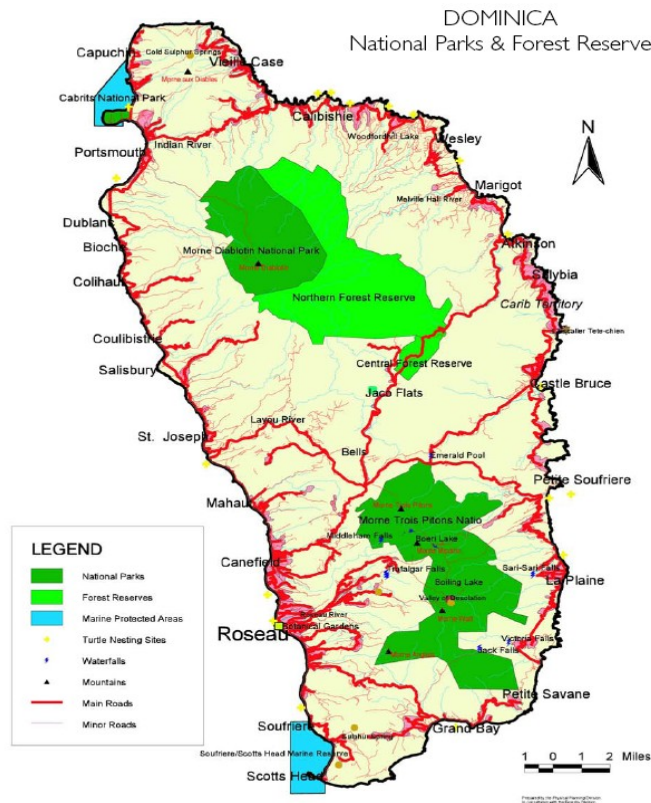




COUNTRY PROGRAMME STRATEGY OPERATIONAL PHASE 5 (OP5)

DOMINICA



February 2012

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LIST OF ACRONYMS

BD	Biodiversity
BNTF	Basic Needs Trust Fund
CBO	Community Based Organization
CBD	Convention on Biological Diversity
CC	Climate Change
CANARI	Caribbean National Resources Institute
CDB	Caribbean Development Bank
CLME	Caribbean Large Marine Ecosystem
CNA	Community Needs Assessment
COMPACT	Community Management of Protected Areas Conservation Programme
CPA	Country Poverty Assessment
CPS	Country Programme Strategy
CSO	Civil Society Organization
EIA	Environmental Impact Assessment
FAVACA	the Florida Association for Volunteer Action in the Caribbean and the Americas
GEF	Global Environment Facility
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GIS	Geographic Information System
ICCA	Indigenous and Community Conserved Areas
IPs	Indigenous Peoples
LD	Land Degradation
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
NAP	National Action Programmes
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non Government Organization
NIP	National Implementation Plan
NSC	National Steering Committee
ONA	Organisation Needs Assessment
OP4	Operational Phase Four
OP5	Operational Phase Five
PRA	Performance and Results Assessment
PSC	Project Steering Committee
SAPs	Strategic Action Programmes
SC	Stockholm Convention
SGP	Small Grants Programme
SIDS	Small Island Developing States
SME	Small and Medium-Sized Enterprise
TNC	the Nature Conservancy
TORs	Terms of Reference
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNESCO	United Nations Education Scientific & Cultural Organization
UNFCCC	UN Framework Convention on Climate Change
US\$	United States Dollars
WCS	Wildlife Conservation Society
WEF	Waitikubuli Ecological Foundation

INTRODUCTION

This Country Programme Strategy (CPS) document is the primary guide for the implementation of the Global Environment Facility Small Grants Programme (GEF SGP) in Dominica for GEF Operational Phase 5 (OP5). The CPS provides the strategic framework for programme delivery and is the primary adaptive management tool for planning, programming, monitoring, evaluation, and reporting.

The OP5 CPS describes how to build on its achievements to date to strengthen its base and impact on conservation, preservation, sustainable livelihoods and empowerment of communities.

The CPS is intended to be used by SGP programme staff for programme management, by CBOs and NGOs to assist them in developing projects and accessing grant funding, by the SGP National Steering Committee as a guide to project selection and the achievement of country programme targets, by potential in-country partners for understanding SGP and coordinating joint initiatives, and by the SGP Central Programme Management Team for global programme management and reporting to the GEF Council.

