

## SGP COUNTRY PROGRAMME STRATEGY FOR OP6

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2016-2019

### RWANDA

#### OP6 resources (estimated US\$)<sup>1</sup>

- a. Core funds: 600,000.00
- b. Other Funds: 400,000.00 (to be mobilized)

#### Background

The Global Environment Facility (GEF) Small Grants Programme (SGP) is a GEF flagship programme implemented by UNDP and executed by UNOPS in 125 countries worldwide since 1992. It provides non-governmental and community-based organizations (NGOs/CBOs) in developing countries with grants to enable them to tackle global environmental challenges while addressing local sustainable development needs. The maximum grant amount per project is US\$ 50,000.

The main focal areas of the SGP are conservation of biodiversity, climate change abatement, protection of international waters, reduction of the impact of chemical pollutants, prevention of land degradation, and sustainable forest management. More information on the programme can be found on <http://sgp.undp.org>

As a GEF corporate programme, SGP aligns its operational phase strategies to that of the GEF. In its 6th Operational Phase (OP6) which will be under implementation during 2015 to 2018, SGP has the following objective: **“to support the creation of global environmental benefits and the safeguarding of the global environment through community and local solutions that complement and add value to national and global level action”.**

To achieve this, each country is expected to prioritize and select from among four multi-focal strategic initiatives based on national priorities and following country level multi-stakeholder consultations. These are: i) Community landscape/seascape conservation; ii) Climate smart innovative agro-ecology; iii) low carbon energy access co-benefits; iv) local to global chemical management coalitions. The global strategy

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<sup>1</sup> The level of SGP OP6 resources is an estimated total of: (i) the GEF6 core grant allocation (to be reviewed annually by CPMT on the basis of performance, co-financing and strategic partnerships, demonstrated NSC commitment rates, and UNOPS delivery); (ii) approved STAR resources; as well as (iii) other sources of third party cost sharing & co-financing (country, regional and/or global levels). Note that countries with remaining OP5 balances that have not been pipelined, will be expected to use these balances in line with the OP6 strategic approach in order to be coherent in terms of SGP programming and results expected.

proposes three more cross-cutting strategic initiatives i) CSO-government policy and planning dialogue platforms; ii) Promoting social inclusion (gender mainstreaming, youth involvement and Indigenous Peoples Fellowships); iii) Global reach for citizen practice based knowledge programme (Digital library of community innovations; South-South community innovation exchange).

Two key elements will characterize SGP's implementation in OP6:

- the development of **landscape/seascape approaches** within countries to better focus grant-making and promote strategic programming and clustering of small grant projects with the aim to achieve greater impact and lead to synergies and opportunities for scaling up.
- the enhancement of SGP role as a **Grant-maker+** by strategically planning for the provision of services needed for achievement of greater portfolio impact. This may be done through selective use of capacity development grants as well as non-grant support services, networks and partnerships.

The purpose of this document is to provide a Country Programme Strategy (CPS) for Rwanda to the implement the OP6 (2016-2018).

## 1. SGP country programme - summary background

### 1.1 SGP Rwanda achievements

The Country Programme started in 2006 when the global programme was in its third operational phase OP3). Sixty three projects have been funded as of June 2016 for a total amount of 2,085,311 USD and a similar amount has been leveraged as co-financing (in kind and in cash).

In its first 5 years SGP Rwanda empowered CSOs to test innovative technologies and approaches and help mainstream environmental policies which were just adopted. Indeed, the programme successfully promoted new technologies/approaches which were later on replicated or up scaled into National programs and policies. One can mention: biogas and briquette as alternative to firewood or charcoal for cooking, promotion of bamboo planting for river banks lakeshores protection as well as for carbon sequestration, ECOSAN for sanitation and for organic manure, mushroom cultivation for food security and for climate change adaption, and the barefoot women engineers approach to promote solar energy.

In OP5 (20011-2015) the country programme introduced the geographic focus which limited the number of eligible Districts to 5 out of 30. Most of the projects were about replication or up scaling of best practices from previous phases in a multi focal area approach. Community-based participatory research was also introduced. Contribution to the Nyungwe National Park restoration through the removal of invasive and exotic species, human and organizational capacity building for a beekeepers union in the same PA, protection of the South Cyohoha catchment (Bugesera), the experiment of a sustainable agriculture model in the Cyamudongo wetland (Huye) and dissemination of 3 types of energy efficient cooking stoves have been the main OP5 achievements.

Soil conservation, sustainable agriculture, alternative energies and waste management in relation to international waters and/or to climate change dominate SGP Rwanda portfolio. Capacity building for civil society organizations, poverty alleviation and women's' empowerment have been cross cutting results for almost all SGP projects.

Focal Areas - Total	Number of Projects	Grant Amount	Co-financing in Cash	Co-financing in Kind
<b>Biodiversity</b>	12	521 940 USD	83 658 USD	251 100 USD
<b>Climate Change</b>	19	745 119 USD	111 071 USD	500 621 USD
<b>International Waters</b>	8	394 867 USD	21 000 USD	308 353 USD
<b>Multifocal Area</b>	1	50 000 USD	0 USD	8 000 USD
<b>Chemicals and Waste</b>	7	206 900 USD	64 500 USD	197 780 USD
<b>Land Degradation</b>	13	583 135 USD	75 000 USD	383 452 USD
<b>Climate Change Adaptation</b>	3	105 290 USD	40 000 USD	67 000 USD
<b>Total</b>	63	2 085 311 USD	395 229 USD	1 716 306 USD

