



The Global Environmental Facility Small Grants Programme

Country Programme Strategy

SOUTH AFRICA
Operational Phase 6 (2015-2018)



environmental affairs

Department:
Environmental Affairs
REPUBLIC OF SOUTH AFRICA

GEF SGP OPERATIONAL PHASE 6

2015 – 2018

OP6 RESOURCES

CORE Funds: US\$ 400,000

STAR Funds: US\$ 500,000

COMPACT Funds to be mobilised: US\$ 620,000

Other Funds to be mobilised: US\$ 1,000,000

Acronyms

ABS	Access and Benefit-Sharing
ACR	Annual Country Report
AMR	Annual Monitoring Report
ARC	Agricultural Research Council
BA	Baseline Assessment
C Plan	Conservation Plan
CATIK	Centre for Appropriate Technology and Indigenous Knowledge
CBD	Convention on Biological Diversity
CBNRM	Community Based Natural Resource Management
COMPACT	Community Management of Protected Areas for Conservation
CSO	Civil Society Organisations
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CPMT	Country Programme Management Team
CPS	Country Programme Strategy
DEA	Department of Environmental Affairs
DWAF	Department of Water Affairs
EPWP	Expanded Public Works Programme
FIMI	International Indigenous Women's Forum
FSP	Full-Sized Project
GEF	Global Environmental Fund
IKS	Indigenous Knowledge Systems
IKM	International Knowledge Management
KM	Knowledge Management
IPEN	International Program Evaluation Network
LEDET	Limpopo Economic Development, Environment and Tourism Department
PSDF	Provincial Spatial Development Framework
M&E	Monitoring and Evaluation
MAB	Man and Biosphere
MDP	Maloti-Drakensberg Park
MOA	Memorandum of Agreement
MoU	Memorandum of Understanding
NAMA	Nationally Appropriate Mitigation Actions
NAP	National Action Programme
NAPA	National Adaptation Plans of Action
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Coordinator
NCSA	National Capacity Self-Assessment
NDP	National Development Plan
NGO	Non-Governmental Organisation
NIP	National Implementation Plan
NPFE	National Portfolio Formulation Exercise
NSC	National Steering Committee
OP	Operational Phase
POP	Persistent Organic Pollutant
PSDF	Provincial Spatial Development Framework
RBO	River Basin Organisation
RRP	Reserve Renewal Project
SAHRA	South African Heritage Resource Agency

SANBI	South African National Biodiversity Institute
SAP	Strategic Action Programme
SARCHI	South African Research Chair Initiative
SCLC	Southern Cape Land Committee
SDGs	Sustainable Development Goals
SEED	Social and Environmental Enterprise Development
SGP	Small Grants Programme
SLM	Sustainable Land Management
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services
UniVen	University of Venda
US\$	United States Dollar
VBR	Vhembe Biosphere Reserve
WESSA	Wildlife and Environment Society of South Africa
WfE	Working for Ecosystems Programme
WHS	World Heritage Site

TABLE OF CONTENTS

1	SGP country programme - summary background.....	7
1.1	International and National Awards.....	8
1.2	Replication and Scale-Up.....	8
1.3	Lessons Learned.....	9
1.4	Situational Analysis.....	10
2	SGP country programme niche.....	11
2.1	National Priority Alignment.....	11
2.2	Synergy of SGP with other Programmes	13
3	OP 6 strategies	17
3.1	Cross-cutting OP6 grant-making strategies.....	17
3.2	Landscape-based OP 6 grant-making strategies.....	18
3.3	Grant-maker+ strategies	26
5	Monitoring & Evaluation plan	36
6	Resource mobilisation plan.....	39
6.1	Cost Recovery	40
7	Risk Management Plan	41
7.1	Key Risks	41
7.2	Risks tracking.....	42
8	National Steering Committee Endorsement.....	43
9	References.....	44

LIST OF FIGURES

Figure 1: The Vhembe Biosphere Reserve is located in the northern part of South Africa, in the northern part of Limpopo Province.....	19
Figure 2: Projects within the Vhembe Biosphere Reserve.....	21
Figure 3: Natural resource map of the VBR drawn by a local CBO, Dzomo la Mupo.....	22

LIST OF TABLES

Table 1: List of relevant conventions and national/regional plans or programmes.....	10
Table 2: SGP contribution to national priorities / GEF-6 corporate results.....	15
Table 3: Project typologies, which support the cross-cutting OP6 grant making strategies.....	23
Table 4 Consistency with SGP OP6 global programme components.....	30
Table 5: M&E Plan at the Country Programme Level.....	39
Table 6: Description of risks identified in OP6.....	42
Table 7: National Steering Committee endorsement.....	44

LIST OF ANNEXES

Annex 1: Baseline Assessment Report for the Vhembe Biosphere Reserve Landscape
Annex 2: Consultation and Scoping Report

1 SGP COUNTRY PROGRAMME - SUMMARY BACKGROUND

The GEF SGP South Africa has been operating since 2001 and over 100 projects across the country have already been supported. Close to US \$4, 2 million has been provided in grant-funding and co-financing (cash and in-kind) of over US \$8, 4 million. The independent evaluation¹ of the programme undertaken at the beginning of 2015, showed a clear linkage between the SGP and poverty alleviation, livelihood and employment creation and environmental conservation, with projects building capacity and catalysing income generation within communities. The programme benefited livelihoods in more than 1 584 households, mainly in the rural areas with an average of 6 people per household, thereby contributing to the national agenda of reduction of poverty through environmental conservation.

Within the SGP portfolio since 2001, biodiversity projects have dominated the distribution of projects by focal area standing at 50% of the 100 projects implemented thus far, followed by climate change at 23%, land degradation at 12%, multifocal projects at 10%, persistent organic pollutants at 3% and international waters at 2%. Key achievements include community conservation activities in 2 World Heritage Site and 2 RAMSAR Sites, more than 13 000 indigenous plants planted in important production areas and forests and over 550 000 ha of community conserved area and expansion of protected areas especially with the involvement of indigenous community, women and youth. This contributed to government's plan of expansion of protected areas and conservation areas. Over 122 indigenous plants including endangered species have been conserved. 3 sacred natural sites were registered with the South African Heritage Resources Agency (SAHRA) in Limpopo.

An excellent initiative recognized at the national level contributed to the conservation of endangered fynbos in the Western Cape, through the SGP supported Sustainable Harvesting Programme implemented by Flower Valley Conservation Trust, Cape Nature and the fynbos industry².

Through the climate change mitigation interventions in the past years, more than 400 households and 2 schools are utilizing the energy efficient technologies such as solar cook-stoves, solar lighting & PV and biogas digesters contributing to reducing their electricity costs, reducing the pressure from the national grid and reducing deforestation. Training and awareness on climate change and renewable energy reached over 10 000 people in rural and peri-urban communities. Improved knowledge of environmental issues provided input through e.g. parliamentary submissions and public consultative inputs, into key policy and legislative documents such as the Integrated Energy Plan, Climate Change Strategy, Waste Act, Agro-ecological Strategy, Parliamentary inputs on the Plant Improvement and Plant Breeder's Right Bills as well and 2 provincial policy decisions. SGP support through Earthlife in 2008 influenced the outcomes of the energy

¹Ronewa Consulting, March 2015. *Evaluation of Selected GEF SGP Supported Projects*

² The project contributed to the development of a Code of Best Practice for Wild Harvesters (with one for land owners to follow), with guidance on how to sustainably harvest different species of Fynbos (see: <http://biodiversityadvisor.sanbi.org/planning-and-assessment/plant-conservation-strategy/target-6/>)

and development planning process (from local to national level) by advocating for the removal of subsidies to inefficient and polluting sources of energy and supporting the introduction of mandatory codes and standards for energy efficiency as well as to adjust the targets for renewable energy.

Through land degradation projects, more than 9 600 hectares of communal land has been conserved and sustainably utilized for agricultural purposes. These agricultural projects have led to employment of over 100 people with one project exporting organic rooibos tea to 6 countries. The projects on elimination of persistent organic pollutants have influenced the national Waste Management policy through civil society inputs and created jobs for over 150 people selling over 50 tonnes of recyclable waste. The projects have contributed to improving capacities of more over 100 civil society organizations, in particular community-based organizations.

1.1 International and National Awards

Some of the initiatives have received national and international recognition for their work in community conservation efforts. SEED Awards were received by 2 SGP grantees, 1 UNDP Equator Award for Sustainable Land Management, 1 Global Leadership Award by the International Indigenous Women's Forum (FIMI), 1 Michel Batisse Award for Biosphere Reserve Management and 2 Women in Environment Awards by the national government. Five of the 6 awards were received by women, reflecting strong leadership and empowerment of women in environmental conservation. SGP funding has helped leverage or unlock additional funding support for a number of projects, in particular the newly established projects that may not have drawn attention yet from other programmes that have the same ground level focus as the SGP.

1.2 Replication and Scale-Up

While the SGP is a unique programme that can help contribute towards solving some of the environmental problems while ensuring sustainable livelihoods, much of the results generated from the small stand-alone projects will not add up to much if their results and impacts are not taken up to scale and/or replicated in the country. However, it should be noted that broader adoption of small projects remains a global challenge.

A project implemented by Biowatch (in partnership with Mupo Foundation and University of Cape Town) in 5 communities in the KwaZulu Natal Province promoting indigenous knowledge on seeds and food sovereignty is a good example of a replication and scale-up initiative. A similar project was implemented in OP4 by Mupo Foundation in the Limpopo province with 7 communities to recuperate indigenous seeds and revive sustainable agriculture and traditional systems supporting these projects. Similar projects on agro-ecology that have scaled up their interventions beyond SGP support include Southern Cape Land Committee (SCLC) work with over 750 farmers in the Eastern and Southern Cape regions as well as LIMA agro-ecological projects in the Eastern Cape and KwaZulu Natal provinces. The integrated community development plan developed by SCLC is now being used in other sectors by other municipalities in the Eastern and Southern Cape.

On climate change projects, the biogas digester project in Makgabetlwane Village in the North West province was replicated in another village in Jericho also within the North West province following the successful implementation in Makgabetlwane. This project has raised the interest of the provincial government who are keen on replicating it in other villages as well.

In OP6, an opportunity exists to go beyond grant-making and seek ways of scaling up and replicating successful experiences as well as promoting advocacy strategies to influence policy on environmental issues between communities and across provincial boundaries. Key to scaling up is linking small projects with the larger projects which enable them to become sustainable beyond the small grant activities.