The CPS provides country programme background information and a country situational analysis. The SGP programming ‘niche’, and targeted capacity development, poverty reduction and gender interventions for OP5 are presented. Outcomes, indicators and activities contributing to targeted results are outlined. Plans for M&E, knowledge management and resource mobilization contributing to the GEF SGP goal of “Global environmental benefits secured in the GEF focal areas through community-based initiatives and actions” are also presented.

Given the strategic role of GEF SGP in furthering the overall GEF strategy and mandate, SGP Dominica will continue to link global national and local-level issues through the transparent, participatory and country-driven approach to project planning, design and implementation.

Country: **DOMINICA**

Resources to be invested: **US\$2,400,000**

1. SGP COUNTRY PROGRAMME

1.1 *SGP Country Programme - Background*

From the inception of the GEF SGP in the region until 2005, Dominica was included in the “Barbados and OECS” Sub-regional Programme with offices at UNDP Country Office in Barbados. During that period, 1994 to 2005, seven (7) SGP projects were funded – three full projects in 1994 and 2 in 1997, and 4 planning grants in 2005.

In 2005 Dominica moved from the sub-regional programme to have its country programme. Operations commenced during the Pilot Phase, being hosted and managed at the time by the Dominica Save the Children, a local home grown, non-government agency (NGO), as National Host Institution (NHI). In 2009 the SGP changed to a new NHI, Archibald Training and Research/Education Centre (ATREC). In that arrangement, the COB is channeled through the NHI, but grant funds are paid directly to grantees’ account by the UNDP CO in Barbados.

Dominica was selected as one of the 6 pilot countries for the Community Management of Protected Areas Conservation Programme (COMPACT) in 2001. In Phase 1, the geographic area was the Morne Trois Piton National Park World Heritage Site, and in Phase 2 it was extended to include the Northern and Central Forest Reserve and the Carib Territory in Phase 2.

In-country operations of GEF SGP are guided and overseen by the National Steering Committee (NSC) which is comprised of members representing a cross-section of key stakeholder interests. NSC members include representatives of civil society interests, the GEF Operational Focal Point, representatives of key government agencies and GEF Conventions, and UNDP. The NSC provides technical and substantive input for grant approval and arrives at key decisions by consensus. The GEF SGP/COMPACT team is comprised of a National Coordinator (NC) and a Programme Assistant (PA).

Since launching of SGP operations in Dominica, fifty-eight (58) projects have been funded for a total of over US\$1.26 million United States dollars. Projects have mainly been funded under the biodiversity protection focal area in response to Dominica’s opportunities to sustainably manage and use biodiversity resources and to address stakeholder interests. Projects have also been funded in the focal areas of climate change, land degradation and international waters.

Grant allocation for Dominica was US\$250,000 annually in OP4. For GEF-5, Dominica as a SIDS is designated a Category I country and receives an indicative core grant allocation of US\$1,200,000 to be matched on a 1:1 basis by non-GEF co-financing.

SGP Country Programme Strategy for Utilisation of OP5 Grant Funds

Over the years the SGP in Dominica has impacted positively through its interventions based on the three SGP pillars of environmental protection, sustainable livelihoods, and community empowerment. The SGP has contributed significantly to, among others:

- Increased awareness and protection of the Morne Trois Piton National Park - World Heritage Site.
- Enhanced capacities of CBOs and NGOs for participation in management of protected areas and natural resources
- Increased involvement of local communities and stakeholders in the management and sustainable use of natural resources for income generation
- Awareness and knowledge building for farmers' groups and others to participate in organic farming thus enabling the movement towards an organic island
- Introduction and adoption of innovative and alternative practices that contribute to sustainable development and biodiversity conservation.
- Movement towards the revival and further development of the beekeeping industry
- Empowerment of NGOs, CBOs, and other community groups, and Indigenous Peoples organizations through institutional support, training and capacity building.
- Increased recognition of and support for traditional knowledge and skills
- Increased sustainable livelihood initiatives
- Increased collaboration of participating agencies and communities.