In OP5, SGP Rwanda benefited from the partnership with different institutions, mostly:

- Districts' authorities: facilitated the work of CSOs in their respective Districts. The collaboration was greater in Bugesera, the District which benefited from 25% of OP5 projects.
- Nyungwe National Park authorities and the Wildlife Conservation Society (WCS): provided technical assistance to CBOs
- National Domestic Biogas Program (which cofounded all the biogas digesters)

## 1.2 Lessons learned

- Capacity building and improved coordination of CSOs are needed for a stronger engagement in the ENR sector;
- Partnerships with governmental entities (local authorities, projects line ministries and agencies) is paramount for projects and programme success and sustainability;
- Partnership between CSOs and organizations with the required experience and knowledge contribute to improved project M&E, CSOs' empowerment and knowledge generation and hence to increased potential of replication/up scaling;
- Geographic focus allows projects complementarity and synergy, therefore a greater impact.
- Projects need to be focused with a few number of activities for grant efficiency;

The above mentioned results, best practices and lessons learned can serve as foundation for effective implementation of SGP projects in OP6.

## 2. SGP country programme niche

2.1. Rwanda, a small mountainous country with an area of 26,338 km<sup>2</sup> and about 11 million of inhabitants, a population growing at 2.8% per year. It is the most populated country in Africa in relation to

its size (around 400hab/km<sup>2</sup>). The majority of its population (more than 85%) depends on agriculture and uses biomass energy (firewood and charcoal). Inappropriate agricultural practices, have led to pressure on natural resources especially forests, wetlands and land. Population growth also increases the quantity of waste which is not well managed.

Climate change is expected to increase vulnerability to existing environmental stresses mentioned above, thus putting additional burdens notably on the rural poor. Indeed, Rwanda is currently highly vulnerable to climate change as it is strongly reliant on rain-fed agriculture both for rural livelihoods and exports. Periodic floods and droughts already cause major socio-economic impacts and reduce economic growth in Rwanda. Impacts of climate change in Rwanda include: high degradation of arable land (erosion), desertification trend, lower lake levels and degradation of forests.

2.2 To address national and global environment related issues Rwanda has ratified global environmental conventions and has put in place a number of policies and law as shown in Table 2 below.

**Table 2. List of relevant conventions and national/regional plans or programs**

Rio Conventions + national planning frameworks	Date of ratification / completion
UN Convention on Biological Diversity (CBD)	29th May 1995
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2003
Nagoya Protocol on Access and Benefit-Sharing (ABS)	18th August 1998
UN Framework Convention on Climate Change (UNFCCC)	2005
UNFCCC National Communications (1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> )	?
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	N/A
UNFCCC National Adaptation Plans of Action (NAPA)	
UN Convention to Combat Desertification (UNCCD)	22nd October 1998
UNCCD National Action Programmes (NAP)	2006
Stockholm Convention on Persistent Organic Pollutants (POPs)	8th July 2002
SC National Implementation Plan (NIP)	2006
GEF National Capacity Self-Assessment (NCSA)	N/A
GEF-6 National Portfolio Formulation Exercise (NPFE)	N/A
Nile Equatorial Lakes sub-basins (NELSAP)	2002
Minamata Convention on Mercury	
Vision 2020	2000
EDPRS II	2013
Organic Law determining the modalities of protection, conservation and promotion of environment in Rwanda	2005
Sectorial policy on water and sanitation	2004
Environment and Climate Change sub-sector plan(2013 – 2018)	2010
Five years strategic plan for the Environment and Natural Resources Sector - 2014 – 2018	2013
Strategic Plan for the Transformation of Agriculture in Rwanda Phase III (2013-2018)	2013
Green Growth and Climate Resilience Strategy	2011

The Green Growth Strategy and studies (e.g. State of environment and outlook report 2016) have put emphasis on the importance for Rwanda to invest more in climate change adaptation than in mitigation since Rwanda has one of the lowest emissions per capita in the world ( $\approx 0.4$  t CO<sub>2</sub>e/person, compared to a global average of 6.7 t CO<sub>2</sub>e/person in 2005)<sup>2</sup>. Agriculture and energy have been identified as the two sectors contributing the most to greenhouse gases (GHG) emissions in the country and at the same time the most vulnerable to climate change.

Based on results of the multi-stakeholders Consultation and Scoping process SGP Rwanda's best niche for OP6 would be in supporting rural communities to restore their agro-ecosystems and increase their resilience to climate change by adopting climate smart agro-ecology and low carbon energy technologies. SGP will also up scale the recycling of organic solid waste into manure to support the agro-ecology initiative. It will also support CSO-government policy and planning dialogue, social inclusion and knowledge exchanges platforms as cross-cutting initiatives. All the initiatives will be implemented in an integrated approach as much as possible.

2.3. There are opportunities in the country for complementary and synergy of the selected OP6 strategic initiatives with UNDP and other UN Agencies as well as with the Government, NGOs and the Private Sector as shown in table 3.

