources shall be allocated towards projects in thematic and geographic areas identified within this strategy. The remaining 20-30% can be used strategically to provide opportunities for projects which can demonstrate contributions towards strengthening partnerships, as well as important actions for the country, even if they are outside the scope of identified thematic and geographic areas, but within GEF focal areas.

GEF SGP resources may also be allocated as planning grants which are aimed to strengthening capacities of potential grantees. The maximum amount of this type of grant is up to US\$ 5,000, which will also count towards the US\$ 50,000 grant cap limit. The purpose of this type of support, in some cases authorized by the National Coordinator (NC) and the National Steering Committee (NSC), is to enable Community Based Organizations (CBOs) to:

1. Better understand the GEF SGP focal areas;
2. Better understand the relation between the focal areas, thematic areas and national priorities; and
3. Prepare project concepts and proposals that fit both the thematic areas and local priorities.

To date, GEF SGP Cape Verde has committed US\$ 311,175 in grant support to various GEF focal areas. More than half of the above amount (US\$ 167, 294) has been committed to support biodiversity projects, in accordance with an agreed GEF-4 Resource Allocation Framework (RAF) strategy, drafted in collaboration with the Directorate General of Environment (DGA), a national agency. While slightly less than 50% of available resources were directed towards multifocal, land degradation, and Climate change respectively.

For OP5, CORE and STAR Funding will follow the same basic framework format, meaning implementation of national priorities in relation to GEF-5 Strategic Priorities, while balancing focal area investments and local needs.

A critical objective of the GEF SGP will be to ensure involvement and participation of local communities into the program. The programme believes that a strong coordination and facilitation will ensure ownership, smooth grantee project implementation, and therefore contribute to national strategies.

GEF SGP will follow the principle that although grantees are primarily beneficiaries, other strategies of involvement will also be implemented. This will mean a broad range of multi-stakeholder involvement, including the NSC, national agencies, bilateral and key donors to secure achievement of national priorities and conventions objectives.

National Dialogues’ or national discussion forums will be promoted throughout a four year span enabling CSOs and the general public to better understand and integrate their actions into national priorities, as well as to promote gender awareness issues.

Formal trainings will be also a crucial component of the program. Specific targeted training initiatives will be planned and carried out aiming to strengthen CSO’s capacities in proposal development, and linking local needs to national environmental priorities.

Table 2. Consistency with national priorities

OP5 project objectives	National priorities	SGP niche
<p><u>SGP OP5 Immediate Objective 1:</u> Improve sustainability of protected areas and indigenous and community conservation areas through community-based actions</p>	<p>Conservation of significant samples of biodiversity in terrestrial, coastal, and marine ecosystems <i>in situ</i>, as well as in protected areas</p> <p>Improvement of governance systems in conservation and sustainable use of biodiversity in PAs</p>	<p>PA co-management initiatives</p> <p>Capacity building of CBOs in co-management of resources in PAs</p> <p>Initiatives to create management fora or committees in PAs</p> <p>Awareness, information and education initiatives on the benefits of resources in PAs</p>
<p><u>SGP OP5 Immediate Objective 2:</u> Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions</p>	<p>Management and conservation of endangered and endemic species</p> <p>Promote and encourage research to improve knowledge about ecosystems of the country, as well as of plant and animal species</p>	<p>Actions to promote sustainable use of natural resources, including products derived from plant species, implemented by women</p> <p>Endangered species awareness, information and education initiatives</p> <p>Conservation of endangered key species and habitats (turtles, birds, plant species)</p> <p>Species and habitats monitoring initiatives</p> <p>Conservation and sustainable use of natural resources in fishing and tourism sectors</p> <p>Initiatives promoting removal of invasive species in programme areas</p>
<p><u>SGP OP5 Immediate Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level</p>	<p>Vulnerability reduction of the water resources sector and increased capacity capture, provision and storage of surface waters due to climate change conditions</p>	<p>Climate proofing initiatives to capture and store water for irrigation and livestock</p> <p>Climate proof technologies for efficient use of water in agriculture (drip irrigation, localized irrigation, greenhouses, hydroponics)</p> <p>Sustainable management actions in capturing and water uses in PAs</p> <p>Water collection, pumping, and distribution using renewable energy sources in the agriculture sector</p>