1.2 Situation Analysis

The Commonwealth of Dominica (Dominica) is situated in the Caribbean Sea, at 15°12'-15°39' N Latitude and 61°14'-61°29' W Longitude. The island is the largest in the Windward Islands with a total area of 750.6 sq. km. (290 sq. miles). It is 48 km long and 24 km wide at its widest point. The coastline is 153 km and adjoins 715 sq km coastal shelf, the total land area is 79,000 hectares (ha). The island's topography is volcanic characterized with very rugged and steep terrain, with an elevation of over 1500 meters over much of the island. The more gently sloping lands occur near to river valleys, along some of the north-east coastal areas and in the centre of the island.

The topographical diversity has produced a rich array of flora and fauna with extensive areas of rain forest, a multitude of rivers and cascading waterfalls. Sixty-six percent (66%) of the land area or 5172 ha is covered by vegetation. Seven (7) distinct vegetation communities are present ranging from montane rainforest to coastal swamp and dry scrub woodland. There is also fumarole vegetation associated with the islands volcanic activity. The terrestrial flora consists of some 155 families, 672 genera and 1226 species of vascular plants, with a number of plant species considered endemic to the island. The terrestrial fauna contains the most diverse stock of wildlife species in the eastern Caribbean and includes some 175 species of birds, 18 species of wild mammal, 15 species of reptiles, amphibians and various species of freshwater and estuarine fish and crustaceans. Dominica's marine and coastal ecosystems include beaches, rocky foreshores, mangrove/ wetland areas, coral reefs, sea grass beds, river estuaries, , seaweed, fish, turtles, crustaceans, poriferes, echinoderms and molluscs, seabirds and a variety of marine mammals including several whale and dolphin species.

SGP Country Programme Strategy for Utilisation of OP5 Grant Funds

Dominica has had a long history of conservation and protection of resources and biodiversity. As early as 1949 the Forestry department was established and from then began the organised conservation work. Today the country has an extensive operational and legislated protected area system, consisting of forest reserves and national parks covering approximately 17084ha, (41000 acres) or 20% of national territory. Protected areas include two (2) marine parks, two (2) forest reserves (Central and Northern) and the Morne Trois Piton National Park, which was first established in 1975 when National Parks and Protected Areas Act was passed in parliament. The Park was enlisted a World Heritage Site (WHS) by UNESCO and formally inscribed in 1998. A direct result of this was the selection of Dominica to implement the COMPACT programme.

Among the main threats to biodiversity in Dominica is deforestation, pollution, over exploitation of resources including over-fishing, unregulated development such as quarrying activities, unsustainable agricultural practices. These problems are exacerbated by susceptibility to natural hazards such as hurricanes, landslides and floods and impacts from climate change. The country's rugged topography results in considerable amount of orographic rainfall. High rainfall makes the island susceptible to landslides, particularly in the mountainous areas. Being in the Atlantic Hurricane belt Dominica is often impacted on by hurricane conditions including strong winds, generally accompanied by heavy rainfall and storm surges in coastal areas.

Dominica is classified as a Small island Developing State (SIDS) in the context of the international geo-political economy. Its economy is therefore described as small, open and primarily agriculture. Most urban and agricultural development has occurred in the flat land Moderate slopes in coastal and riverside valley areas, where 90% of the population or approximately 73000 reside.

1.3 Major Partnerships and Sources of Co-Financing

GEF SGP works with several key government agencies in order to obtain sound technical input and focused support during project preparation, implementation and reporting, and to coordinate programme delivery with on-going national efforts. Among the main government agencies and departments are Forestry, Fisheries, Agriculture, Cooperatives, Tourism, Local Government, and Discover Dominica Authority and Local Government, Environment Coordinating Unit ECU. Other agencies include Bureau of Standards, CARDI, and IICA. Efforts are coordinated with a host of other donors providing support at the programme and project level. These partners include the Friends of World Heritage (FOWH), Caribbean National Resource Institute (CANARI) and the Florida Association for Volunteer Action in the Caribbean and Americas (FAVACA).

GEF SGP targets a 1:1 ratio between GEF grant funding and non-GEF co-financing leveraged through project level inputs from state and non-state partners. Through direct GEF core financing and leveraged non-GEF co-financing, the total financial investment in OP5 projects is targeted at US\$2,400,000.