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<sup>2</sup> State of environment and outlook report 2016

**Table 3. SGP contribution to national priorities / GEF-6 corporate results**

<b>1 SGP OP6 strategic initiatives</b>	<b>2 GEF-6 corporate results by focal area</b>	<b>3 Briefly describe the SGP Country Programme niche<sup>3</sup> relevant to national priorities/other agencies<sup>4</sup></b>	<b>4 Briefly describe the complementation between the SGP Country Programme UNDP CO strategic programming</b>
Innovative climate-smart agro-ecology; Community landscape/seas cape conservation	Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)	<p><b>SGP niche:</b> promotion of innovative climate smart agro ecology practices in the selected landscape; generate knowledge for further replication/upscaling.</p> <p><b>RAB/Crop Production and Food Security Programme</b> Seeks to increase the efficiency and effectiveness of agriculture extension services in the areas of crop production, crop protection, and postharvest activities. The programme also implements strategies to prevent and control plant diseases, insects, and pests. Additionally, it ensures and monitors activities of production, control and trade of selected seeds.</p> <p><b>RAB /Land Husbandry, Irrigation and Mechanization (LIME)</b> 3 objectives •Protection of hillsides and wetlands against soil erosion and floods, •Restoration of Soil fertility, •Improvement of land productivity</p> <p><b>RAB/Government Funded Irrigation (GFI) -Immediate Action Irrigation (IAI)</b> The main goal of the project is the intensification and modernization of agriculture to successfully avoid dependence on rain-fed agriculture in the driest part of the country.</p> <p><b>RAB/One Cow per Poor Family Pro-gram “GIRINKA”</b> The program was set up with the central aim of reducing child malnutrition rates and increasing household incomes of poor farmers.</p>	<p><b>UNDAP/ Result area 1: inclusive economic transformation Outcome</b> <b>Outcome 2.1:</b> Diversified Economic Base Allow Rwandans To Tap Into And Benefit From Expanded International, Regional And Local Markets, and Improved Agriculture Value-Chains. <b>Outcome 3.1:</b> Rwanda Has In Place Improved Systems For: Sustainable Management Of The Environment, Natural Resources And Renewable Energy Resources, Energy Access And Security, For Environmental And Climate Change Resilience.</p> <p><b>UNDP/REMA (GEF-FSP): Forest Landscape Restoration in the Selected Districts of Southern province</b> Outcome 3: Resilience of agriculture and livelihoods increased in area covering 96,000 ha:</p> <p><b>UNDP/REMA Supporting Ecosystem Rehabilitation and Protection for Pro-poor Green Growth</b> The programme supports innovative approaches to restore and conserve fragile island and wetland ecosystems, promote the sustainable management of natural resources.</p>

<sup>3</sup> “Niche” refers to the role or contribution that the Country Programme is best fitted to perform and for which the other stakeholders agree with

<sup>4</sup> Describe only for those OP6 strategic initiatives which will be programmed by the SGP country programme.

	<p>These goals are directly achieved through increased access to, and consumption of milk, by providing poor households with a heifer. The program is crucial to addressing the fundamental needs of those parts of the country that are critically food insecure.</p> <p><b>RAB/Agriculture Management and Information System</b> An online exchange platform</p> <p><b>REMA Impact of fertilizer use in Rwanda (Rweru - Mugesera wetland complex).</b> A study showing the negative impacts of chemical fertilizers in lakes and wetlands of Bugesera</p> <p><b>Rwanda Soil Health Consortium (RWASHCO)</b></p> <ul style="list-style-type: none"> <li>• Research and product development</li> <li>• Extension, training and Market Access</li> <li>• Policy advocacy and communication</li> <li>• Monitoring, evaluation and resource mobilization</li> </ul> <p><b>The Rwanda Organic Agricultural Movement (ROAM)</b> A National Umbrella Organization which unites producers, farmers' organizations, processors, exporters companies, importers companies, institutions and organizations which are greatly involved in or support organic production, processing, marketing and export in Organic sector in Rwanda. ROAM's vision is "Increased incomes and improved livelihoods in RWANDA through adoption of Organic Agriculture".</p> <p><b>POSADA Ltd. Co</b> Promoting Organic and Sustainable Agriculture Development in Africa (POSADA) as a sustainable way of achieving communities' better health and sustainable development through consistent production and supplying systems which are environmental sounds and enhancing food safety and security while increasing incomes to growers' families, for both present and future generations.</p> <p><b>Lake Victoria Environmental Management Project Phase II (LVEMP II)</b> A regional project that works to improve the environmental management of selected degraded sub-catchments for the benefits of communities who depend on the natural resources of the Lake Victoria</p>	<p><b>FAO-IFAD</b> <b>Climate Resilient Post-Harvest and Agribusiness Support in Eastern Rwanda Project</b> 2 components:</p> <ul style="list-style-type: none"> <li>• Capacity development and business coaching for cooperatives, farmers' organizations and small and micro-enterprises involved in delivering produce to market</li> <li>• Support for agribusiness investment in climate-resilient drying, processing, value addition, storage, logistics, distribution and other post-harvest activities that reduce product losses and increase incomes.</li> </ul> <p><b>FAO/IFAD/MINAGRI</b> <b>Kirehe Community-based Watershed Management Project (KWAMP)</b></p> <ul style="list-style-type: none"> <li>• creating strong district, watershed and farmer-based institutions capable of sustaining efficient and non-destructive agricultural and livestock production</li> <li>• empowering small-scale and landless farmers to plan and implement sustainable market-led investments jointly with the private sector</li> <li>• developing 2,000 ha of irrigated land, protecting and intensifying about 20,000 ha of cultivated catchment area, and providing cattle and goats for animal solidarity chains</li> <li>• rehabilitating feeder roads to improve links between farmers and markets</li> </ul> <p><b>ITC/ Boosting the international competitiveness of SME clusters</b> enhance the capacities of SMEs to enable them expand operation</p> <ul style="list-style-type: none"> <li>- improve value addition by setting up a packaging facility serving the needs of SMEs</li> <li>- differentiation of Rwandan exports through</li> </ul>
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		<p>Basin in Rwanda.</p> <p><b>JICA Rwanda</b></p> <ul style="list-style-type: none"> <li>• Rice Development strategies.</li> <li>• Irrigation strategic planning advisory services (Sept 2011 - Sept 2013)</li> </ul>	certification of SME's on key standards such as ISO 22000 <ul style="list-style-type: none"> <li>- facilitate access to trade intelligence aimed at improving SME business development</li> <li>- create business linkages between Rwandan SME's from the selected sectors with regional and international markets.</li> </ul>
<b>Energy access co-benefits</b>	Support to transformational shifts towards a low-emission and resilient development path	<p><b>SGP niche: Barrier removal for improved cooking stoves use</b></p> <p><b>National Domestic Biogas Program (NDBP)</b> started way back in 2007 (Phase I) The program objective was to develop a commercial and sustainable domestic biogas sector, substituting firewood with biogas for cooking and increasing agricultural production through provision of bio-slurry as a fertilizer.</p> <p><b>The National Program for improved cook stoves (ICS)</b> in rural areas of Rwanda is implemented by the Government of Rwanda with an objective of increasing biomass efficiency</p>	<p><b>A toolkit for the development of smart green villages in Rwanda, 2015</b></p> <p>Provides guidelines for Smart Green Village implementation</p>
<b>CSO-Government dialogue platforms</b>	Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks	<p><b>SGP niche: establishment of a CSO-governement dialogue platform</b></p> <p><b>Environment Sector working group</b></p> <p>Technical working forum through which the GOR and stakeholders meet to discuss sector and cross-sector planning and prioritization according to strategic plans and development programs. The environment Sector Working group is co-chaired by the Permanent Secretary of the relevant line ministry and a representative from the lead donor agency (currently UNDP).</p> <p><b>High level Policy Dialogue on Rwanda's Green Growth and Climate Resilience Strategy</b></p> <p>Brings together a broad range of stakeholders to evaluate the progress made by the country since it adopted the "Green Growth and Climate Resilience Strategy" (GGCRS) in 2011.</p>	<p><b>Strengthening Civil Society Organizations for Responsive and Accountable Governance in Rwanda</b></p> <ul style="list-style-type: none"> <li>• To strengthen the capacities of local CSOs enabling them to hold the public and private sectors to account as well as to advocate for the rights of all Rwandans;</li> <li>• To enhance the realization of human rights, gender equality and social justice;</li> <li>• To strengthen the role of CSOs in social economic development;</li> <li>• To establish more effective citizen engagement facilitated by the CSOs</li> </ul>