1.3 Lessons Learned

Some of the key lessons learned in the SGP since it started, include the following:

Small community organizations have distinctive strengths: Despite the common perception that small non-profit organisations are weak or unsustainable in their operations, their accomplishments are often impressive. They have a higher level of community trust and are good at building networks within the community. They are committed to the work that they do, and they bring the voices of the communities to the table as advocates. The recent evaluation of the SGP in South Africa, pointed to the need to increase the number of projects by community-based organisations as opposed to other organisations that may be more removed from the communities themselves.

Reaching underserved communities: Working with communities allows the SGP to better reach the low income communities, usually in underserved communities or where other donors perceive them to be high risk. The risk-taking role of the SGP has enabled other organisations to mobilise additional and larger funding from government, private sector, foundations and from international donors.

Demand-led projects: The success of project activities is dependent on how well the implementers are able to tailor the activities to the current existing demands from the community and context where the activities take place. There were a few projects where the interventions were not responding to the community demands, indicating low levels of community participation in the planning or design of the project as a results of low levels of effort towards mobilising communities.

Capacity development: Through training activities and ‘learning by doing’ exercises, community members achieve an improved understanding with respect to community conservation. However, increased awareness will not likely lead to community mobilization or changes, unless training and capacity building are directly linked to or integrated with concrete and tangible results. Emphasis for future proposal evaluations should be placed on ‘learning by doing’ not only awareness building.

Economic co-benefits: It is usually when communities see the economic contribution or livelihood benefit of environmental assets that they will become active partners in environmental conservation. Successful projects are usually linked to economic and social co-benefits to the community as a result of the conservation project e.g. communities are able to generate an income from the sale of organic vegetables, sale of products made from recycled waste, honey and arts or craft.. Another benefit is that there are immediate positive impacts of community actions, such a cleaner water because pollution of water courses are addressed, and installing low-cost energy efficient or renewable energy technologies, that can significantly reduce their electricity bills.

Communication: Communicating the essential aspects of the programme as well as its results helps to enhance awareness, obtain stakeholder buy-in, and mobilise additional funding resources. Documentation and dissemination of SGP results, lessons learned, achievements and challenges for a wider audience and this

should be priority for OP6. Many projects have the potential to be replicable elsewhere. The section on communication below highlights the strategy that will be employed to improve communication on the programme, including reaching community organisations.

1.4 Situational Analysis

1.4.1 Major Partnerships & Existing Sources of Finance

Several funding agencies in South Africa working in the field of environment share a common niche with GEF Small Grants Program, and provide grant-funding support to NGOs and CBOs. These include government, for example, through the Community Adaptation Fund managed by SANBI from the Department of Environmental Affairs (DEA), the USAID-funded Resilience in the Limpopo Basin Programme (RESILIM) close to the SGP landscape, international development partners such as Finland, Australia and Japan, international foundations, and the private sector. Many donors now administer small grants themselves, while a few work through NGOs. The CPS provides an opportunity to engage in dialogue and cooperate with these agencies to build effective partnerships. Other key partners that need to be brought on board due to their significant roles in the OP6 priorities, include the Department of Agriculture, South African National Parks, the provincial reserves, and the Agricultural Research Council (ARC). The VBR NGO has the potential to be a major partner in the implementation of OP6 within the VBR, predominantly in the form of in-kind contributions.

It should be recognised that since 2001, the fundraising strategy for the SGP South Africa has been limited to grant funding from the GEF STAR allocation mobilized by the DEA. Thus at a programme level, no co-financing resources have been mobilized since commencement. However, at a project level, there has been significant co-financing with major project partners being the private sector, foundations, government and international donors. The co-financing ratio for every \$1 of grant funding has been an estimated \$1.5 cash co-financing provided by the project grantees themselves. Co-finance will come from the NGOs, CBOs, local communities, government, private sector or interested development partners and foundations.

Despite the financial support received from the GEF, there is a need for the programme to diversify its funding streams in the face of current dwindling GEF funds. South Africa as a middle-income country, is not attracting much international donor-funding, and therefore the SGP should also pursue funding contributions from the private sector donors, foundations, and government.

Non-funding technical support has been secured with a US based NGO, EcoCatalyst Foundation which has agreed to work together with the SGP to support capacity building mainly for community based organizations within the selected landscape. Agreed areas of support include proposal writing, financial management and monitoring & implementation. Another co-financing opportunity for OP6 exists with the GEF full-sized projects (FSP). The UNDP GEF implemented Sustainable Land Management (SLM) project is an opportunity that exists for the SGP to act as a delivery mechanism to implement community components of the project. SGP is assisting the UNDP CO in the coordinating the New World: Inclusive Sustainable Human Development Initiatives funded by Coca Cola and implemented by the UNDP Turkey. 3 projects to the value of US\$223,390 were approved for funding in 2016. SGP is also working closely with KwaZulu Natal Wildlife to support the replication of the Community Management of Protected Areas for Conservation (COMPACT)

initiative in the Maloti-Drakensberg Park (MDP) WHS. Funding resources to the mobilised for the implementation of the initiative is estimated at US\$620,000 for the period 2016-2010. This will be a transfrontier conservation initiative with the Sehlabathebe National Park in Lesotho, thus consultations are ongoing with the SGP Lesotho as the Park forms part of the SGP Lesotho landscape for OP6.

2 SGP COUNTRY PROGRAMME NICHE

2.1 National Priority Alignment

The South African National Government is committed to the global sustainable development and environmental conservation initiatives. The country is a signatory to and has ratified a number of multilateral environment agreements. In addition to these, the government has developed numerous policies and strategies that address issues relating to environmental conservation and poverty reduction. The ratified agreements and national policies and strategies are listed in Table 1 below. The CPS should ensure that the projects that are supported also contribute towards government priorities.

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

Certain Rio Conventions and national planning frameworks	Date of ratification / completion
UN Convention on Biological Diversity (CBD)	02/11/1995
National Biodiversity Strategy and Action Plan (NBSAP)	04 /01/2005
Cartagena Protocol on Biosafety to the Convention on Biological Biodiversity	29/01/2000
Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal	05/05/1992
Nagoya Protocol on Access and Benefit-Sharing (ABS)	05 /11/2011
UN Framework Convention on Climate Change (UNFCCC)	29 /08/1997
UNFCCC National Communications (1 st , 2 nd , 3 rd)	2000, 2011
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	01/2010
UN Convention to Combat Desertification (UNCCD)	30/09/1997
UNCCD National Action Programmes (NAP) s	2004
Stockholm Convention on Persistent Organic Pollutants (POP)s	4/09/ 2002
SC National Implementation Plan (NIP)	09/2012
GEF National Capacity Self-Assessment (NCSA)	Thematic analysis
GEF-6 National Portfolio Formulation Exercise (NPFE)	09/2011

Certain Rio Conventions and national planning frameworks	Date of ratification / completion
Strategic Action Programmes (SAP)s for shared international water-bodies ³	2003
Minamata Convention on Mercury	10 /10/2013
Madrid Action Plan for Biosphere Reserves	1995
South African National Rural Development Strategic Plan 2011 - 2014	2010
South African National Strategic Plan for Agriculture, Forestry and Fisheries 2014/14	2013
South African National Climate Change Response Strategy	2004
Energy Efficiency Strategy for the Republic of South Africa	2005
South African National Biodiversity Strategy & Action Plan (under review)	2008
South African National Development Plan (NDP) 2030	2013
Comprehensive Rural Development Programme	2009
Limpopo Conservation Plan (C Plan)	2013
Limpopo Provincial Spatial Development Framework (PSDF)	2016

Various programmes support government's comprehensive poverty alleviation and job creation strategy to stimulate diversified and sustainable economic development for low-income households and communities. Their focus is on the implementation of activities relating to social infrastructure, community development, enterprise development / income-generating activities and educational assistance to empower the poorest segments of society for their social upliftment. SGP can target specific components of such projects in order to complement and upscale these initiatives.

Civil society organisations play an active role in the implementation of government policies, and SGP projects may be described as 'policy in action', or 'testing ground level manifestation of policy'. SGPs can help to highlight benefits and failings of national policies, as they often focus on critical areas that are addressed in policies, yet have still to be implemented, or are partially being implemented. Hence SGPs, by virtue of being implemented at ground level, can generate lessons regarding the implementation of policies on the ground. As SGPs support environmental community-level projects for marginalised CBOs and NGOs, they can assist in bring the voices of such organisations into the policy discourse.

Workshops with SGP project participants, including CBOs, NGOs and other stakeholders, will allow for the identification and discussion of the lessons learned. An opportunity exists to partner with SANBI to share lessons learned on their adaptation projects implemented in Mopani District Municipality with lies adjacent

to the VBR. The difficulties, failings, and benefits resulting from the implementation of projects could contribute in meaningful ways to amendments to the various policies concerned. For example, land reform and biodiversity conservation are key issues of concern within the VBR. Guidelines for reform within areas of high biodiversity in South Africa have been developed. There is an opportunity for relevant SGP projects to contribute, practical information regarding land reform in areas of high biodiversity or case studies to national guidelines⁴. Information generated could directly inform land reform policies in South Africa.

SGP projects can also support organisations promoting civil-society dialogue or consultative processes during the development of a national, provincial or district level policy/strategy/plan. This can be done in consultation with the relevant government authorities. Other opportunities include supporting civil society consultative processes in preparation for and participation in international events such as the upcoming CITES COP 17 which will take place in South Africa in 2016, preparation for the UNFCCC COPs, UNCBD COPs and UNCCD COPs,

Another opportunity for complementary support may be through participation in the Limpopo River Basin Organisation (RBO). This organisation is comprised of government and community members of the Limpopo River Basin, which is a transboundary river basin. The communities involved in SGP projects within VBR, could participate and contribute findings to the Limpopo RBO. The RBO is directly responsible for providing input for policy development regarding transboundary water and river basin management.

2.2 Synergy of SGP with other Programmes

The UNDP country office Country Programme Document (CPD) 2013-2017 is guided, *inter alia*, by national policy, more specifically the National Development Plan: Vision 2030 which aims to eliminate poverty and reduce inequality by 2030. Climate change and greening South Africa's economy is one of the 4 programme areas of the CPD and the SGP contributes to this programme through community initiatives on climate smart agro-ecology initiatives, low-carbon energy access projects as well as a myriad of biodiversity initiatives. The SGP also directly contributes to the CPAP's Energy and Environment programme outputs and indicators related to Sustainable Energy for all, as well as Enhancing Biodiversity Management. The SGP can also contribute to the UNDP's efforts towards improving gender equality and empowerment. Despite the existence of clear areas of alignment to the UNDP's national priorities, the SGP currently is not integrated into the CPD and the CPAP and SGP reporting to the UNDP is currently done on an ad-hoc basis under the Environment & Energy portfolio. This lack of integration could partly be attributed to the 2011 joint review with government which recommended that the UNDP should reposition itself towards upstream policy support. The SGP's mandate is mainly downstream or implementation support to communities. In addition, the SGP is well positioned to support the country office's contribution to the implementation of the Sustainable Development Goals (SDGs) most notably the following 8 goals: Goal 1: No hunger; Goal 2: Zero Hunger; Goal 5: Gender Equality; Goal 7: Affordable and clean energy; Goal 8: Decent work; Goal 13: Climate action;

⁴ EcoAfrica (Pty) Ltd Environmental Consultants (2013). Draft Guideline Document for unlocking the economic potential of the land reform projects in areas of high biodiversity importance. Developed for The Land Reform Biodiversity Stewardship Initiative (LRBSI), The Department of Environmental Affairs, and the Department of Rural Affairs and Land Reform

Goal 14: Life below water and Goal 15: Life on land. Discussions are ongoing with the country office to integrate SGP into their planning as well as Monitoring & Evaluation reporting system.