2. SGP COUNTRY PROGRAMME NICHE

2.1 *Relevant Rio Conventions And National Planning Frameworks*

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

Rio Conventions + national planning frameworks	Date of ratification or signing/ completion
UN Convention on Biological Diversity (CBD)	Signature: 1994 Ratification: 05/07/94
CBD National Biodiversity Strategy and Action Plan (NBSAP)	completed in 2001
UN Framework Convention on Climate Change (UNFCCC)	Ratification: 21/03/1994
UNFCCC National Communications (1 st , 2 nd , 3 rd)	1994, 2001, 2006
UN Convention to Combat Desertification (UNCCD)	Accession: 1997
UNCCD National Action Programmes (NAP)	Draft developed in
National Climate Change Adaptation Policy	2002
Stockholm Convention (SC)	Accession: 03/08/2003
SC National Implementation Plan (NIP)	Submitted: 2006
GEF National Capacity Self-Assessment (NCSA)	Completed 2005
Country Poverty Assessment	Completed 2010
Phase 1 of Pilot Project on Climate Resistance PPRC	2001
Transforming Dominica into an Organic Island UNEP/ROLAC report	2006
Regional Fisheries Mechanism	Signed 2002
St Georges Declaration of Principles for environmental Sustainability in the OECS	Signed April 2006

2.2 *OP5 Implementation of National Priorities*

Dominica is signatory to many global environmental conventions and at the national level there are several pieces of legislation and several policy documents that address various issues relating to the environment. GEF SGP has identified specific project types, as listed in Table 2, consistent with national priorities and GEF-5 strategic priorities. These project categories will be considered for grant making on a priority basis in OP5. Throughout the project identification and selection process, critical emphasis will be placed on ensuring that all projects address the 3 SGP pillars of environmental protection, sustainable livelihoods and community empowerment. In addition, SGP will continue to consider other ‘strategic’ projects consistent with national priorities which add value to SGP through their positive impact on the environment, contribution to livelihoods improvement, and civil society empowerment.

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Environmental protection will focus on improving the management and use of natural resources and the protection of ecosystem integrity, as demonstrated in decreased rates of resource degradation in areas targeted for project interventions. Adoption of sustainable technologies and Best practices in resource management will be promoted. Sustainable livelihood practices to reduce poverty will be encouraged, particularly among vulnerable populations which rely on the natural resource base. Small and Medium Enterprises (SMEs) and income generating initiatives will be supported, particularly those which result in reduced erosion of ecosystem integrity.

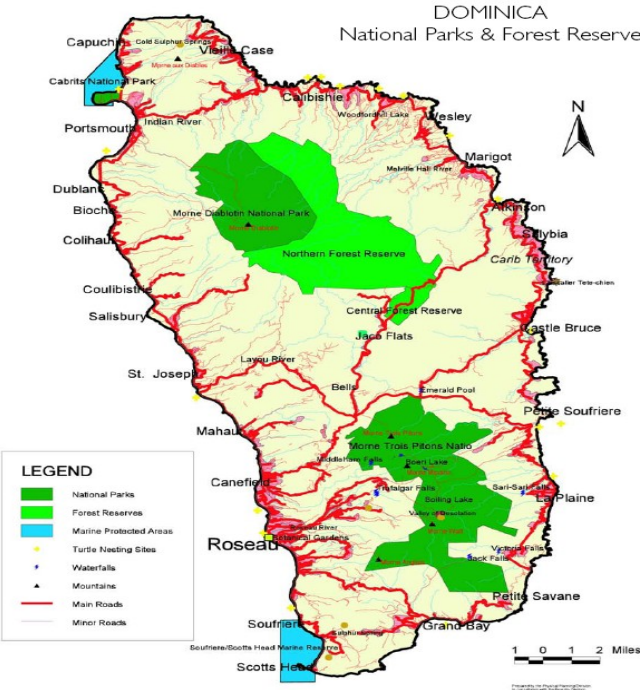
Civil society empowerment will be focused on contributing to the objectives of global environmental conventions and the achievement of MDGs. SGP will work with established NGOs to facilitate and support emerging CBOs, vulnerable community groups, and the Kalinago (Caribs), the indigenous people, in order to establish partnerships, expand stakeholder networks, and build local community capacity. In particular efforts will be directed at strengthening the technical, institutional and functional capacity to manage resources through training and mentoring for direct participation in planning and management processes.