<p><u>SGP OP5 Immediate Objective 5:</u> Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry</p>	<p>Build the resilience of agro-silvo-pastoral production systems to the climate change</p>	<p>Forestation and reforestation initiatives (climate proofing) in programme areas</p> <p>Innovative and best practices uses in land use management in programme rural areas</p>
<p><u>SGP OP5 Immediate Objective 6:</u> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities</p>	<p>Agro-forestry and pasture techniques are promoted and innovative adaptation mechanisms are implemented</p> <p>Sustainable farming practices will be promoted and implemented</p> <p>Relevant technologies to reduce pressure on natural resources are massively used</p>	<p>Forestation and reforestation initiatives in programme areas</p> <p>Diversification of crops and enhanced agricultural practices, developed with institutions</p> <p>Climate proof technologies for efficient and sustainable use of water in agriculture</p>
<p><u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)</p>	<p>Enhance forest perimeters management and create conservation conditions of genetic resources</p> <p>Promote and implement measures to combat desertification</p> <p>Implement mechanical and biological anti-erosion measures</p>	<p>Actions to combat soil salinization</p> <p>Mechanical measures of erosion control in programme areas, especially in PA</p>
<p><u>SGP OP5 Immediate Objective 9:</u> Promote and support phase out of POPs and chemicals of global concern at community level</p>	<p>Regulate chemicals legislative framework, including POPs</p> <p>Promote POPs awareness and capacity strengthening components</p> <p>Storage and disposal of PCBs</p> <p>Rational management of pesticides</p>	<p>Initiatives to combat pest diseases using non-polluting phytochemicals products</p> <p>Biological measures for pest and disease control</p> <p>Actions which will decrease the use of chemical fertilizers by promoting alternative techniques for organic matter management (compost and biofertilizers)</p>
<p><u>SGP OP5 Immediate Objective 10:</u> Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends</p>	<p>Non state actors informed and able to positively influence policies and changing environmental attitudes</p> <p>Adoption of positive attitudes towards climate change vulnerability factors (forest fires, sustainable water uses, slopes, deforestation, etc.)</p> <p>Promote local communities involvement in conservation and sustainable use of biodiversity</p>	<p>Outreach and capacity building of CBOs</p> <p>Foster CSOs knowledge management, development, and dissemination of lessons learned</p> <p>Strengthening community-based PA governance approaches</p> <p>NSC engagement in fund-raising and capacity building initiatives</p> <p>Promote good governance initiatives</p>
<p><u>Cross-Cutting Results:</u> Poverty reduction, livelihoods and gender</p>	<p>Promote and guarantee gender equality and implement equal employment rights opportunities</p> <p>Implement policies for equal access to professional job training</p> <p>Improve social and employment services access to the poor and vulnerable</p>	<p>Conservation and sustainable use of natural resources promoted especially by women or its organizations</p> <p>Bottom-up approaches to conserve and manage biodiversity, while promoting poverty alleviation</p>

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

Capacity development and strengthening of CSOs, NSC, specifically grantees and potential grantees will be tackled continuously through an extensive strategy of partner engagement, consultation and awareness-raising processes.

Pre-project capacity building will take different formats. One will be through proposal draft training, an activity which resulted in 99 CSOs trained during the last year of OP4. NC and NSC will also provide support to vulnerable CBOs in selected islands (similar to what a planning grant would do) in proposal draft and planning processes.

GEF SGP country team will also refine and disseminate programme documents, such as Country Programme Strategy (CPS), Project Development Guidelines, New Project Proposal Format, Guidelines for Submitting Receipts/Justifications, and New Project Reports Format.

As part of programme fundraising and dissemination strategies, in partnership with the GEF Focal Points, NSC, and UNDP CO, the GEF SGP will organize a National Dialogue, a crucial partner information exchange platform.

During grantee project execution, GEF SGP will implement an innovative capacity building approach, which was a recommendation of OP4 grantees. This approach will entail organizing a grantee Orientation Workshop (first grantee project activity). A 2 to 3 day workshop, grantees will be extensively exposed to all relevant GEF SGP information and requirements, as well as understand fellow grantee 's projects.