### 3. OP6 strategies

#### 3.1. CROSS-CUTTING OP6 GRANT-MAKING STRATEGIES

As per the GEF SGP global OP6 strategy, up to 30% of the country programme resources will be allocated to projects out of the landscape<sup>5</sup>. From national consultations, four projects ideas have been proposed. These are:

- **Knowledge fair on agro-ecology**

For a majority of national CSOs agro ecology might be a new concept though they have been implementing some of its components. The knowledge fair will be a workshop where existing best practices, information and knowledge about agro-ecology in Rwanda and out of Rwanda will be shared. The objective is to inform participants on the state of agro ecology in the country and inspire national CSOs on what can be done in their respective areas of interventions before applying for grants the selected Landscape. It will also be an opportunity for networking. As part of the South-south cooperation, organizations from out of Rwanda will be invited to share their best practices, challenges and existing opportunities for funding.

- **Establishment of an Environmental CSOs – government dialogue**

Since 2014 the Ministry of Environment and Natural Resources (MINIRENA) organizes a High level Policy Dialogue on Rwanda's Green Growth and Climate Resilience Strategy. It brings together a broad range of stakeholders including CSOs. However the participation of the later is very low. The environmental CSO-government policy dialogue will involve a larger number of national and international CSOs. It will be for them an opportunity to assess their contribution to the ENR sector, their weaknesses and the challenges they face and venues for a stronger engagement. Together with the government they will put in place mechanisms allowing CSOs to inform and influence policies in a more coordinated way. SGP will support the establishment of the dialogue and will mobilize funds for its sustainability.

- **Composting project**

In OP4 SGP has supported a composting project and it was found that the composting process can last six months. To ensure the availability of organic manure for the agro ecology program, SGP will provide a grant for domestic waste composting using technologies that accelerate the process (e.g. vermicomposting...). The project could be out of the landscape in case of insufficient waste in Bugesera.

#### 3.2 LANDSCAPE/SEASCAPE-BASED OP6 GRANT-MAKING STRATEGIES

The selection of the landscape for OP6 implementation was done in consultations with GEF SGP stakeholders at national level through focus group discussions and meeting with representatives of key institutions. Around fifty people were hence consulted. These include: members of the National Steering Committee (NSC), SGP grantees, representatives of UN Agencies including UNDP, members of the