The CPS focuses on three geographic areas which are indicated on the Map of Protected Areas of Dominica:

- The Morne Trois Pitons National Park World Heritage Site, targeting communities within the site and those communities within the proposed zones and including the communities in close proximity.
- The northern and central forest reserve and communities with connectivity to these areas
- Indigenous people's communities in the Kalinago (Carib) Territory, an area set aside for and managed by the Kalinago.

These areas have been identified as priority areas in order to rationalise the delivery of SGP for greater impact on the environment, community livelihood, and community empowerment; to broaden and diversify the portfolio of projects; and to enhance the administrative and operational efficiency of programme delivery based on the existing portfolio of projects. These areas include watersheds and private lands of significance. Their prioritisation enhances synergy with national protected areas system priorities, complements the work of COMPACT in the MTNPWHS area of the southern and south-eastern part of the island, and provides direct access to SGP funding for vulnerable communities and the indigenous people.

2.3 Map Of Dominica Indicating A Geographic Focus



2.4 The SGP Niche - Global Objectives and National Priorities

Table 2 Consistency with National Priorities

OP5 project objectives	National priorities	SGP niche
<p><u>SGP OP5 Immediate Objective 1:</u> Improve sustainability of protected areas and indigenous and community conservation areas through community-based actions</p>	<p>Develop sustainable financing mechanisms for Protected Areas</p>	<p>Support community monitoring and management of protected areas and forest resources.</p> <p>Development and marketing of community-based products and services in areas buffering protected areas and ecologically sensitive areas for maintenance of ecosystem functionality.</p>
<p><u>SGP OP5 Immediate Objective 2:</u> Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions</p>	<p>Care for the Natural Environment as the source and basis of social progress</p>	<p>Support the participation of NGOs and community groups in planning and applying strategic approaches to natural resource management and use.</p> <p>Production, marketing, and certification of agricultural, apicultural and marine produce in and adjacent to protected areas and ecologically sensitive areas.</p> <p>Promotion of best practices in fisheries and fisheries habitat management.</p>
<p><u>SGP OP5 Immediate Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level</p>	<p>Removal of barriers for promotion of low carbon technology among local communities</p>	<p>Promotion of use of renewable energy technologies for rural electrification and to power SME's and for social development needs.</p>
<p><u>SGP OP5 Immediate Objective 5:</u> Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry</p>	<p>Reduction of emissions of green house gases</p>	<p>Promotion of community forestry initiatives targeting the sustainable exploitation of timber and non-timber forest products.</p> <p>Promotion of agricultural best practices aimed at decreasing incidence of carelessly managed fires.</p> <p>Promote sustainable forest management</p>
<p><u>SGP OP5 Immediate Objective 6:</u> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities</p>	<p>Rehabilitation of degraded forests and landscapes</p>	<p>Support community based rehabilitation of degraded land and deforested areas.</p> <p>Promote viable livelihood practices in areas with high potential for land degradation and in areas where ecological functions are easily offset by unsustainable</p>

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		development practices.
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Table 2 Consistency with National Priorities

<p><u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)</p>	<p>Support environmentally and socially responsible use of land resources</p>	<p>Promotion of agricultural best practices aimed at reducing land degradation and rehabilitating degraded land.</p> <p>Promoting agricultural best practices, sustainable land management, and the transfer of knowledge and lessons learned to community level stakeholders.</p>
<p><u>SGP OP5 Immediate Objective 8:</u> Support trans-boundary water body management with community-based initiatives</p>	<p>Sustainable use and protection of trans-boundary water resources</p>	<p>Support initiatives targeting watershed management and the elimination of land based pollution of water bodies</p>
<p><u>SGP OP5 Immediate Objective 10:</u> Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in, participatory processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends</p>	<p>Strengthen the capacity of local organizations to facilitate citizens participation in decision-making processes</p> <p>Facilitate and strengthen local governance structures of CSOs</p>	<p>Support initiatives to engage community groups in developing and demonstrating tools for assessing and monitoring vulnerabilities and risks to climate change events.</p> <p>Support initiatives to engage community groups in environmental stewardship through education, awareness, and outreach events.</p> <p>Promote community level events to discuss and disseminate lessons learnt and best practices on climate change and climate proofing, sustainable land management and biodiversity management.</p> <p>Train communities in principles and practices of sustainable land management and water resource management</p>
<p><u>Cross-Cutting Results:</u> Poverty reduction, livelihoods and gender</p>	<p>Expand opportunities for the poor to engage in sustainable livelihoods</p> <p>Increase sustainable livelihoods for both men and women</p>	<p>Support the development of sustainable livelihoods for men and women in vulnerable groups and in Indigenous Peoples' communities and groups</p>