An opportunity exists and discussions are underway for the SGP to work in synergy as well as in a supportive role to implement the community components of the UNDP GEF funded project entitled “*Securing multiple ecosystems benefit through Sustainable Land Management in the productive but degraded landscapes of South Africa*”. This is a 6year project with the objective of strengthening the enabling environment for the adoption of knowledge-based SLM models for land management in support of resilient livelihoods through capacity building, improved governance and financial incentives in the Karoo, Eastern Cape and Olifants landscapes. The initiatives that will support the reduction of land degradation in these landscapes include climate smart agro-ecology, land and ecosystem rehabilitation, which are in line with the SGP OP6 priority initiatives. In addition, interventions will focus on improved yields in ecosystem service provisioning, climate change resilience and improved livelihoods. CSOs/ CBOs are also targeted by the project through small grants and SGP has good experience and network of grantee-partners working in these landscapes.

Another opportunity exists for the SGP to partner with SEED, an international partnership founded by UNDP, UNEP and IUCN, which supports innovative small-scale and locally driven entrepreneurs who integrate social and environmental benefits into their businesses. The SGP, together with the NSC can identify a few SGP-supported projects within and/or outside the landscape area which can be offered enterprise development support. These can include projects showing good potential for employment creation and small-business growth potential.

There are a number of initiatives within the chosen landscape specially, namely the Vhembe Biosphere Reserve, which are working to achieve outcomes which are aligned with the SGP Strategic Priorities for OP6, including the VBR Demonstration Projects. There is potential for the SGP to provide complementary support and have synergy with many of these projects. The projects are funded by various actors, including government, private sector, NGOs and international donors. These initiatives are described in detail in the Baseline Assessment (BA), refer to Annex 1.

2.1.1 Government

Government funded projects which hold potential for complementary support and synergy include, *inter alia*, the following:

1. The Community Adaptation Small Grants Facility implemented by South African National Biodiversity Institute (SANBI) holds potential for synergy as it is aligned with the OP6 Strategic Priorities of climate smart agro-ecology.
2. The Adopt-a-River programme run by the Department of Water Affairs (DWA) holds potential for synergy as it is aligned with the OP6 Strategic Priorities of supporting community conservation initiatives.
3. The various Agricultural Research Council (ARC) agricultural projects hold potential for synergy as it is aligned with the OP6 Strategic Priority of climate smart agro-ecology.
4. The Reserve Renewal Project (RRP) run by Limpopo Economic Development, Environment and Tourism (LEDET) holds potential for synergy as it is aligned with the OP6 Strategic Priority of community conservation initiatives.

5. The Working for Ecosystems Programme (WfE), run by the Department of Environmental Affairs (DEA) holds potential for synergy as it is aligned with the OP6 Strategic Priority of supporting community conservation initiatives.

2.1.2 CBOs, Institutions and NGOs

Institution, CBO and NGO run projects, which hold potential for complementary support and synergy, include, *inter alia*, the following;

1. The Vhembe Biosphere Reserve (VBR) has the potential to be a suitable representative body to establish a sustainable development programme for the 1,5 million stakeholders within its area. The principles of Biospheres accord with the requirements of the Sustainable Biosphere Project (SBP). The VBR could contribute a positive role in ensuring a holistic and integrated implementation of the SBP funding by acting in a facilitation and co-ordinating role with CBO's selected for the SBP.
2. The University of Venda (UniVen) Centre for Indigenous Knowledge Systems (IKS) holds potential for synergy as it is aligned with the OP6 Strategic Priorities of community landscape conservation, specifically focused on conservation of IKS/living heritage.
3. UniVen's Centre for Rural Development and Poverty Alleviation is a valuable resource that can assist in meeting the challenge of poverty alleviation and socio-economic development. It is a multi-disciplinary centre devoted to research, teaching and outreach activities in all facets of rural development.
4. Research undertaken by the South African Research Chair Initiative (SARChI) concerning biodiversity value and change holds potential for synergy as it is aligned with the OP6 Strategic Priorities of community landscape conservation and the promotion of social inclusion.
5. The Dzomo la Mupo Foundation holds potential for synergy as it is aligned with the OP 6 Strategic Priorities of community landscape conservation and the promotion of social inclusion.
6. The Wildlife and Environment Society of South Africa (WESSA) EcoSchools programme holds potential for synergy as it is aligned with the ALL OP6 Strategic Priorities.
7. The Baobab Guardians programme holds potential for synergy as it is aligned with the OP6 Strategic Priorities of community landscape conservation and social inclusion.
8. The Tlangelani Youth Development Information Centre holds potential for synergy as it is aligned with the OP 6 Strategic Priority of promotion of social inclusion.
9. The Schoemansdal Environmental Education Centre holds potential for synergy as it is aligned with all the OP6 Strategic Priorities.
10. The Centre for Indigenous Knowledge and Appropriate Technology (CIKAT) holds potential for synergy as it is aligned with the OP6 Strategic Priorities of community conservation initiatives, specifically focused on conservation of IKS and living cultural heritage and the utilisation thereof for community upliftment.

Table 2: SGP contribution to national priorities / GEF-6 corporate results

1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	3 Briefly describe the SGP Country Programme (CP) niche ⁵ relevant to national priorities/other agencies ⁶	4 Briefly describe the complementation between the SGP Country Programme UNDP CO strategic programming
Community landscape conservation	<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society</i>	The niche of the SCP CP is the interface between national programmes and that of other “upstream” agencies, and the ground level. Good examples are the National Biodiversity Strategic Action Plan (NBSAP), which has to come to bear at ground level, and the application of SGs will assist here. The same applies to the Rural Development Strategy, as another example.	Alignment with UNDP Country Office (CO) Programme on Enhancing Biodiversity Management aimed at strengthening policy and institutional capacity for biodiversity management. Community participation in the management of protected area to improve livelihoods & employment is emphasised.
Innovative climate-smart agro-ecology;	<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>	SGP can support projects that can advance climate-smart agro-ecology, such as planting more drought resistant crops, etc.	Alignment with overall Climate Change and Greening South Africa’s Economy Programme. UNDP support is mainly towards upstream policy technical support for climate-resilient development strategies. Alignment with GEF full-sized project on sustainable land management
Energy access co-benefits	<i>Support to transformational shifts towards a low-emission and resilient development path</i>	The SGP can support projects that advance the strategic initiatives of national government, such as a project that promotes less wood fuel and / or reduce electricity costs while	Alignment with UNDP Sustainable for All (SE4All) Programme, which aims at, inter alia, scaling up the use of renewable energy technologies with the goal of creating

⁵ “Niche” refers to the role or contribution that the Country Programme is best fitted to perform and for which the other stakeholders agree with

⁶ Describe only for those OP6 Strategic Initiatives, which will be programmed by the SGP country programme

		generating sufficient energy for household needs. The selling of fire wood is destroying indigenous forests and trees.	income and generating employment, particularly for women, youth, disabled and people living with HIV.
CSO-Government dialogue platforms	<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	The SGP CP has a very important niche here. With proper knowledge management (gathering of information, and making it available), the “voiceless” can have a voice, and the CO can help to dispatch information relevant to the ground upstream.	No alignment.
Social inclusion (gender, youth, indigenous peoples)	<i>GEF Gender Mainstreaming Policy and Gender Equality Action Plan and GEF Principles for Engagement with Indigenous Peoples</i>	The SGP CP, by virtue of having a number of projects, can ensure social inclusion.	This is a cross-cutting element in all UNDP CO programmes. CO Draft Gender Strategy has recognised the contribution of SGP on gender mainstreaming for the country office
Contribution to global knowledge management platforms	<i>Contribute to GEF KM efforts</i>	Lessons learned from the GEF SGP can be packaged and effectively disseminated on suitable platforms, such www.dlist.org , that can be utilised to promote ground level, and ‘bottom-up’ dissemination and discussion of experiences.	UNDP CO participates in a number of global knowledge management platforms as well as community of practice, to which the GEF FSP also contribute.

3 OP 6 STRATEGIES

3.1 Cross-cutting OP6 grant-making strategies

The cross-cutting areas of capacity development, knowledge management, policy and planning, and CSO-government dialogue platforms, are now well-accepted to be critical and central to development initiatives, and the OP6 lends itself to serve these areas because of the diversity of projects outlined in the description of OP6 project typologies.

Due to weak capturing of overall results from the projects since the programme started in the country, focus will be made on developing knowledge management products that will support the programme’s communication and resource mobilisation efforts. This will be made possible with a small grant allocation for knowledge management.

On capacity development and networking for policy influence, SGP is investigating an interactive, low-technology, grassroots level information sharing solution that can capture information, allows for ongoing

discussion, and organise information so that it is accessible to those that can use it, be it at the horizontal level between projects, or informing policy or stimulating real-time CSO-government dialogue⁷.

3.2 Landscape-based OP 6 grant-making strategies

3.2.1 Selection of the landscape

The Vhembe Biosphere Reserve (VBR) in Limpopo Province was selected by the SGP National Steering Committee (NSC) in consultations with the national stakeholders as the landscape that will receive 70% of SGP funds in OP 6. The NSC is comprised of government, academia, non- NGOs, CBOs and private sector representatives. The VBR was selected through a selection process, which is outlined in the Consultation and Scoping Report for the Development of the SGP CPS⁸ for OP6, found within Annex 2. Some of the key drivers for selection of the VBR over other landscapes included the following: it is a previously neglected landscape with only 2 projects implemented since the SGP started, the nature of the ecosystem features represented in the landscape, the existing social infrastructure, the diversity of economic activities, the fact that it is of national and provincial priority and has existing community potential projects in them that could be entry points for the SGP.