Furthermore, the workshop will serve to refine work plans, log frames and other project aspects which will prepare grantees for project implementation. Subjects such as programme guidelines, finances, reports, monitoring and evaluation will be covered during the workshop.

Additionally, the county program will promote, cross sharing visits at the end of grantees projects, with the aim of enhancing capacities and project emulation when appropriate.

GEF SGP Cape Verde will take a pro-active stand and build capacities of SGP grantees and assist them in project scaling up. During the course of OP5, GEF SGP will work with UNDP CO, similar to OP4, in results-based project management workshops. It will also engage UN Women with a proposed gender awareness workshop for NSC and grantees.

4. OP5 country outcomes, indicators and activities

Table 3. Results Framework

SGP OP5 Immediate Objective 1: Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community-based actions			
Outcomes	Indicators	Means of verification	Activities
<i>To promote and to enhance sustainability of protected areas through local community initiatives</i>	<i># of influences or contributions towards national PA policies</i> <i># of consultative committees in protected areas created</i> <i>ha of protected area influenced by initiatives</i> <i>ha of significant ecosystems with improved conservation status</i>	<i>Technical reports on Protected Areas</i> <i>National plans reports form environmental agencies</i> <i>Grantee project Reports</i> <i>GEF SGP global data base reports</i> <i>Country programme annual reports</i>	<i>8 projects approximately</i>

SGP OP5 Immediate Objective 2: Mainstreamed biodiversity conservation and sustainable use in production landscapes, seascapes and sectors through community initiatives and actions			
Outcomes	Indicators	Means of verification	Activities
<i>To foster and to integrate biodiversity conservation and sustainable use of natural resources in the country productive sectors</i>	<i># of consultations, influences or contributions by non state actors in biodiversity conservation</i> <i>Ha of production landscapes/seascapes applying sustainable practices</i> <i>Total value of biodiversity products/services produced (US \$)</i> <i># and name of key endangered, or endemic species or habitats targeted by conservation initiatives (include # of marine turtle or bird nests)</i> <i># of environment friendly or eco-opportunities implemented especially by women</i>	<i>Key species technical reports</i> <i>National plans reports form environmental agencies</i> <i>Grantee project reports</i> <i>GEF SGP global data base reports</i> <i>Country programme annual reports</i>	<i>10 projects approximately</i>

<u>SGP OP5 Immediate Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level			
Outcomes	Indicators	Means of verification	Activities
<i>To catalyze the implementation of low carbon technologies which will build climate resilience at the local community level</i>	<i># of consultations, influences or contributions towards national policies</i> <i>Tons of CO2 avoided by implementing renewable energy measures (sun and wind power)</i> <i># of community members demonstrating or deploying low-GHG technologies</i>	<i>National plans reports form environmental agencies</i> <i>Grantee project Reports</i> <i>GEF SGP global data base reports</i> <i>Country programme annual reports</i>	<i>8 projects approximately</i>

<u>SGP OP5 Immediate Objective 5:</u> Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry			
<u>SGP OP5 Immediate Objective 6:</u> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities			
<u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)			
Outcomes	Indicators	Means of verification	Activities
<i>To encourage implementation of measures against desertification or anti-land degradation initiatives, to mitigate the effects of drought in program areas, through local initiatives</i>	<i># of consultations, influences or contributions towards national policies</i> <i># of mechanical actions for erosion control implemented</i> <i># of forestation and or /reforestation initiatives implemented</i> <i>ha of degraded land reforested and or rehabilitated, including in PAs</i> <i>ha of land applying sustainable forest, agricultural and water management practices</i> <i># of species, including endemics, used in forestation and or reforestation initiatives</i> <i># of framers that diversified crops or adapted farming practices</i> <i># of preventive or corrective soil anti-salinization measures implemented</i> <i># of innovative techniques developed and applied by local communities</i> <i># of communities demonstrating sustainable land and forest management practices</i> <i>Tons of CO2 avoided through improved land use and climate proofing practices</i>	<i>National plans reports form environmental agencies</i> <i>Grantee project Reports</i> <i>GEF SGP global data base reports</i> <i>Country programme annual reports</i>	<i>24 projects approximately</i>