3. CAPACITY DEVELOPMENT, POVERTY REDUCTION AND GENDER RESULTS FOR SGP

Development of human and institutional capacity, improving community livelihoods and benefits, and promoting gender equity are key considerations of SGP. These are areas of significance for project success and will be in the criteria for selection and approval of projects by the NSC, and will be given due attention during all stages of the project cycle.

3.1 Capacity Development

Prior to working with new grantee partners, an organizational needs assessment (ONA) and/or a community needs assessment (CNA) will be conducted to determine the capacity of the proponent organization to plan, manage and report on the proposed initiative. The findings of the needs assessment will provide direction for the capacity building components of the project. The mentorship approach providing resource person/s to work with emerging groups will be introduced. SGP will partner with other agencies to provide training for identified mentors who will be required to work with projects requiring that type of support.

SGP will negotiate for full or joint sponsorship of capacity building sessions from partners especially those involved in project development, monitoring and evaluation. Areas of focus will include participatory approach to project planning and management, gender awareness and mainstreaming, monitoring and evaluation and GEF SGP priorities, procedures and guidelines.

3.2 Poverty Reduction

SGP will continue contributing to poverty reduction through several actions and eco-friendly income generating activities linked to the national Growth and Social Protection Strategy (GSPS). Project components that build on processing and marketing activities and lead to entrepreneurships will be supported. Information from the Country Poverty Assessment (CPA) and the Survey of Living Conditions will inform decisions relating to interventions to address poverty. The CNA and ONA reports will identify group resources, needs, interests and opportunities for addressing livelihood concerns. Whenever feasible, income generation activities for community participants agreed on during the project planning consultations will be included in projects. In addition, the needs assessments will identify threats and potential conflicts in distributing benefits, and provide a guide for equitable benefit sharing.

SGP will establish linkages and networks to foster close working relationships with organizations, institutions and agencies working in areas related to poverty alleviation and environment to build capacity and provide resources for investment for income generation to alleviate poverty in strategic project communities.

3.3 Gender Concerns

Gender mainstreaming must be reflected in all projects to address gender issues and concerns which are likely to impact on project success, or be impacted on by the project. The organizational assessment will help to identify gender concerns and the opportunities for promoting gender equity. The participation of men and women on an equitable basis will be

SGP Country Programme Strategy for Utilisation of OP5 Grant Funds encouraged throughout the project cycle in decision making, control of resources and access to socio-economic benefits. Roles and responsibilities of men and women must be discussed and defined in the project proposal.

Where gender issues are very contentious in organizations or communities, sessions will be included in project plan or arranged with partners, to increase awareness and knowledge of issues and approaches to improve gender relations. SGP will collaborate with the Department of Gender Affairs and the Dominica National Council of Women in this area.

3.4 Indigenous Peoples

The Kalinago (Carib) Territory, established in 1903 as the “Carib Reserve” with 1497 hectares is home of the over 3000 Kalinago people residing in seven hamlets. The concerns of the Kalinago the Indigenous People of Dominica will be considered within projects which involve IPs, with demonstrated respect for traditional methods, knowledge and customs. Kalinago culture and practices and consideration for socio-economic status in planning training and capacity building interventions must be given attention. The participatory processes utilized will encourage full participation of all key sectors relevant to any project, to include the Kalinago Council, the Ministry of Kalinago Affairs, community/hamlet, church and school and youth leaders.

Rights and privileges afforded to the Kalinago through legislative and institutional arrangements and facilities such as Kalinago Territory , Kalinago Council and Kalinago Affairs Ministry will be given due recognition by SGP. SGP will work with the respective bodies to explore possibilities and work towards recognition of the territory as an ICCA. SGP will support the indigenous people in sustainable management of the environment to enable them to meet their needs from efficient utilization of resources and increase income for improved livelihoods and access to services and information.