3.2.1 Brief Overview of the VBR

The VBR was proclaimed in 2009 as a United Nations Educational, Scientific and Cultural Organisation (UNESCO) biosphere reserve as part of the UNESCO Man and Biosphere Programme. Biosphere reserves are areas of terrestrial, marine or coastal ecosystems that promote solutions to reconcile the conservation of biodiversity with its sustainable use. For this reason Biosphere reserves have been nominated by national government to be internationally recognised under the framework of UNESCO's Man and the Biosphere (MAB) Programme⁹. Despite international recognition, the Biosphere reserves remain under the sovereign jurisdiction of the countries in which they are located¹⁰. Biosphere Reserves (BRs) aid in understanding changes and interactions between social and ecological systems and generating management measures, which mitigate any conflicts, which may arise (UNESCO, 2015). There are currently three biosphere reserves in Limpopo, namely the Vhembe, Waterberg and Kruger to Canyons BRs, which contribute to the conservation of biodiversity. Figure 1 illustrates the location of BRs in Limpopo.

⁷ 'Lessons learned' from DLIST, a highly successful information sharing platform funded by a GEF MSP through UNDP that was later embedded in full-blown GEF projects, is being investigated

⁸ International Knowledge Management, 2015. Consultation and Scoping Report for the Development of the GEF SGP Country Programme Strategy for the 6th Operational Phase. GEF Country Programme Office

⁹ Munyai, T, 2014. South African National Biodiversity Institute Status of Biosphere reserves in South Africa, accessed 05.01.2015, <http://biodiversityadvisor.sanbi.org/wp-content/uploads/2014/08/42-Munyai-BiosphereReservesStatus.pdf>

¹⁰ UNESCO, Biosphere Reserves, accessed 16.02.2016, <http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/biosphere-reserves/>

Located in the northern part of Limpopo Province in South Africa, the VBR stands at approximately 30,000 km² in size, with the northern part bordering on Zimbabwe and Botswana and the eastern part bordering Mozambique. The VBR is one of eight Biosphere reserves in South Africa and one of three Biosphere reserves in Limpopo¹¹.

Three complementary and mutually reinforcing functions of a Biosphere reserve result in the area being zoned to include core areas, buffer zones and transition areas, as seen in Figure 1.

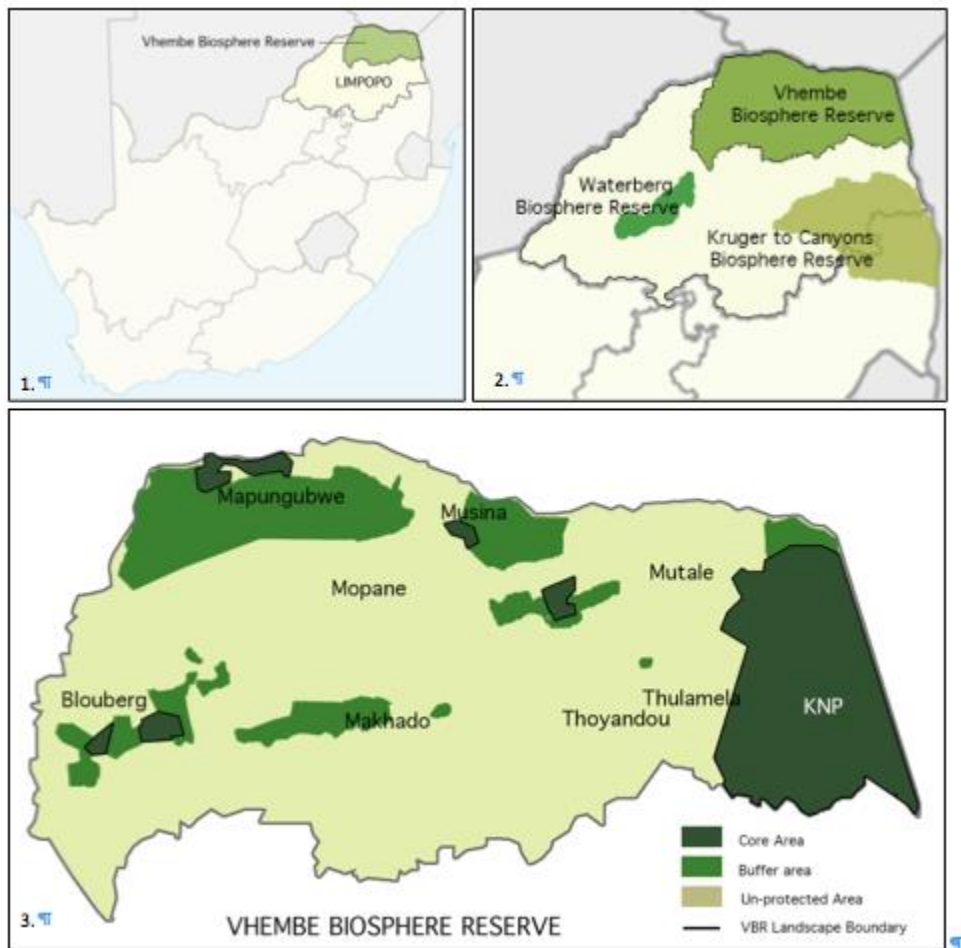


Figure 1: The Vhembe Biosphere Reserve is located in the northern part of South Africa, in the northern part of Limpopo Province

The core areas of the VBR comprise a strictly protected ecosystem that contributes to the conservation of landscapes, ecosystems, species and genetic variations. The buffer zone surrounds or adjoins the core areas,

¹¹ Biosphere reserves in South Africa include four in the Western Cape; namely Cape West Coast, Kogelberg, Cape Winelands and Gouritz Cluster, one in Gauteng; the Magaliesberg and three in Limpopo; namely Waterberg, Kruger to Canyons, and Vhembe

and is used for activities compatible with sound ecological practices that can reinforce scientific research, monitoring, training and education. The transition areas (areas which are not formally protected) are the part of the Biosphere reserve where the most activity is permitted, fostering socio-culturally and ecologically sustainable¹² economic and human development.

The VBR's landscape is topographically diverse, with plains, hills, mountain ranges and valleys. The Soutpansberg Mountains dominate the VBR, running from the west to the east for some 210 km, while the Blouberg Mountains and the Makgabeng plateau rise in the west¹³. The Soutpansberg and Blouberg Mountains are recognised as important centres of biodiversity and endemism.

The Limpopo River¹⁴ flows northeast along the northern border of the VBR. It flows along this portion of the South African border and then turns southeast, through Mozambique to the Indian Ocean. There are other major rivers from Vhembe district/VBR which feeds the Limpopo and should be recognised in their own right, for instance the Nzhelele and Luvuvhu Rivers. Limpopo Province is home to many sacred natural sites, of which two major ones are Thathe sacred natural site located at highest peak of Soutpansberg, and Lake Fundudzi. There are also highly sensitive intense ecosystems in these sacred natural sites, as well as catchment areas with wetlands and rivers running through the indigenous forests of Soutpansberg. Several wetlands in the Soutpansberg contain peat which dates back 12 000 years Before Present (BP)¹⁵.

3.2.1.1 Baseline Assessment

The Baseline Assessment (BA) was undertaken to describe the current state of the VBR landscape, specifically providing information relevant for the development of the CPS. Refer to Annex 1 for the complete BA report. The assessment was undertaken in consultation with a range of local stakeholder, civil society and community organisations and provincial government representatives (see list attached to the BA report).

Vhembe has beautiful mountain scenery and vast tracts of wilderness along the Limpopo River Valley. The landscape has a rich culture of the people living there and historic heritage sites. It also has a rich biodiversity with areas declared by the Limpopo Provincial government as critical biodiversity areas; however these fall outside the national and provincial protected areas with high potential for conservation. The landscape also has high potential for ecotourism with the presence of nature reserves, parks, heritage sites such as the Mapungubwe Cultural Landscape and a number of other cultural heritage sites. The northern part of the

¹² UNESCO, The Vhembe Biosphere Reserve, accessed on 05.01.2016, <http://en.unesco.org>

¹³ South African Research Chair in Biodiversity and Change, Drivers of Biodiversity in the Vhembe Biosphere Reserve, accessed on 26.01.2016, <http://vhembecosphere.org/sarchi/projects/drivers-biodiversity-vhembe-biosphere-reserve>

¹⁴ It is worth noting that the name of the Limpopo in the local TshiVenda language is Vhembe, after which the District and the Vhembe Biosphere Reserve are named

¹⁵ UNESCO, The Vhembe Biosphere Reserve, accessed on 05.01.2016, <http://en.unesco.org>

Kruger National Park lies to the eastern boundary of the landscape. The Limpopo River System is considered to be the life-blood of the landscape.

The main agricultural products found in the VBR include maize, citrus, mangos, avocados, bananas and macadamia nuts. Cultivated land is concentrated in the south-western and eastern parts of the VBR. Household income is generated from the sale of agricultural crops such as maize and on a small-scale, grain sorghum, millet, beans and groundnuts and fruits, selling of firewood as well as livestock.

There are numerous challenges in the VBR, with poverty ranking among the biggest challenges. Poverty is compounded by poor resource availability, land degradation and habitat destruction. Other major issues include unsustainable resource use, threatened/poor food security, insufficient biodiversity and heritage conservation, climate change leading to drought conditions and weak education and awareness of conservation. The eastern parts of the landscape, in particular within the Thulamela Local Municipality, is prone to foot-and-mouth (FMD) outbreaks, mainly due to its proximity to the Kruger National Park where contact between cattle and FMD infected buffalo is prone due to sharing of grazing and water resources due to drought conditions. Some CBOs consider the major challenge in the VBR to be the destruction of indigenous forest and rivers and wetlands. They also consider mining plans to pose a huge threat to the biosphere and to biodiversity, as well as to water resources.

There are a number of existing programmes, initiatives as well as current and potential in the VBR. The VBR has aligned itself on the following extract from the 1995 Madrid Action Plan for Biospheres, where it was stated that, “*To ensure environmental and economic sustainability, the focus is on **developing models** for ... Biosphere Reserves to serve as learning sites for ... **stakeholder communities** to work together to translate global principles of **sustainable development**...*”. The VBR is therefore promoting what it terms “Biosphere Projects” which are primarily aimed at job creation through the encouragement of projects demonstrating the principles of sustainable development and environmental conservation. The SGP will significantly assist towards addressing this need.

These projects respond to and serve to address challenges; however there is a definite need for skills development, capacity building and partnerships.