<p>Promote integrated natural resource management, while improving vulnerable communities' livelihoods resilience climate change capacities</p>	<p># of consultations, influences or contributions towards national policies # of water storage structures built and operational M³ of water conserved, captured, and or stored # of activities promoting and implementing low carbon irrigation technologies (greenhouse and drip- localized irrigation) # of innovative low carbon techniques developed and applied by local communities ha of land applying sustainable forest, agricultural and water management practices # of actions which promotes and implements crop varieties adapted to water stress # and type of crop species targeted Ha of land under improved land use and climate proofing practices</p>	<p>National plans reports form environmental agencies Grantee project Reports GEF SGP global data base reports Country programme annual reports</p>	<p>10 projects approximately</p>
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<p><u>SGP OP5 Immediate Objective 9</u> : Promote and support phase out of POPs and chemicals of global concern at community level</p>			
<p>Outcomes</p>	<p>Indicators</p>	<p>Means of verification</p>	<p>Activities</p>
<p>To promote implementation of integrated management and pests control, and improvement of soil fertility initiatives in order to reduce contamination in the environment</p>	<p>Kg of harmful chemicals avoided from utilization or release # of innovative techniques developed and applied regarding POPs uses # of farmers controlling pests or diseases using biological production # of biological pest control measures implemented by stakeholders # of organic production initiatives</p>	<p>National plans reports form environmental agencies Grantee project Reports GEF SGP global data base reports Country programme annual reports</p>	<p>12 projects approximately</p>

<i>SGP OP5 Immediate Objective 10: Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends</i>			
Outcomes	Indicators	Means of verification	Activities
<i>To strengthen non-governmental actors capacities as a way to promote articulated responses to environmental challenges and national priorities</i>	<i># of national policies influenced # of consultative mechanisms established for RIO Convention frameworks # of women-led projects directly supported</i>	<i>Grantee project Reports GEF SGP global data base reports Country programme annual reports</i>	<i>To be decided in collaboration with NSC</i>
<i>To strengthen capacities of CSOs in execution, monitoring, and evaluation processes of their projects</i>	<i># of CSOs involved in grantees orientation and post project workshops # of participants in each orientation workshops (men and women) # of CSOs participating in GEF SGP monitoring field visits # of grantee participatory evaluations completed # of community based monitoring systems demonstrated # of new technologies developed # of people trained (men and women) on: project development, results based management, gender awareness, monitoring, evaluation etc.)</i>	<i>Grantee project Reports GEF SGP global data base reports Country programme annual reports</i>	<i>To be decided in collaboration with NSC</i>

<i>Cross Cutting - Livelihoods, Sustainable Development and Empowerment</i>			
Outcomes	Indicators	Means of verification	Activities
<i>Livelihood and Sustainable Development</i>	<i># of participating community members (gender disaggregated) Increase in purchasing power by reduced spending, increased income, and or other means (US dollar equivalent) Total value of investments (infrastructures, equipment, supplies) in US dollars</i>	<i>Grantee project Reports GEF SGP global data base reports</i>	<i>All GEF SGP projects</i>
<i>Empowerment</i>	<i># of NGO/CBO formed or registered # of women-led projects supported # of quality standard/labels achieved or innovative financial mechanisms put in place</i>	<i>Country programme annual reports</i>	

5. Monitoring & Evaluation plan

Monitoring and evaluation activities will be conducted at two levels: with grantee projects and at the portfolio level. At both these levels, participatory approaches will be promoted seeking to enhance transparency, performance strengthening, and learning processes.

To achieve this objective, baseline data and indicators shall be developed and / or adapted from OP5 documents, and incorporated into the CSO's projects. Technical and financial reports will be prepared for both grantee projects and the GEF SGP program in Cape Verde.

At the project level, monitoring and evaluation will be carried out throughout the project cycle, namely analysis from project identification, implementation, and a final evaluation itself. It will be recommended for grantees to draft a log frame and an agreed work plan, both in collaboration with the NC.

It will be fundamental to organize field identification missions to assess needs and legitimacy of a grantee project proposal. The baseline situation, budget, objectives, results, proposed indicators, as well as the project resulting impacts should be reviewed.

Grantees shall submit baseline data for each proposed indicator at the beginning of their projects. Some programme indicators (surrogate indicators from CPS) will be recommended and adapted with grantee projects. The identification team must accurately verify whether the monitoring and evaluation of project activities are being budgeted.