3.5 Retention of Developed Capacity

Several approaches will be used to retain capacity within organizations and communities. Follow-up grants will be provided to successful grantee organizations to support ongoing initiatives. GEF SGP funds will be used to leverage additional financial and technical support from other sources for sustaining community level initiatives. Grantees will be referred to other donors for further support.

The production of goods and services which demonstrate the ability to generate income will be encouraged. Five percent of the country grant allocation will be used to fund strategic capacity building and retention projects. M&E training, networking and exchanges among grantees and partners will be enabled. At least one pilot project focusing on training community level grantee organizations in using and applying technology such as GIS will be supported.

Past and current grantees in the Morne Trois Pitons National Park World Heritage Site (MTPNPWHS) area will participate actively in the MTPNPWHS Geo-tourism Stewardship Council, to benefit from networking, training and capacity building and project support enabled through the Council.

4. **OP5 COUNTRY OUTCOMES, INDICATORS AND ACTIVITIES**

Table 3. Results Framework

<p><u>SGP OP5 Immediate Objective 1:</u> Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community-based actions</p>			
Outcomes	Indicators	Means of verification	Activities
<p>Outcome 1.1: Improved community-level actions and practices, and reduced negative impacts on biodiversity resources in and around protected areas, and indigenous and community conserved areas</p> <p>Outcome 1.2: Benefits generated at the community level from conservation of biodiversity in and around protected areas and indigenous and community conservation areas</p>	<p>Number, and Hectares of protected areas positively influenced through SGP support</p> <p>Number of community members with improved livelihoods related to benefits from protected areas</p> <p>Total value of biodiversity products produced</p>	<p>Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database</p>	<p>1-2 projects funded per year</p>
<p><u>SGP OP5 Immediate Objective 2:</u> Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions</p>			
Outcomes	Indicators	Means of verification	Activities
<p>Outcome 2.1: Improved community-level sustainable use of biodiversity in production landscapes / seascapes through community-based initiatives, frameworks and market mechanisms, including recognized environmental standards that incorporate biodiversity considerations</p>	<p>Hectares of production landscapes/seascapes applying sustainable use practices</p> <p>Number of community members with improved livelihoods related to benefits from sustainable use of biodiversity</p> <p>Total value of biodiversity products (US dollar equivalent)</p>	<p>Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database</p>	<p>1-2 projects funded per year</p>
<p>SGP OP5 Immediate Objective 3: Promote the demonstration, development and transfer of low carbon technologies at the community level</p>			

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Outcomes	Indicators	Means of verification	Activities
Outcome 3.1: Innovative low-GHG technologies deployed and successfully demonstrated at the community level	Number of community members demonstrating or using low-GHG technologies value of energy and technology services provided Tons of GHG avoided	Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database	1 project funded per year
SGP OP5 Immediate Objective 5: Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry			
Outcomes	Indicators		Activities
Outcome 5.1: Sustainable land use, land use change, and forestry management and climate proofing practices adopted at the community level for forest and non-forest land-use types Outcome 5.2: Restoration and enhancement of carbon stocks in forests and non-forest lands	Hectares under improved sustainable land management and climate proofing practices Hectares of forests and non-forest lands with restoration and enhancement initiated. Tones of CO2 avoided through improved land use and climate change proofing practices	Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database	1-2 projects funded per year