Figure 2: Projects within the Vhembe Biosphere Reserve

The Baseline Assessment can be revisited at some point, perhaps mid-way through the OP6, as there is a wealth of local knowledge embedded in CBOs, and this knowledge can be expected to grow through time as the SGP rolls out. A revised BA can become part of the knowledge management aspects and a monitoring protocol at landscape levels of the SGP programme in South Africa. The premise that local communities do have a great deal of knowledge has already been re-affirmed during the development of the BA and the CPS. Figure 3 below is an example of a natural resource map of the VBR drawn by a local CBO, *Dzomo la Mupo*:

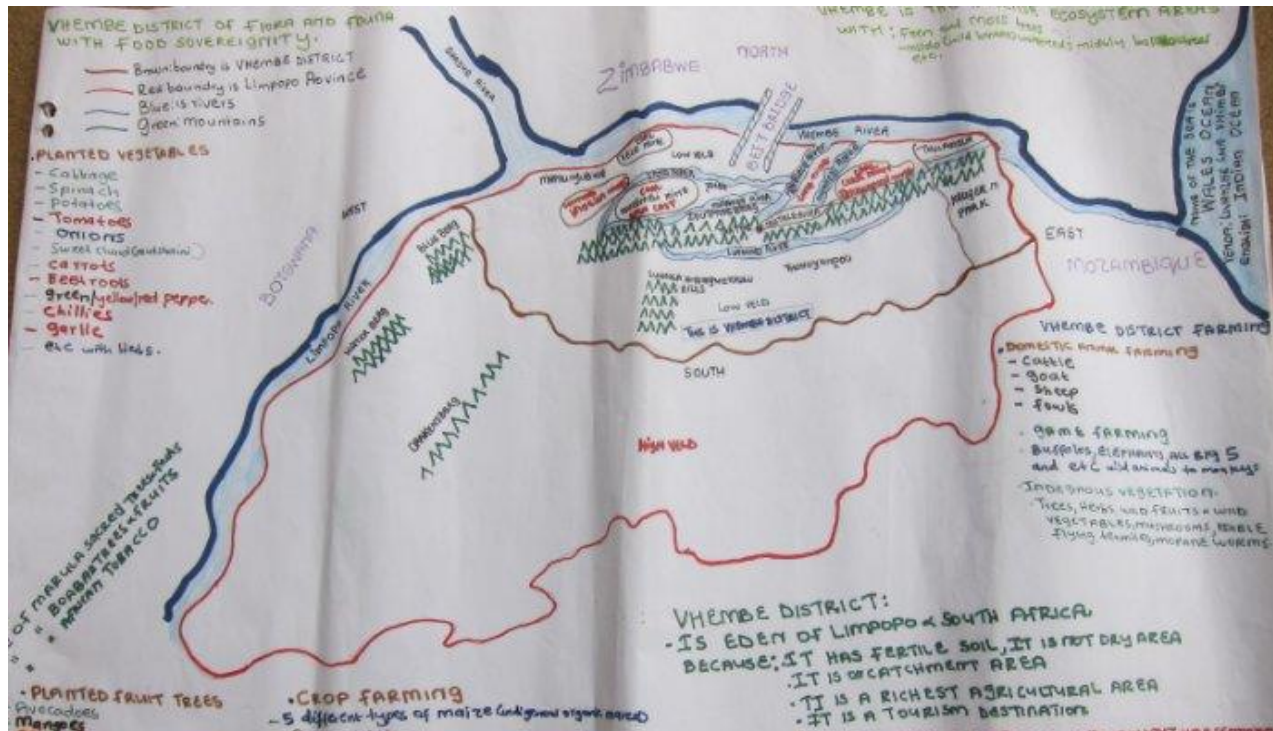


Figure 3: Natural resource map of the VBR drawn by a local CBO, *Dzomo la Mupo*

3.2.1.2 SGP Outcomes and Recommendations

Following national level consultations, the scoping phase and Baseline Assessment (BA), various project ‘typologies’ have been identified in order to guide SGP decision-making regarding financial support. The ‘typologies’ are in alignment with the SGP OP6 Strategic Priorities. It is recommended that projects should respond to the identified SGP priority areas and project typologies (see Table 3, below) as well as the key challenges identified in the landscape and should seek to align their strategy to address the priority issues of the VBR, government priorities and OP6 Strategic Priorities to produce outcomes which are effective at varying scales. Proposal should state how they will contribute to the outcomes below and indicators in Table 4.

These projects should demonstrate the improvement of resilience of production systems through development of sound biodiversity management and sustainable livelihoods activities with local communities as well as recognition of indigenous knowledge systems in the area. The successful implementation of the SGP in the VBR should contribute to the following key outcomes:

- Expansion of formally protected areas, sacred and heritage sites

- Sustainable agricultural practices for small-scale farmers and improved resilience to climate change risks such as drought, and erosion (including along waterways)
- Improved local people's knowledge and capacity on environmental conservation so they contribute to improving ecosystem resilience
- Improved conservation related-livelihood strategies to reduce poverty which contributes to environmental degradation
- Improved livestock and wildlife management for biodiversity conservation and reducing spread of foot-and-mouth and other diseases;
- Integrated indigenous knowledge systems as basis for conservation and preservation of the VBR
- Reduced rate of deforestation from firewood collection through improved energy access

A Case for Climate-Smart Agro-Ecology

The VBR is located in a region that is highly vulnerable to climate change, both in terms of rainfall and temperature. The region will likely experience decreased amounts of rainfall which is expected to have serious impacts on the water balance, affecting the largely rural population's dependence on rainfall for subsistence agriculture. Considering the enormous reliance that the population has on growing crops, it is only logical that the SGP should pay particular attention to climate smart agro-ecology initiatives, which includes planting appropriate crops such as those that are more resilient to climate variability, shifts in seasons, soil & water conservation, agro-forestry, drip irrigation and support for water harvesting techniques. This will require the transfer of the necessary relevant skills to CBO's and a body such as the EcoSchools programme could assist in this regard. Rehabilitation of degraded areas should also be encouraged, including of rivers, mountain slopes, indigenous forests and wetlands.

Table 3: Project typologies, which support the cross-cutting OP6 grant making strategies

OP6 Strategic Priority	National Priority	Typology of projects
Climate smart innovative agro-ecology	The National Priority is very much in line with the Government's priorities ¹⁶ . Furthermore, the Baseline Assessment shows that the chosen landscape is ideal for the implementation of climate smart innovative agro-ecology. The area is highly vulnerable to	<ul style="list-style-type: none"> • Projects that promote good agricultural practices based on soil and water conservation, aiming at enhancement of agro-ecosystem services (e.g. green backyard projects, growing food in public spaces, climate resilient seeds banks, drip irrigation, agroforestry, crop diversification, composting projects, etc.). • Projects that support community-level actions and civil society initiatives for integrated natural

¹⁶ The Government aims to achieve and create an ecologically, socially and economically sustainable agro-ecology sector that is globally competitive and contributes towards poverty alleviation, job creation, food security, economic development and climate change mitigation and adaptation

OP6 Strategic Priority	National Priority	Typology of projects
	climate change, a large proportion of the population is rural and dependant on subsistence agriculture, and there are ready partners to assist in this Strategic Priority.	resource management and sustainable land use / management to reverse and prevent land degradation (e.g. crop diversification and rotation, improved tillage, sustainable grazing practices, etc.).
Low carbon energy access	South Africa's climate change response strategy is structured around risk reduction and management, mitigation actions with significant outcomes (through sustainable application of energy saving activities), renewable energy and reduction of greenhouse gas emissions, facilitated behaviour change and behaviour change through choice. The South African Government pledges to reduce national greenhouse gas (GHG) emissions by 34% below business as usual by 2020 and 40% in 2025.	<ul style="list-style-type: none"> • Projects that support small-scale production of electricity from renewable energy and energy efficiency (e.g. Solar Photovoltaic - PV, biogas from digesters, energy efficient stoves, lighting, etc.). • Projects that lead to use of technologies or options that consume less firewood for cooking. • Community and civil-society based projects supporting conservation and enhancement of carbon stocks (e.g. tree planting). • Capacity development of NGOs and CBOs to develop and implement innovative low-GHG technologies at the local level (bio-digesters, solar lights and energy efficient stoves).
Promoting social inclusion	Employment creation, gender empowerment and poverty eradication are priority areas of the government of South Africa ¹⁷ , and this is reflected in the project typology. Furthermore, more innovative approaches to social inclusion can be pioneered. A <i>knowledge economy</i> refers to the use of knowledge to produce economic benefits, and the concept of social inclusion extends to involving	<ul style="list-style-type: none"> • Projects supporting equal participation of men and women, beneficiaries and in the project teams • Involvement of communities including youth and women and other disadvantaged groups in environmental conservation and livelihoods interventions. • Projects encouraging the participation of elderly people and tapping on their knowledge and experiences in environmental conservation. • Projects that will promote the sharing of knowledge, horizontal level debates within the chosen landscape (potentially can be extended to the country level), as well as vertical level debate and sharing, including and upstream flow of lessons learn to planners and decision-makers.

¹⁷ There is intensified involvement in the relevant areas of the Expanded Publics Works Programme (EPWP) particularly in relation to generating green jobs and eradication of poverty for local communities

OP6 Strategic Priority	National Priority	Typology of projects
	disadvantages communities in the knowledge economy ¹⁸ .	
CSO-government policy and planning dialogue platforms	Government has initiatives on capacity building and skills development of local communities in relation to environmental management.	<p>Projects involving the participation of CBOs and NGOs in development of Limpopo provincial, district and local environmental conservation-related policies & plans.</p> <p>Capacity building for local community governance on conservation issues through policy dialogue.</p>
Community Conservation Initiatives	Conservation and management of terrestrial and aquatic biodiversity to ensure sustainable and equitable benefits to the people of South Africa, now and in the future.	<ul style="list-style-type: none"> • Ecotourism projects. • Indigenous forest protection and tree planting to maintain ecosystem services, protect watersheds and soils. • Livestock management and restoration of grazing camps. • Projects that reduce threats to endangered ecosystems and species (e.g. promote eradication of invasive species). • Documentation of IKS in relation to conservation. • Projects that promote the participation of private landowners in the conservation of biodiversity. • Awareness raising and education at the community level about environmental and conservation issues.

Grant resources should be allocated to projects with emphasis on innovation combined with community empowerment and livelihood impact. Most importantly, grants will be awarded to projects that demonstrate that a community needs assessment has been conducted and ensuring that project goals and objectives are clearly linked to the identified needs.