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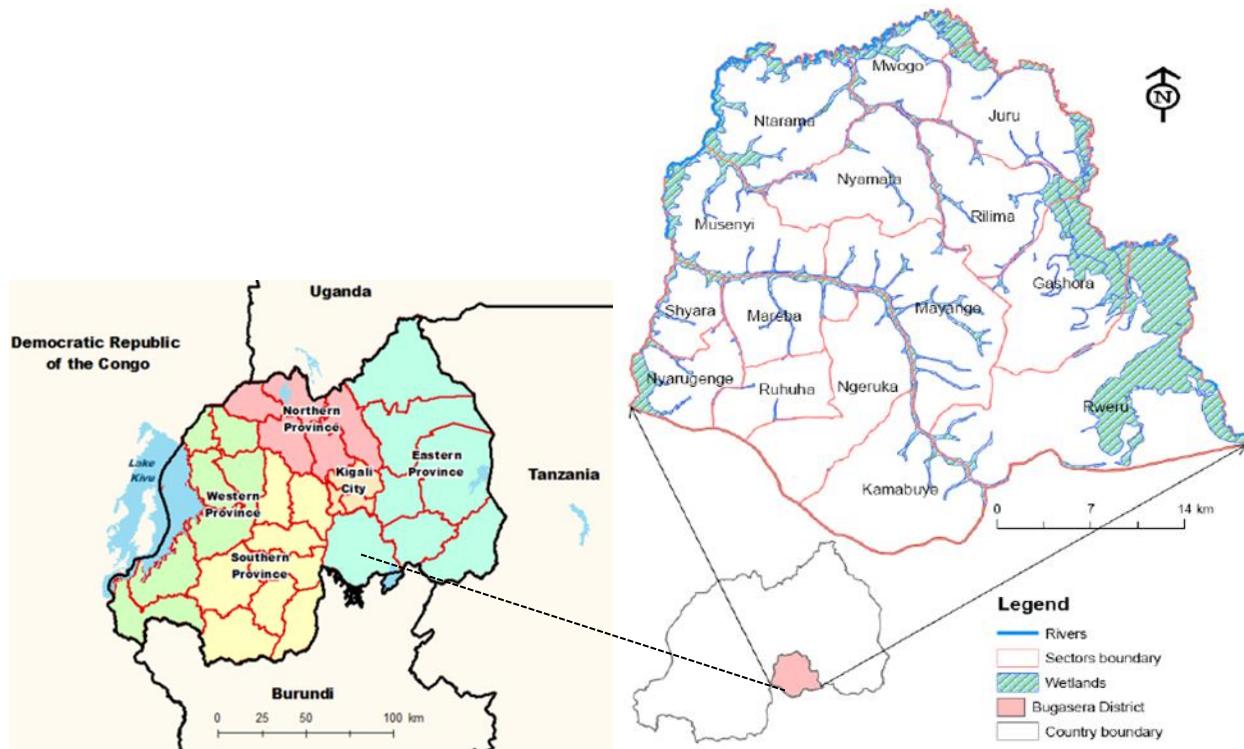
<sup>5</sup> In OP6 cross-cutting projects outside of specific landscape/seascape areas of focus may utilize up to 30% of the SGP OP6 grant allocations (Core and STAR) once the criteria for prioritization and selection of such projects are agreed upon.

academia from the National University, representatives of key ministries (ENR, Agriculture), and representatives of national and international NGOs, Districts authorities...

A consensus from stakeholders around Bugesera as the OP6 landscape was easily reached for the below reasons: adaptation to climate change is a priority for Rwanda and the major Climate changes effects in Rwanda are floods, landslides and drought. However it is difficult for CSOs to afford floods and landslides management since most of the time it requires community relocation and is therefore more expensive. On the other hand communities can mitigate more easily the impact of periodic drought and progressively restore the functionality of the agro-ecosystems at low cost if their capacities are enhanced.

According to NAPA the eastern and southern provinces are most vulnerable to drought risks whereas the northern and western provinces are most vulnerable to intensive precipitation, floods and erosion as climate change effects. The Districts of Bugesera, Nyagatare, Gatsibo, Kayonza, Ngoma and (Eastern Province) and the eastern parts of Nyanza and Gisagara (Southern Province) are most prone to drought. Among all these Districts Bugesera is the one with a high number of SGP projects. Therefore OP6 would be an opportunity to strengthen achievements of previous phases. In addition, , since agro-ecology is almost a “new concept” for CSOs in the country, the accessibility of Bugesera will increase projects visibility, therefore the potential for knowledge sharing, replication, scaling up and policy influence. Moreover Bugesera has a higher number of water bodies which can be exploited by communities for food production in dry seasons.

**Fig. 1. Map of Bugesera District**



After the selection of a landscape, a baseline assessment has been conducted to collect information about the current state of the landscape: key challenges, key actions and plans underway, opportunities for community and CSO actions and relevant stakeholders within and outside the landscape who need to be involved and play a role. The baseline assessment processes included community consultations, and a range of stakeholders in Bugesera, including local authorities, DJAF, CSOs, and other relevant partners such as RAB, REMA and UN agencies. It also included analysis of existing relevant reports. Findings are summarized in Annex 1.

Based on the results of the multi-stakeholders consultation, scoping process and the baseline assessment two strategic initiatives have been selected for the Bugesera landscape: Climate smart innovative agro-ecology and the low carbon energy co-benefits to be implemented in synergy within the landscape/seascape context. Typologies of projects to be developed have been identified and indicators, targets and results framework have been developed.

#### **a. Climate smart innovative agro-ecology**

Grants will be given to CSOs for projects that help rural farmers in the Bugesera landscape to adopt climate-smart agro ecology on hillsides and in wetlands. Each project will be a combination of different agro-ecological approaches aiming at improving productivity while reducing GHG emissions and enhancing resilience to climate change.

Eligible activities will include but not limited to: use of organic manure, integrated pest management, composting, drought and disease resistant crops, erosion control techniques, agroforestry, mulching, no-tillage, small scale irrigation, intercropping, integration of agriculture, animal husbandry and aquaculture, post-harvest handling.