While grantees are implementing proposed projects, monitoring visits will be carried out. During this phase, meetings and interviews with beneficiaries will be encouraged in order to validate on-the-field data in reference to those eventually submitted in technical and financial reports formats.

Upon the completion of grantee projects, a participatory evaluation should be conducted by the promoting grantee and its beneficiaries to review the achievements of the proposed goals, objectives, results and impacts.

At the programme level, the country team will be responsible for preparing annual work plans in line with the Country Program Strategy (CPS), as well as the monitoring and evaluating plan using the grantee's projects, and a logical framework as management tools available.

A comprehensive system to gather, compile, and analyze data (baseline information, indicators and project information) will be developed to assist the country team to always have updated and life information on each grantee project, as well as the country portfolio.

Program reviews' (by CPMT and NSC) will consider CPS objectives, results and indicators. The overall program assessment could also be requested and conducted by key government agencies, i.e. UNDP, NSC, SGP beneficiaries, and other stakeholders.

The NC's work will be assessed by means of the Performance and Results Assessment (PRA). This evaluation is conducted once a year and complements information entered into the SGP database by the Programme Assistant or by the National Coordinator.

Different types of reports will be prepared by the country team. At the project level, quarterly and final technical and financial reports as well as final project evaluation reports shall be prepared. Quarterly and annual technical and financial reports shall be prepared. The NSC, CPMT in New York, or the UNDP CO, may request such reports from time to time.

Due to the country insularity and cost of traveling, the national SGP team has routinely practiced «quick capacity enhancement actions» every time the NC travels on a mission for a project identification, and monitoring visits, or final evaluations. These small workshops started in OP4 will be carried into OP5. They serve as multipurpose actions for grantees and potential grantees to get access to GEF SGP information, and where appropriate to train grantees in certain programme aspects.

To assist grantees setting project objectives and outputs, different avenues will be considered and implemented. One will be «results based approach workshops», to be implemented in partnership with UNFPA and UNDP CO. Local workshops will be also promoted; these are held on the main island (Santiago), usually in a government agency or CSOs office. These events are held upon request and when calls for proposals are launched.

Considering the country cost of leaving, as well as limited access to technology by some potential partners, vulnerable CBOs will be assisted (similar to planning grants) by the NC in selected islands.

These activities will be supported in part by the GEF Focal Points, Protected Area Directors, and the UNDP CO. A number of vulnerable CBOs will be supported using this module in each programme years. Grantees will additionally be assisted in outcomes and outputs refinement during grantee Orientations workshops, mentioned in the capacity building section above.

Table 4. M&E Plan at the Project Level

SGP Individual Project Level		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantees	Duration of project
Baseline Data Collection ⁴	Grantees, NC	At project concept planning and proposal stage
Two or Three Project Progress and Financial Reports (<i>depending on agreed disbursement schedule</i>)	Grantees, NC, PA	At each disbursement request
Project Workplans	Grantees, NC, PA	Duration of project
NC Project Proposal Site Visit (<i>as necessary / cost effective</i> ⁵)	NC	Before project approval, as appropriate
NC Project Monitoring Site Visit (<i>as necessary / cost effective</i>)	NC	On average once per year, as appropriate
NC Project Evaluation Site Visit (<i>as necessary / cost effective</i>)	NC	At end of project, as appropriate
Project Final Report	Grantees	Following completion of project activities
Project Evaluation Report (<i>as necessary / cost effective</i>)	NC, NSC, External party	Following completion of project activities
Prepare project description to be incorporated into global project database	PA, NC	At start of project, and ongoing as appropriate

GEF SGP global environmental benefits, which have been one of the major programme milestones over the years, will need to be continuously monitored. This process starts at the country level with an alignment of GEF focal areas with national priorities, which will then proceed to outcomes and national outputs.

Once grantee projects are being implemented, indicators will be monitored and compiled using different sets of information gathering systems. One will be the GEF SGP global database, another will be a «swift 1 page or less» summary of each grantee report submitted, and lastly, an electronic system (preferably excel format base) where project indicators and CPS indicators will be inputted for further portfolio analysis.