¹⁸ The Limpopo Information Society and Knowledge Economy Plan which envisions transferring the Province from a resource-based economy to a *knowledge economy of the twenty-first century*. This would include rural populations that have been 'left out' in terms of access to information, and being part of knowledge-based debates and information sharing. It is entirely possible to explore a info sharing platform at the landscape level

3.3 Grant-maker+ strategies ¹⁹

3.3.1 CSO-Government Dialogue Platform

The SGP will report on the on-the-ground findings, at the grass roots level, which will allow for published findings regarding CSO. This will be distributed to the relevant governmental bodies, or consultancies responsible for developing national plans, policy and guidelines. CSO-Government Dialogue opportunities exist within the VBR. The CSO – Government Dialogue should be guided by the opportunities listed below:

1. Any opportunity to attend workshops, which may include national planners and policy makers, will be attended by the SGP NC, as well as representative of Civil Society as far as possible;
2. There should be strong dialogue with grantees as well as awareness raising regarding possible opportunities, and opportunities to engage with CSO or government should be sought, and thereafter maintained;
3. Where possible, support should be given to existing or establishment of CSO-government platforms on environmental or conservation-related policy issues or preparations for regional / international conferences.
4. Other opportunities to influence policy, and/or spread relevant information and lessons learned on the ground, should be pursued,
5. The SGP is investigating how the needs served by the above activities can be met in cost-effective ways that will also have lasting results (as opposed to workshops that generate reports that often are soon forgotten or misplaced).

3.3.2 Policy influence

Aside from the CSO-Government Dialogue Platform initiative, the SGP will explore available opportunities to inform and influence policy at all government tiers i.e. nationally, provincially and locally.

3.3.2.1 Provincial and Local Level

Policy Consultation Workshops often occur at a provincial and local level in Limpopo. Any opportunity to attend such workshops in order to share lessons learned and represent CSOs will be taken (e.g. Limpopo Environmental Outlook Stakeholder input and feedback workshops). There are networks and forums which also offer an opportunity to influence policy. Such networks exist within South Africa and offer opportunity to individuals to share stories and experiences (e.g. The Limpopo Wetland Forum - part of a national network of wetland forums).

3.3.2.2 National Level:

The NSC, the SGP Coordinator and project grantees can participate and showcase their work, where possible in national conferences led by e.g. Department of Environmental Affairs, Department of Agriculture & Rural

¹⁹ The OP6 Grant-maker+ strategies and related activities may either be outside of the selected landscape/seascapes, or promote partnership building, networking and policy development within the target areas

Development, etc. should there be such an opportunity, in order to contribute lessons learned and experiences gained regarding the SGP. The NC will also meet biannually with the Department of Environmental Affairs (DEA), who is the GEF Focal Point to share lessons learned and best practices.

3.3.3 Promoting social inclusion (mandatory)

OP6 will be conducted in a manner, which is in keeping with Principle 2 of the UNDP Social and Environmental Standards. The SGP will ensure that all activities, which are supported, are gender and age inclusive. The inclusion of women, men, the disabled, and youth, and their various needs, constraints, contributions and priorities will inform decision making when projects are chosen. It will be important that the proposals submitted show some degree of active involvement of the communities. Composition of the project execution team should also reflect active participation of both men and women. Women and youth-led projects will be prioritised. Wherever possible, video proposals will be encouraged for community organisations who struggle with expressing their project activities in written English format. As mentioned above, in OP6 the SGP will increase the portfolio of projects from community-based organisations as their ratio was very low compared to NGOs in previous phases.

Clear recognition of indigenous people and partnerships, which actively foster respect of indigenous peoples, will be sought i.e. projects to demonstrate how indigenous knowledge in the landscape will be tapped into. Furthermore adverse impacts and effects on indigenous peoples will be avoided at all times. Of particular relevance to the VBR, as presented clearly in the Baseline Assessment, is the importance of Indigenous Knowledge and the respect of heritage at all times. This is due to the strong living and cultural heritage in the area. Projects that encourage older people's skills and experiences or knowledge exchange with youth, will also be supported coupled with those that demonstrate a level of respect, protection, conservation of the existing living cultural heritage.

3.3.4 Knowledge management plan

The SGP learns a lot from its grantee partners, and the projects supported often generate new knowledge that can be used for learning and programme improvement. The SGP has a wealth of latent knowledge which has been accumulated through over 14 years of experience in the country through supporting community-based environmental conservation initiatives. The challenge is to build on these and to convert them from a latent into systematized. A range of knowledge-based instruments such as the project completion or final reports, annual monitoring report (AMR), project site visit reports, programme reviews – all furnish valuable platforms for systemic learning and sharing. Other products include photographs, stories, articles, annual reports and other publications from grantees, webpages, training manuals, policy papers, newsletters, short films and documentaries. However, these currently remain somewhat fragmented; the challenge of a knowledge management strategy is to achieve connectivity among them. For OP6, in order to strengthen knowledge sharing and learning processes, the following will be done:

- Help support civil society organisations in understanding the knowledge management requirement of the project proposal during project formulation so that the Knowledge Management (KM) activities are well captured in the project plans and activities.
- Reporting on knowledge management activities will be integrated into the progress reports and in particular the completion reports. The focus will be on distilling the major lessons learned.

- Agreements with grantees will be revisited to include specific knowledge management requirements. This will be done in consultation with UNOPS.
- A project budget allocation for knowledge management products will be integrated into the budget. The NSC may agree if there is a need to specify a percentage allocation on this e.g. 10% of total budget.
- Three annual knowledge sharing events will be organized during OP6 with grantee partners, including other civil society organisations and interested stakeholders such as government, UNDP, research organisations/academia, traditional leaders, private sector and development partners. The events will be organized with the selected landscape of Vhembe Biosphere Reserve.
- A publication documenting success, challenges and lessons learned from the implementation of SGP in the country will be developed and a video will also be produced in support of this publication for public dissemination.
- At the end of OP6, another publication will be produced to document successes and lessons learned from OP6 to inform planning for OP7. These documents will be shared with the SGP networks and the SGP global digital library.
- Programme pamphlets and brochures will be developed and /or updated.
- Individual best practice stories and video will also be uploaded onto UNDP SGP website and disseminated to the global digital library and to key stakeholders, e.g. the Department of Environmental Affairs, VBR, Limpopo provincial government and Vhembe district municipality for uploading onto their website or further dissemination.

3.2.5. *Communications Strategy*

Communication was highlighted as one of the key challenges of the SGP programme in the country during the 2014 independent evaluation. The programme's target stakeholders are CSOs that are usually based in the rural areas and current communication modes do not fully enable participation of community-based organisations which are in remote areas. This is mainly due to funding constraints to extend communication beyond national media to provincial or local media or to translate communication products into local languages. The current portfolio of the SGP projects has close to 90% of projects implemented by NGOs that are usually not located in the project area and 10% by CBOs. Thus improved communication, awareness and visibility of the programme would improve the number of proposals received from the CBOs thereby broadening the pool for the selection of projects.

The landscape approach provides an opportunity to address some of the communication challenges. Within the selected landscape, the SGP will work closely with the VBR to help disseminate programme-related information to the communities and key stakeholders. Information pamphlets on the programme, call for proposals, etc. will also be disseminated through the VBR and NSC members from the landscape, and if funding permits, these pamphlets will be translated to Venda which is a local language widely spoken in the VBR. Provincial and district media will also be used e.g. provincial newspapers and local radios. Relationships will be established with the key provincial departments in Limpopo, local municipalities, traditional authorities as well as research institutions such as the University of Venda as they are key to support programme implementation and success. Learning workshops with the CBOs within the landscapes will also be used as opportunities to enhance communication of the programme to the community.

Participating in other key national and international events such as SEED Award events, Women and Environment Conference, Arbor Day, World Environment Day in partnership with UNDP and UNEP, and other events where the SGP can participate or showcase its activities. The SGP will also continue to attend project-related events where an opportunity to showcase our work exists. Knowledge management products mentioned above will also be used to communicate our work and enhance the visibility of the SGP. A dedicated website for the SGP is also planned under the UNDP country office website and also linked with the Department of Environmental Affairs website. The SGP web-link will provide the public with relevant information they would require on the programme, including calls for proposals, strategy document/s, key best practice stories and lessons learned, videos and publications.

4 Expected results framework

The following table shows how the OP6 project components are consistent with the Country Programme Strategy.

Table 4 Consistency with SGP OP6 global programme components

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
<p><u>SGP OP6 Component 1:</u></p> <p>Community Landscape Conservation:</p> <p>1.1 SGP country programmes improve conservation and sustainable use, and management of important terrestrial ecosystems through implementation of community-based landscape approaches</p>	<p>Approx. 5 projects that promote community conservation focused on good management and sustainable use of important terrestrial and freshwater ecosystems. Target is to increase the amount of land for conservation purposes</p>	<p>Project typologies include:</p> <ul style="list-style-type: none"> - Promote restoration/protection of wetlands and rivers - River & wetland management projects - Planting of indigenous forests - Sustainable harvesting of medicinal plants - Livestock management projects - Projects aimed at conserving & registering of heritage sites - Restoration of indigenous forests 	<p>Hectares of landscape covered under improved community conservation and sustainable management systems</p> <ul style="list-style-type: none"> - No of people participating in conservation initiatives (gender disaggregated) - No of knowledge management products - No of heritage sites registered nationally or provincially - % increase in household income while sustaining/ 	<p>Individual project reports</p> <p>Site visit reports</p> <p>Annual Monitoring Report (AMR)</p> <p>CPS Review</p>

1	2	3	4	5
OP6 project components	CPS targets	Activities	Indicators	Means of verification
		<ul style="list-style-type: none"> - Beekeeping projects combined with income generation 	<ul style="list-style-type: none"> - conserving natural resources - No of livelihood enterprises supported 	
<p><u>SGP OP6 Component 2:</u></p> <p>Climate Smart Innovative Agro-ecology:</p> <p>2.1 Agro-ecology practices incorporating measures to reduce CO2 emissions and enhancing resilience to climate change tried and tested in protected area buffer zones and forest corridors and disseminated widely in at least 30 priority countries</p>	<p>Approx. 8 projects that promote good agricultural practices²⁰ based on soil and water conservation, aiming at enhancement of agro-ecosystem services combine with capacity building of small-scale farmers.</p>	<p>Project typologies include:</p> <ul style="list-style-type: none"> - Climate resilient seed banks - Agroforestry - Crop diversification and rotation - In field rain water harvesting - Improved tillage farming - Composting projects - Aquaculture combined with aquaponics - Integrating livestock into farming systems 	<p>No of farmer-leaders involved in successful demonstration of agro-ecological practices</p> <p>No of farmer organisations or groups disseminating improved climate smart agro-ecological practices</p> <p>No of local crop / seed varieties promoted</p> <p>% increase of food consumed by households produced on farm</p>	<p>Project reports</p> <p>Site visit reports</p> <p>AMR</p> <p>CPS Review</p>

²⁰ Where such practices may not be obvious, our Steering Committee (which includes individuals from the Agricultural Research Council), or stakeholders in the relevant provincial departments such as Agriculture and Rural Development and Land Reform (MRDLR) will assist