Projects will target smallholder farmers who are willing to adopt land consolidation and agro-ecology. Women, youth and other vulnerable cooperatives will be given priorities. The following crops will be given priorities based on current community preferences: banana, maize, cassava, beans, soybeans, nuts, vegetables (onions, cabbages, tomatoes...), pineapple, fruit trees, and mushroom.

Each project will include the following components: capacity building, knowledge sharing, gender mainstreaming, women and youth empowerment, linkage to market and saving. Where possible, certification will be encouraged.

Since the number of national CSOs with experience in agro-ecology is limited, formal partnership with experienced institutions (e.g. international NGOs) will be encouraged, even required for young CSOs. Coaching partnership will help build the capacity of grantees and communities through knowledge and technology transfer. Partnership with research institutions for knowledge generation will also be encouraged. Each partnerships will formalized by a MoA between the Grantee, the partner Organization and the District with clear responsibilities of each.

## b. Low carbon energy co-benefits

This initiative will aim at promoting efficient cooking stoves and alternative energy (e.g. biogas) to reduce the quantity of biomass used for cooking. This initiative is expected to support the efficiency of agro-ecology implementation since it will reduce the cutting of planted trees at young stage. In addition agricultural residues will be available for composting instead of being used as biomass fuel. Biogas will also be associated with agro-ecology as a source of organic manure.

## 3.3. GRANT-MAKER+ STRATEGIES<sup>6</sup>

In OP6, Country programmes teams are expected to set-up support mechanisms to communities based on experience and assets built up over the years to sustain the efficiency of SGP and create value beyond grant-making for GEF. These support mechanisms are based on the understanding that individual projects are not just ends in themselves but also means to achieve more sustainable impact when greater cumulative and synergistic effects can be leveraged through the non-grant services provided by SGP. They can include but not limited to institution building, knowledge networking and policy advocacy. SGP Rwanda team will mostly play its “Grant- maker+” role trough the following:

### 3.3.1. CSO-Government Dialogue Platform

SGP team will support grantees to effectively participate in the existing policy dialogue at the landscape level, the Joint Action Development Forum (JADF)<sup>7</sup>. All projects will be required to have a knowledge management component so that generated knowledge and lessons learned could inform the District planning. At national level, SGP will support the establishment of a platform for environmental CSO-government dialogue at national level and will mobilize resources to sustain it. Campaigns on specific themes (e.g. waste sorting, youth volunteerism for environment ...) will also be organized as part of CSO-government/public dialogue.

### 3.2.2. Policy influence

Aside from the CSO-government dialogue, SGP Rwanda will use experiences and lessons learnt from its projects portfolio to inform and influence policy as part of its role as ‘Grant-makers+’ in OP6 at the local, regional and national level. Here are some examples of how this will be done:

- Participation of NC and NSC members and grantees representatives to different national fora (relevant sector working groups, ENR high level dialogue...)
- Participation of grantees in JADF at the landscape level
- Projects results shared as policy briefs or project reports to relevant institutions

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<sup>6</sup> 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.

<sup>7</sup> A Rwandan multi-actor forums for participatory governance used for planning and monitoring, promoting cooperation between the private sector, civil society and the public sector to advance development at the local level.

SGP will also strengthen the Grantee network as a channel for building capacities of national CSOs to better influence policies. At least one training per year will be organized for CSOs.

### ***3.2.3. Promoting social inclusion (mandatory)***

SGP Rwanda will encourage organizations led by women, youth, indigenous people and disabled people to apply for grant. The National Coordinator will proactively identify and provide coaching services to such organizations for proposal writing. Vulnerable groups will continue to be privileged beneficiaries of SGP-funded projects. Gender mainstreaming will be strengthened during OP6, in line with the GEF Gender Mainstreaming Policy and Gender Action Plan. For all projects, gender, youth, indigenous peoples, and disability disaggregated number of beneficiaries will be required.

### ***3.2.4. Knowledge management plan***

In OP6, knowledge generation and management will be strengthened at programme and project levels so as to generate greater impact, and foster replication and scaling up of community innovations. For this to happen, grant applicants will be required to partner with experienced institutions/organizations, particularly with research based ones. Internship and research by university students will be encouraged. Each project will include in its budget the cost of knowledge products such as photo stories, documentary videos, articles in newspapers and brochures. At landscape level, SGP will create opportunities for linking and connecting projects for learning and peer to peer exchanges (joint visits, regular meetings to assess progress...).

Country programme annual reports and end of phase reports will be used to disseminate knowledge generated by different projects. SGP will also ensure the participation of Rio Conventions in the NSC. All this will help to capture, share, and disseminate lessons learned and good practices identified through projects implementation.

In addition, SGP Rwanda will facilitate access to the global SGP network by local NGOs. The later will also be encouraged to adhere to international forums, including the GEF NGO network.

### ***3.2.5. Communications Strategy***

As part of grant-maker+ strategy, in OP6 the National Coordinator and NSC members will dedicate more time to communicate and engage more with key stakeholders and CSO's in the country and the selected landscape to promote participation, build relationships and foster partnerships. SGP will put in place a web based platform for knowledge and information sharing among CSOs. UNDP and global SGP websites will also continue to be used for communication with the general public. Communication between grantees and NSC members will also be strengthened through stronger involvement of NSC members in projects M&E (feedback on progress reports, annual joint visits...).