⁴ Capacity-development workshops and M&E trainings may be organized in relation to innovative techniques for community monitoring, including new technologies (i.e. GPS-enabled cameras, aerial photos, participatory GIS, etc.); as well as in response to guidelines for “climate proofing” of GEF focal area interventions; REDD+ standards; and/or other specific donor/co-financing requirements.

⁵ To ensure cost-effectiveness, project level M&E activities, including project site visits, will be conducted on a discretionary basis, based on internally assessed criteria including (but not limited to) project size and complexity, potential and realized risks, and security parameters.

Table 5. M&E Plan at the Programme Level

SGP Country Programme Level		
M&E Activity	Responsible Parties	Timeframe
Country Programme Strategy Review	NSC, NC, CPMT	Start of OP5
Strategic Country Portfolio Review	NSC, NC	Once during OP5
NSC Meetings	NSC, NC, UNDP CO	Minimum twice per year
Performance and Results Assessment (PRA) of NC Performance	NC, NSC, UNDP CO, CPMT, UNOPS	Once per year
Country Programme Review resulting in Annual Country Report ⁶	NC presenting to NSC and CPMT	Once per year
Financial 4-in-1 Report	NC/PA, UNOPS	Quarterly

6 Knowledge Management Plan

GEF SGP country knowledge management program aims to raise awareness amongst stakeholders and the general population in GEF focal areas. It will also work to influence decision makers towards favorable changes in environmental policies.

At the national level, key programme information will be shared with government agencies and donors, either through reports, local website, articles, and brochures. GEF SGP in partnership with UNDP CO, and GEF Focal Points will engage from time to time with key ministries in information sharing. Additionally, the program will organize a National Dialogue, a platform of information sharing, discussions and fundraising for GEF SGP Cape Verde.

Projects will be encouraged to provide information or to produce lessons learned which will be shared by others. Other than an initial grantee orientation workshop, there will be a grantee end of project workshop where information and best practices will be also promoted and shared.

Other knowledge management activities will be undertaken:

Environmental fairs – Production of banners, project case study articles, photo stories, brochures where key information can be quickly disseminated;

Exchange visits – Exchange visits will be promoted and demonstration sites will be selected for hand on learning;

Record keeping - Systematization and archiving of information to facilitate data access and retrieval;

⁶ The annual Country Programme Review exercise should be carried out in consultation with the national Rio Convention focal points and the associated reporting requirements.

Information analysis and synthesis - Analysis and synthesis of all materials produced, which in turn will become new sources of information and knowledge.

Dissemination - Sharing of knowledge using various formats, showing the best format, as well as the specific messages to specific target audiences.

Knowledge management materials to be produced:

- a. Three GEF SGP banners
- b. Proposal guideline document reviewed and updated
- c. Six exchange experiences workshop
- d. Two major National Dialogue forums held
- e. One GEF SGP information brochure
- f. At least three photo story per year
- g. At least three case study articles per year

7 Resource Mobilization Plan

In order to diversify the country financial portfolio, a fundraising strategy will be drafted in close collaboration with the NSC and UNDP CO. Specific activities will be undertaken to assure that funding sources are diversified and that it follows a cost recovery policy for co-financing within established guidelines.

The strategy will be an internal organizational instrument and indicator of programme strengths, weaknesses, and funding opportunities. It will be a 'live document' which will identify possible synergies and potential partnerships. Additionally, it shall delineate paths and plans towards programme sustainability.

Specifically the fundraising strategy will seek to:

1. Increase the programme funding base in order to strengthen and support GEF SGP activities; and
2. Increase the availability of financial resources to guarantee implementation of programme activities within and beyond the current operational phase.

Effective resource mobilization requires partner-specific approaches. Thus, the following guidelines should be considered:

- Promote GEF SGP through dissemination of program reports and lessons learned, using different media platforms;
- Promote relationship development and exchange of information with potential donors, in order to increase GEF SGP's transparency and credibility;
- Ensure that the Fundraising Strategy is in line with the established guidelines of the Resource Mobilization Tool Kit;
- Ensure that the UNDP CO, as well as CPMT, are aware of all fund-raising plans and activities;
- Check with CPMT as well as the SGP regulations before establishing partnerships; and
- Monitor and evaluate the program's resources mobilization procedures.

Country Map