1	2	3	4	5
OP6 project components	CPS targets	Activities	Indicators	Means of verification
			<p>% increase in income generated from sale of surplus produce</p> <p>No of households benefiting from agro-ecology initiatives</p> <p>No of people employed (gender disaggregated)</p> <p>No of knowledge products produced</p>	
<p><u>SGP OP6 Component 3:</u></p> <p>Low Carbon Energy Access Co-benefits:</p> <p>3.1 Low carbon community energy access solutions successfully deployed in 50 countries with alignment and integration of these approaches within larger frameworks such as SE4ALL initiated in at least 12 countries</p>	<p>Approx. 3 projects on low-carbon energy access</p> <p>At least 15 households achieving energy access and achieve co-benefits</p> <p>At least 1 innovative project on energy access with locally adapted solutions demonstrated and upscaled / replicated</p>	<p>Projects may include:</p> <ul style="list-style-type: none"> - Biogas digester projects - Solar energy projects (cooking, heating & lighting) - Energy efficiency projects - Fuel farms 	<p>No of households using alternative energy sources and achieving co-benefits such as:</p> <p>Income saved from reduced energy and/or electricity use</p> <p>Reduced ill-health incidences caused by smoke inhalation</p> <p>Reduced rate of deforestation attributed to fuel-wood use</p>	<p>Project reports</p> <p>Site visit reports</p> <p>AMR</p> <p>CPS Review</p>

1	2	3	4	5
OP6 project components	CPS targets	Activities	Indicators	Means of verification
<p><u>SGP OP6 Component 4:</u></p> <p>Local to Global Chemical Management Coalitions:</p> <p>4.1 Innovative community-based tools and approaches demonstrated, deployed and transferred, with support from newly organised or existing coalitions in at least 20 countries for managing harmful chemicals and waste in a sound manner</p>	<p>2 projects targeting women, youth and disabled people in waste management or pesticides management.</p> <p>Projects which present innovative tools and approaches to pesticide management, solid waste management, heavy metals management, and local to global chemical management coalitions</p>	<p>Projects may include:</p> <ul style="list-style-type: none"> - Waste sorting & recycling - Wetland or river clean up initiatives - Chemical / pesticide avoidance in small-scale farming 	<p>No of community-based approaches to avoid / reduce chemicals and waste demonstrated or deployed</p> <p>No of people employed (gender disaggregated)</p> <p>Income generated from recycling activities</p> <p>Tons of waste avoided and recycled</p>	<p>Project reports</p> <p>Site visit reports</p> <p>AMR</p> <p>CPS Review</p>
<p><u>SGP OP6 Component 5:</u></p> <p>CSO-Government Policy and Planning Dialogue Platforms (Grant-makers+):</p> <p>5.1 SGP supports establishment of “CSO-Government Policy and Planning Dialogue Platforms”, leveraging existing and</p>	<p>1 project involving participation of environmental civil society in “CSO-Government Policy and Planning Dialogue Platforms”, to get a collective ‘voice from the ground’.</p>	<p>Projects include:</p> <ul style="list-style-type: none"> - Civil society consultative inputs into relevant national/provincial/ local policies - CSO consultative process for international conferences such as COPs, etc. 	<p>No of dialogue platforms initiated and/or CSO networks strengthened</p> <p>No of representatives per CSO groups involved (to include representation from women, youth, disabled people & farmers)</p>	<p>Annual status report on the platform, which provides activity statistics, and data on results</p> <p>AMR</p> <p>SGP Global Database</p> <p>CPS Review</p>

1	2	3	4	5
OP6 project components	CPS targets	Activities	Indicators	Means of verification
potential partnerships, in at least 50 countries		- Establishment or supporting existing CSO platforms (physical / virtual) to share lessons and provide policy input	No of policy inputs or submissions made	
<p><u>SGP OP6 Component 6:</u></p> <p>Promoting Social Inclusion (Grant-makers+):</p> <p>6.1 Gender mainstreaming considerations applied by all SGP country programmes; Gender training utilized by SGP staff, grantees, NSC members, partners</p> <p>Involvement of youth and disabled is further supported in SGP projects and guidelines and best practices are widely shared with countries</p>	<p>80% of SGP projects have a gender mainstreaming activities</p> <p>50% of projects have women/youth/disabled people as project leaders</p> <p>40% of projects encourage participation of youth/ women/ disabled/ indigenous people</p> <p>50% of NSC members are women</p>	<p>Projects that create opportunities for the participation of women / youth / indigenous people / disabled</p> <p>SGP supporting project proposal development, other applications, etc. for vulnerable groups</p>	<p>No of projects with 50% women, youth, disabled, indigenous people in project teams</p> <p>No of projects led by women, disabled people, youth, indigenous people</p> <p>No of projects including participation of elderly people or using their experiences and knowledge</p> <p>No of NSC members (gender disaggregated)</p> <p>No of people participating in SGP workshops (disaggregated by</p>	<p>NSC evaluation of proposals</p> <p>SGP Country Database</p> <p>Project reports</p> <p>Site visit reports</p> <p>SGP Global Database</p> <p>AMR</p> <p>CPS Review</p>

1	2	3	4	5
OP6 project components	CPS targets	Activities	Indicators	Means of verification
			gender, youth, disabled, indigenous people) No of vulnerable groups supported by SGP e.g. proposal development	
<p><u>SGP OP6 Component 7:</u></p> <p>Global Reach for Citizen Practice-Based Knowledge program (Grant-makers+):</p> <p>7.1 Digital library of community innovations is established and provides access to information to communities in at least 50 countries</p> <p>7.2 South-South Community Innovation Exchange Platform promotes south-south exchanges on global environmental issues in at least 20 countries</p>	<p>Connections between CPS and global priorities for the digital library and SSC Innovation Exchange Platform will remain an important consideration. A web-based platform is being considered that will also promote South-South exchanges and a limited South-North exchange also (will attempt 5% of two-ways information flow)</p>	<p>Develop interactive information sharing platform that has a strong emphasis on the CBO level, but linking with NGOs also, as well as a multi-sector database of users, have a digital library but also use social media, and pilot a ‘travelling film festival’</p>	<p>Targets and results of country innovations and projects shared and disseminated at the CBO level, the global level, and also along the vertical axis that involves all tiers of government</p>	<p>SGP Global Database</p> <p>AMR</p> <p>CPS Review</p> <p>Period report on the information sharing platform</p>

5 MONITORING & EVALUATION PLAN

Monitoring & Evaluation helps the SGP understand how its support to improve community natural resource management is making a difference and what is being achieved. This information can also assist the SGP in improving the design and delivery of the programme and its projects. Monitoring and evaluation will be carried out at 2 different levels i.e. at a programme level and at the individual projects level. At a programme level, the SGP NC will use CPS targets against the baseline information to track program progress and report on program achievements, including their impacts on the environment and community. This information will be communicated to the NSC during meetings or via emails. Annual Country Reviews (ACR) will be undertaken to see if the programme is on track or to review the CPS. An independent evaluation will be undertaken at the end of OP6 to ensure that the objectives of the strategy are achieved and this will also document lessons learned, best practices and recommendations for OP7. The recommendations will also be compared with the deliberations coming out of the CSO Extended Constituency Workshop (ECW) on SGP OP7. The evaluation report will be shared with relevant stakeholders through a workshop.

At the project level, grant recipients are responsible for collecting project level information that demonstrates progress and achievement of project outcomes. Local stakeholders, community members and indigenous people of the VBR will participate as much as possible in the M&E. Individual project objectives and outputs, will be set through participatory workshops and discussion with the NC. The following will be required from the grant recipients:

Project formulation: It is critical that the prospective organisations takes time in the planning of their project activities in consultation with the communities and develops realistic and achievable monitoring plans. These should not be developed as a donor-compliance checklist, but rather as a monitoring tool to help them track their progress and make adjustments accordingly. A 10% budget allocation towards M&E should be made by organisations.

Ex-ante Visits: The SGP team would undertake ex-ante visits on a risk basis to grant-requesting organizations upon grant approval by the SGP National Steering Committee (NSC) and prior to the signature of the Memorandum of Agreement (MOA) between the GEF SGP and the grantee. The site visit report will document the outcome of the visit, and if there are any issues of concern on the project these will be shared with the prospective grantee and the NSC for their decision.

Field monitoring visits: Every project should be visited at least twice in its lifetime, upon receipt of the first progress report from beneficiary organizations and during the following year or prior to completion/ final payment. NSC members are encouraged to join the SGP team during these visits as appropriate. The visits will ensure that the project activities are performed accordingly, or to note if there are any adjustments or implementation bottlenecks to be resolved.

Progress reports and final reports: Grantees should submit progress reports to the NC along with a financial report indicating evidence of costs for approval. The report should follow the requirements stipulated in the reporting templates. The reports should provide a forecast of resources needed in the following period and should be submitted by the grantee to the NC as a requirement for disbursement of

the next tranche. A final report will provide overall results achieved, outputs produced, and lessons learned. The final report should also include a final financial statement.

The SGP will also consider recruiting the services of an organisation (NGO or research institution) to support its monitoring and reporting activities on a retainer basis during OP6. Consideration will be given to using the VBR with its extensive membership, which includes specialists and experts that could assist in successfully implementing the SGP as well as IKM, who helped produce this Strategy as they also understand the landscape and milestones to be monitored. Independent evaluations will assist in the systematic documentation of best practices, and recommendations for dissemination. An evaluation will be made at the end of the OP6. The SGP will host capacity building workshops for CBOs and NGOs in the VBR, in partnership with EcoCatalyst Foundation. The workshops will, among others, assist organisations in understanding the monitoring requirements of the GEF SGP projects i.e. how to develop results framework, a work-plan and what needs to be monitored, including financial reporting.

Towards the end of OP6, the SGP will organise a workshop with programme grantees and other stakeholders in the landscape to share lessons learned and best practices in the implementation of projects. This will assist in identifying areas for improvement for the next implementation phase. It is anticipated that an innovative information sharing platform can disseminate information and promote exchange of ideas during project implementation and not only at the end. Furthermore local communities and CSO's will participate in exchange visits to facilitate community-based learning and knowledge exchange.