#### 4. Expected results framework

Table 4. Consistency with SGP OP6 global programme components

<b>1 OP6 project components</b>	<b>2 CPS targets</b>	<b>3 Activities</b>	<b>4 Indicators</b>	<b>5 Means of verification</b>
<p><i>SGP OP6 Component 2: Climate Smart Innovative Agro-ecology:</i></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><b>Demonstration of agro-ecology practices on hillsides including:</b></p> <ul style="list-style-type: none"> <li>- elimination /reduction of chemical fertilizers and pesticides</li> <li>- waste recycling</li> <li>- irrigation(using harvested rain water or lake/ river water)</li> <li>- intercropping</li> <li>- agroforestry</li> <li>mulching</li> <li>- animal integration</li> <li>- certification (for selected crops)</li> </ul>	<p>At least 6 projects with Core fund</p> <p>6 projects with non-core fund</p>	<p>100 ha of land brought under agro-ecology farming</p> <p>At least 10 farmers 'cooperatives deploying practices to increase the resilience of their production systems to climate change</p> <p>At least 3 crops with organic certification</p>	<p>Grantee's report</p> <p>Individual project reporting by SGP country teams</p> <p>District/DJAF report</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review (NSC inputs)</p>
	<p>Demonstration of organic farming in wetlands</p>	<p>At least 1 project with core fund</p> <p>1 project with non-core fund</p>	<p>At least 10 ha under sustainable management systems</p>	
<i>SGP OP6 Component 3: Low Carbon Energy Access Co-benefits:</i>	<p>Establishment of Improved cooking stoves production units</p>	<p>1 project with core fund</p> <p>1 project with non core fund</p>	<p>At least 3 production units in 3 Sectors</p> <p>At least 1000 households equipped with at least 2 energy efficient stoves during the first 2 years of the project</p>	<p>Grantee's report</p> <p>Individual project reporting by SGP country teams</p> <p>AMR, country reports</p> <p>AMR, global database,</p>

<p>within larger frameworks such as SE4ALL initiated in at least 12 countries</p>				<p><i>country reports</i></p> <p><i>Country Programme Strategy Review (NSC inputs)</i></p>
	<p><i>Biogas digesters</i></p>	<p><i>1 project with core fund</i></p> <p><i>3 projects with non- core fund</i></p>		
<p><b><u>SGP OP6 Component 4:</u></b>  Local to Global Chemical Management Coalitions:</p> <p>4.1 Innovative community-based tools and approaches demonstrated, deployed and transferred, with support from newly organized or existing coalitions in at least 20 countries for managing harmful chemicals and waste in a sound manner</p>	<p><i>solid waste management</i></p> <ul style="list-style-type: none"> <li>• Support to waste sorting and composting of organic domestic waste</li> </ul>	<p><i>1 project with core fund</i></p>	<p>- 1 land fill within the landscape with waste sorting system and a composting unit</p> <p>At least 100 tons of compost produced per year</p>	<p><i>Individual project reporting by SGP country teams</i></p> <p><i>Strategic partnership with IPEN country partners</i></p> <p><i>Annual Monitoring Report (AMR)</i></p> <p><i>Country Programme Strategy Review</i></p>
<p><b><u>SGP OP6 Component 5:</u></b>  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 potential partnerships, in at least 50 countries</p>	<p><i>Establishment of one environmental government CSOs- dialogue platform</i></p>	<p><i>1 project with core fund</i></p>	<p><i>One platform established</i></p> <p><i>2 dialogues organized during OP6</i></p>	<p><i>Grantee's report</i></p> <p><i>Individual project reporting by SGP country teams</i></p> <p><i>SGP Global Database</i></p> <p><i>Annual Monitoring Report (AMR)</i></p> <p><i>Country Programme Strategy Review</i></p>

	<p>Capacity building for national NGOs on emerging issues and challenges for sustainable development and existing responses at national and global level</p>	<p>2 days training (+ field visit) for 20 local NGOs (Grant-maker+)</p>	<p>20 local NGOs with updated knowledge and information on sustainable development</p>	<p>Annual Monitoring Report (AMR)  Country Programme Strategy Review</p>
<p><u>SGP OP6 Component 6:</u> 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>6.3 Involvement of youth and disabled is further supported in SGP projects and guidelines and best practices are widely shared with countries</p>	<p>Capacity building and coaching services for vulnerable groups</p> <p>Gender mainstreaming in all projects</p>	<p>Gender training for grantees</p> <p>Environmental Awareness raising for Youth, Women, indigenous and disabled people</p> <p>Coaching services to youth, women and indigenous people cooperatives for grant application</p>	<p>Representative of all grantees are trained on gender mainstreaming</p> <p>At least 30% of funded projects are from youth cooperatives</p> <p>At least 30% of funded projects from women cooperatives funded</p> <p>At least one project by indigenous people (Batwas) funded</p> <p>100% projects with gender, youth, indigenous peoples, and disability disaggregated number of beneficiaries</p> <p>One Case study/Success story on social inclusion</p>	<p>Grantees report Individual project reporting by SGP country teams</p> <p>SGP Global Database</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p>