Aggregation of programme results will be done through the collation of information from the project completion reports. Grantees should select indicators which their project will contribute to from the results framework above and report on them during and at the end of the project. The aggregated information will form part of the GEF SGP OP6 Country Report to be uploaded onto the SGP website and circulated to stakeholders. In addition to that, the following will be undertaken for the aggregation of results of SGP Programme:

1. Annual CPS Reviews will be conducted by the NC, the NSC and the Country Programme Management Team (CPMT) in order to ensure that the implementation of the CPS is on track in achieving its outcomes and targets, and to take decisions on any revisions or adaptive management needs. The Review will be made against the achievement of indicators in Table 4 which show compatibility with SGP OP6 global results framework;
2. NSC Meetings for ongoing review of project proposals, project results and analysis will occur at a minimum of twice per year, one dedicated to M&E and adaptive management at the end of a grant year. The NC, NSC and UNDP will participate;
3. An Annual Country Report (ACR) will be undertaken to enable efficient reporting to the NSC and presented by the NC to the NSC, once a year;
4. An AMR will be undertaken and submitted by the NC to the CPMT, once a year, in July; and
5. The NSC, once per OP, will undertake a Strategic Country Portfolio Review. The review will be focused on lessons learned and adaptive management for strategic development of the Country Programme. Please see Table 5 below.

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

M&E Activity	Purpose	Responsible parties	Budget source	Timing
CPS elaboration	Framework for identification of community projects	NC, NSC, country stakeholders, grantee	Covered under preparatory grant	At start of OP
Annual CPS Review	Learning; adaptive management	NC, NSC, CPMT	Covered under country programme operating costs	Reviews will be conducted on annual basis ²¹ to ensure CPS is on track in achieving its outcomes and targets, and to take decisions on any revisions or adaptive management needs
NSC Meetings for ongoing review of project results and analysis	Assess effectiveness of projects, portfolios, approaches; learning; adaptive management	NC, NSC, UNDP	Covered under country programme operating costs	Minimum twice per year, one dedicated to M&E and adaptive management at end of grant year
Annual Country Report (ACR) ²²	Enable efficient reporting to NSC	NC presenting to NSC	Covered under country programme operating costs	Once per year

²¹ The CPS is a living document, and should be reviewed and updated as deemed necessary by the NSC on a periodic basis as part of the annual strategy review.

²² The country programme should be reviewed in consultation with the NSC members, national Rio Convention focal points, and the associated reporting requirements. The Annual Country Report should be presented at a dedicated NSC meeting in June each year to review progress and results and take decisions on key adaptive measures and targets for the following year.

M&E Activity	Purpose	Responsible parties	Budget source	Timing
AMR ²³ Survey (based on ACR)	Enable efficient reporting to CPMT and GEF; presentation of results to donor	NC submission to CPMT	Covered under country programme operating costs	Once per year in July
Strategic Country Portfolio Review	Learning; adaptive management for strategic development of Country Programme	NSC	Covered under country programme operating costs	Once per OP

6 RESOURCE MOBILISATION PLAN

As indicated above, the SGP needs to diversify its funding beyond the GEF SGP funds to deliver its mandate of supporting civil society organizations in implementing community-based environmental projects as well as to support its operations. The challenge to resource mobilization is that the financial constraints currently experienced by donors as a result of the economic meltdown in Europe and North America have seen significant cuts in donor funding worldwide. The middle-income status of South Africa also poses a challenge for donor-funding. US\$500,000 GEF STAR is allocated by the Department of Environmental Affairs, and an additional US\$400,000 is allocated from the GEF CORE funding. The total of US\$600,000 grant funding has to be mobilized from other sources e.g. private sector, government, foundations and development partners. COMPACT initiative in the MDP WHS requires US\$ 620,000 which can also be mobilised from UNESCO and other sources.

The resource mobilization strategy developed in 2015 outlines the following key areas requiring additional funding support:

- The need for improved communication, advertising, awareness and visibility around the SGP's work. This includes development of programme pamphlets, publications, videos and website development.
- Organising knowledge sharing and lessons learning workshops, particularly within the landscape as well as capacity development workshops in partnership with EcoCatalyst Foundation and

²³ The AMR Survey will essentially draw upon information presented by the country in the Annual Country Report (ACR) with few additional questions. It will enable aggregation of country inputs by CPMT for global reporting

SEED for enterprise development support. The target is to hold 3 knowledge sharing events (1 per year); 2 capacity building workshops per year and ongoing enterprise development support.

- The need for ongoing mid-term and close-out monitoring and evaluation of projects to enhance impact. Funding can also be used to identify an organisation e.g. academic institution to assist with ongoing monitoring and reporting of programme activities for the duration of the operational phase.
- Funds are required for scaling up and replicating innovative strategic projects, which have clear global environment benefits and impact on the livelihoods of the community in poverty focused areas. Such projects can be allocated the US\$150,000 strategic grant allocation. The target for OP6 is to implement 2/3 strategic projects.

As also alluded to in the earlier sections, an opportunity exists for the SGP to act as a delivery mechanism for the community components of the full-sized GEF project. The estimated funding allocation for the community activities is US\$700,000 for the project selected landscapes in the SLM Project. Technical resources support has also been secured with EcoCatalyst Foundation to support capacity building of CBOs mainly in the VBR. Project-level co-financing in the landscape area is also anticipated from the provincial government for projects which they will be supporting as well as from the VBR's ongoing demonstration projects. An opportunity also exists for the SGP to work in partnership with Coal for Africa, a mining company who signed a biodiversity offset agreement in 2014 with DEA and South African National Parks aimed at strengthening co-operation between the three parties towards the conservation and sustainable development of the Mapungubwe Cultural Landscape (MCL) World Heritage Site which is located on the north-western parts of the landscape. It is also aimed at maintaining the integrity of the site, and ensuring that the negative impacts of development are avoided, minimised or remedied in the pursuit of sustainable development.

Proposals which demonstrate cash or in-kind co-financing will be given preference as they have a better chance of ensuring project sustainability beyond SGP funding and indicate community ownership of the project. As part of the Grantmakers+ role, the SGP team as well as the NSC will continue to support communities in accessing other non-GEF funding or technical support opportunities through, e.g. helping them in completing application forms or proposals; informing them of other funding opportunities and informing possible funders of good performing projects that may seek financial support; inviting them to participate in events where they showcase their work to potential donors and network with them or accompanying them to events where they would need SGP support in co-presenting to potential donors or endorsing their successes.

6.1 Cost Recovery

In situations where SGP officials are involved in managing and delivering funds from donors, cost recovery mechanisms will be implemented. The particular donor will be informed in advance of the costs associated with fund delivery, as part of the cost recovery process. The SGP team including the NSC can be tapped to help communities and CSOs develop proposals to access other donors and funding facilities. The VBR NGO and other parties have shown a great interest in 'taking hands' with the SGP in exploring possibilities where the SGP and other parties can develop synergy.

7 RISK MANAGEMENT PLAN

7.1 Key Risks

The following table lists some risks as per template provided:

Table 6: Description of risks identified in OP6

Describe identified risk	Degree of risk	Probability of risk	Risk mitigation measure foreseen
Limited grant-funding for projects	High	High	Approach various donors, private sector, government and foundation to leverage partnerships.
Misunderstandings with tribal governance system	Medium	High	Respect existing governance structures and consult with key role players. Request letters of support from traditional leadership as precondition for funding / proposal requirement
Project located where land ownership and rights are complex	Medium	Medium	Ex-ante site visit by SGP team to project site and verify land ownership rights. Request lease agreement documents wherever possible
Misunderstandings with stakeholders, due to e.g. language barriers	Medium	High	Effectively implement communication plan and ensure iterative, meaningful stakeholder engagement. Translate programme pamphlets into Venda and engage services of a translator for workshops, where necessary
Social: Discontent of stakeholders	Medium	Low	Effectively use dialogue platforms and adaptive management strategy
Disproportionate allocation of projects between NGOs and CBOs	Medium	Low	Proposal review process by the NSC to consider the split and ensure that there is an improvement/ increase in the share of grant allocation for CBOs

Poor reporting of project results by community organisations	Medium	Medium	Sensitize / communicate reporting requirements to the grantee and undertake training workshops with them. Allow video capturing of their results through stories
Inadequate funds to support monitoring of individual projects (at least 2 visits per project)	Medium	Low	Ease of reaching projects within the landscape mitigates this by clustering the projects per visit to cut costs. NSC members within/ near the landscape can also assist in monitoring visits
Environmental risks associated with drought or project's negative impacts on critical biodiversity areas	Low	Low	The SGP NSC will review all proposals and screen any potential specific environmental risks at the individual project level.





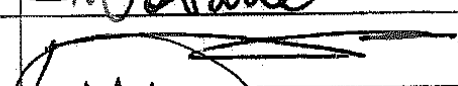


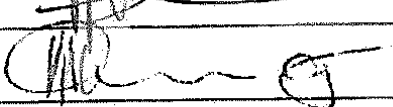
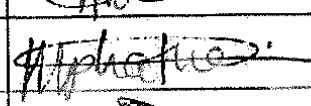


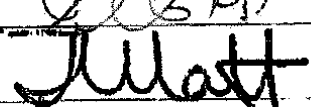

7.2 Risks tracking

Risks will be tracked during and throughout the implementation of the OP6 CPS. A report will be presented during the NSC meetings and CPS annual review. At that time the degree of risk, or probability of risk may be adjusted. Identified risks may also be removed and new risks added with appropriate mitigation measures identified. All changes, amendments and incidences will be included in the CPS annual review in order to allow for mitigation and management of risks through learning from the incidents.

8 NATIONAL STEERING COMMITTEE ENDORSEMENT

Note: The signature of endorsement at this point is for the complete and final CPS duly reviewed by the NSC and agreed as the guide to the implementation of OP6 by the SGP Country Programme.

Table 7: National Steering Committee endorsement

NSC members involved in OP6 CPS development, review and endorsement	Signatures
1. Dr. Shenaz Moola (Chairperson)	
2. Mr. Gilbert Mosupye (Deputy Chairperson)	
3. Mr. Stewart Green	
4. Dr. Mpho Nenwele	
5. Dr. Phokele Maponya	
6. Prof. Thandi Nzama	
7. Mr. David Magoro	
8. Dr. Kudakwashe Magwedere	
9. Ms. Mphatheleni Makaulule	
10. Mr. John Rosmarin	
11. Ms. Dorah Lebelo	
12. Ms. Janet Watts	
13. Mr. Abbey Legare	

9 REFERENCES

EcoAfrica (Pty) Ltd Environmental Consultants (2013). Draft Guideline Document for unlocking the economic potential of the land reform projects in areas of high biodiversity importance. Developed for The Land Reform Biodiversity Stewardship Initiative (LRBSI), The Department of Environmental Affairs, the Department of Rural Affairs and Land Reform, and the South African National Biodiversity Institute.

Evaluation of the Selected Global Environment Facility (GEF) Small Grants Programme (SGP) Supported Projects, 30 March 2015.

Global Environmental Facility Small Grants Programme (GEF SGP) Country Programme Strategy, South Africa, Operational Phase 5 (2011 – 2014) February 2014.

Annex 1: Baseline Assessment for the Vhembe Biosphere Reserve

Annex 2: Consultation and Scoping Report