<p><b><i>SGP OP6 Component 7:</i></b>  <b><i>Global Reach for Citizen Practice-Based Knowledge program (Grant-makers+):</i></b></p> <p><b>7.1</b> <i>Digital library of community innovations is established and provides access to information to communities in at least 50 countries</i></p> <p><b>7.2</b> <i>South-South Community Innovation Exchange Platform promotes south-south exchanges on global environmental issues in at least 20 countries</i></p>	<p><i>Knowledge generation and dissemination</i></p> <p><i>Access to global knowledge and information</i></p> <p><i>Coaching of Grantees by partner organizations to implement SGP projects</i></p>	<p><i>Establishment of website based platform for knowledge and information sharing among environmental CSOs</i></p> <p><i>Knowledge fair</i></p> <p><i>Support grantees for the production and publication of success stories, case studies, photo stories, documentary videos and other knowledge products</i></p>	<p><i>Active website updated weekly</i></p> <p><i>80% of OP6 grantees implement projects in partnership with coaching organizations</i></p> <p><i>One knowledge product per project produced</i></p>	<p><b><i>SGP Global Database</i></b></p> <p><b><i>Annual Monitoring Report (AMR)</i></b></p> <p><b><i>Country Programme Strategy Review</i></b></p>
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## 5. Monitoring & Evaluation plan

Strengthening monitoring and evaluation (M&E) will be an important focus area for SGP during OP6. The M&E of individual projects will be participatory. Special attention will be paid at the project design phase especially the setting of project result indicators and the baseline data collection.

Each project will be visited at least 4 times by SGP staff: before project approval, during the implementation phase (2 times) and after project completion. At least 2 out of the 4 visits per project will involve relevant stakeholders such as local government, DJAF, beneficiaries, grantees ‘network and NSC members. Joint visits involving all these stakeholders will be organized on annual basis.

To improve the quality of projects reports, in addition to the usual training before MoA signature, grantees will be required to have a coaching partner when needed for the project design, implementation and reporting. At landscape level there will be a formal partnership between SGP and the District to ensure projects success and sustainability as well as replication and up scaling.

Projects progressive reports will be shared twice a year with local authorities and other relevant partners, including the UNDP CO and the GEF OFP. The SGP database will be regularly updated to keep CPMT informed on programme progress. Midterm evaluation will be done by the NSC at programme and project levels in order to take corrective measures where necessary.

Results indicators at the country level will be tracked and reported on annually through the Annual Country Reports (ACR) and the Annual Monitoring Report (AMR) Survey (based on ACR). Progress towards the CPS outcomes will be assessed and appropriate adaptive management measures may be identified as necessary.

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

M&E Activity	Purpose	Responsible parties	Budget source	Timing
Country Programme Strategy elaboration	Framework for identification of community projects	NC, NSC, country stakeholders , grantee	Covered under country programme operating costs	At start of operational phase
Annual Country Programme Strategy Review	Learning; adaptive management	NC, NSC, CPMT	Covered under country programme operating costs	Reviews will be conducted on annual basis <sup>8</sup> to ensure CPS is on track in achieving its outcomes and

<sup>8</sup> 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.

				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) <sup>9</sup>	Enable efficient reporting to NSC	NC presenting to NSC	Covered under country programme operating costs	Once per year in June
Annual Monitoring Report (AMR) <sup>10</sup> 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 operational phase

## 6. Resource mobilisation plan

Thanks to the landscape approach and partnership building at project level, it is expected that SGP staff will have more time for resource mobilization.

During OP6, the “50% co-financing in cash or in cash” rule will continue to be a requirement for project approval. SGP Rwanda will help grantees develop partnership with organizations which can co-finance their projects. Grantees will also be encouraged and supported to apply to different grants and awards and access to markets.

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<sup>9</sup> 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.

<sup>10</sup> 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.

At the programme level, SGP team will continue to sell the “SGP as a delivery mechanism” concept to different donors. Efforts to try to access Track Fund from UNDP CO and FONERWA funds will also continue. The possibility of accessing One Fund will also be explored through flagship programmes and Development Results Groups of the UNDAP. SGP will also build synergies with its partners, particularly UN agencies with same thematic focus.

## 7. Risk Management Plan

**Table 6. Description of risks identified in OP6**

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
More severe drought at the landscape level	high	medium	<ul style="list-style-type: none"> <li>- Since projects will be aiming at adaptation to drought each agro ecological project will be required to have components. E.g. <ul style="list-style-type: none"> <li>• drought mitigation (irrigation and/or improvement of soil water retention)</li> <li>• drought-tolerant crops</li> </ul> </li> <li>- Possibility of Crop insurance will be explored</li> </ul>
Lack of good quality proposals	medium	medium	<ul style="list-style-type: none"> <li>- SGP team to pro-actively link local CSOs having good projects ideas to coaching organizations</li> <li>- provide planning grants for good projects ideas</li> </ul>
Resistance to switch from conventional farming system to agro-ecology	medium	medium	<ul style="list-style-type: none"> <li>- Knowledge fair on agro-ecology at the start of the program</li> <li>- Evidence- based sensitization of farmers about the benefits of agro-ecology (based on best practices identified during the knowledge fair)</li> <li>- Grantees advised to identify opinion leaders in the community for mobilization</li> <li>- Grantees required to provide evidence of community participation in the project design at the grant application level</li> </ul>
Project failure due to low CSO capacity	low	medium	<ul style="list-style-type: none"> <li>- Grant applicant to provide evidences of experience in relation to the project in the project proposal</li> <li>- grantees ‘coaching</li> <li>- Close M&amp;E</li> </ul>
Low rate of replication/up scaling within and out of the landscape (particularly for agro-ecology)	high	medium	<ul style="list-style-type: none"> <li>- Each project with knowledge management components to disseminate results</li> <li>- Each final project report showing the cost effectiveness of the approach adopted.</li> <li>- campaigns in partnership with local government at the landscape level for community mobilization to adopt best practices</li> </ul>

The above mentioned and any other unforeseen risks will be tracked through close and participatory M&E during the implementation of the OP6 CPS and review during the 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 if necessary with appropriate mitigation measures identified.