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SGP OP5 Immediate Objective 6: Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities			
Outcomes	Indicators	Means of verification	Activities
<p>Outcome 6.1: Improved community-level actions and practices, and reduced negative impacts on agro-, and forest ecosystems and ecosystem services demonstrated to sustain ecosystem functionality</p> <p>SGP LD Outcome 6.2: Community-based models of sustainable forestry management developed, and tested, linked to carbon sequestration for possible up-scaling and replication where appropriate, to reduce GHG emissions from deforestation and forest degradation and enhance carbon sinks from land use, land use change, and forestry activities</p>	<p>Hectares of land applying sustainable agriculture, forest management and water management practices</p> <p>Hectares of degraded land restored and rehabilitated</p> <p>Number of communities demonstrating sustainable land and forest management practices</p> <p>Number of community members with improved actions and practices that reduce negative impacts on land uses</p>	<p>Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database</p>	<p>1-2 projects per year</p>
<u>SGP OP5 Immediate Objective 7: Reduce pressures at community level from competing land uses (in the wider landscapes)</u>			
Outcomes	Indicators	Means of verification	Activities
<p>Outcome 7.1: Improved community-level actions and practices, and reduced negative impacts in land use frontiers of agro-ecosystems and forest ecosystems (rural/urban, agriculture/forest)</p>	<p>Hectares of land applying sustainable agriculture, forest management and water management practices</p> <p>Number of communities demonstrating sustainable land and forest management practices</p> <p>Number of community members with improved actions and practices that reduce negative impacts on land uses</p>	<p>Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database</p>	<p>1-2 projects funded per year</p>

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<u>SGP OP5 Immediate Objective 8:</u> Support trans-boundary water body management with community-based initiatives			
Outcomes	Indicators	Means of verification	Activities
Outcome 8.1: Effective and climate resilient community-based actions and practices demonstrated	Acres of trans-boundary water body basins applying sustainable management practices	Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database	1 project funded per year
<u>SGP OP5 Immediate Objective 10:</u> Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends			
Outcomes	Indicators	Means of verification	Activities
Outcome 10.2: Improved information flows to/from CBOs and CSOs regarding good practices and lessons learned, and application of such practices Outcome 10.3: Increased public awareness and education at the community-level regarding global environmental issues Outcome 10.4: Capacity of CBOs and CSOs strengthened to support implementation of global conventions	Quantity and quality of SGP knowledge base, and use of knowledge base Quantity and quality of contributions to knowledge fairs, conferences, publications and research	Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database	At least 1 project and one major workshop funded per year
<u>Cross-Cutting Results:</u> Poverty Reduction, Livelihoods and Gender			
Outcomes	Indicators	Means of verification	Activities
Improve livelihoods through increasing local benefits generated from environmental resources Mainstream gender considerations in community-based environmental initiatives.	Number of participating community members -gender disaggregated (mandatory for all projects). Number of projects with appropriate gender balance of participants and target beneficiaries Number of community members with sustained livelihood improvement resulting from SGP support	Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database	All projects should contribute to these outcomes

5. MONITORING & EVALUATION PLAN

5.1 *Monitoring & Evaluation Plan*

Each project requires a Monitoring and Evaluation plan prepared during the project development stage, and detailed in the project proposal. M&E will be given ongoing and high attention with an active Project Steering Committee (PSC), engagement of mentors to assist in guiding new and emerging groups, utilization of Miradi software to digitally record project results, site visits by SGP team, and shared information and data from other district/community officers from government and other agencies. The NSC will actively engage in M&E activities.

The M&E plan developed along with stakeholders during consultations for project preparation must be detailed in the proposal, and be used to monitor and assess the degree of accomplishment of the targeted results throughout project implementation. The M&E plan is available to the SGP team and to project participants to facilitate adequate preparation for monitoring activities. Monitoring activities provide opportunities to share learning experiences and build capacity within grantee organizations. Each project must have an end of project internal evaluation with project stakeholders, to be facilitated by an independent, external evaluator agreed on by SGP.

Especially for new and emerging grantees and other projects where challenges in meeting project objectives are more evident, more frequent monitoring visits by the SGP team will be scheduled in the start-up phase of projects to provide focused guidance and oversight for project implementation. During OP5 mentors will be assigned to individual projects to provide support to grantees in implementation, monitoring, evaluation and reporting, and other areas. These mentors are resource persons who serve on a voluntary basis. SGP will give mentors orientation with SGP guidelines and procedures and specific TORs and responsibilities identified in the M&E plan. SGP's capacity to utilize the mentoring approach is enabled with the NC's training and exposure in mentoring supported by CANARI. Experiences and lessons learned in mentorship, from other SGP countries including Belize and Barbados will be referenced

Miradi software utilized to document the open standards project development and management processes, will be shared with grantee partners on a case by case basis. Capable NGOs and CBOs will be encouraged to use the Open Standards and MIRADI software to plan, develop, monitor and report on their projects. SGP will contribute to building capacity where required.

5.2 *Stakeholder Participation In Monitoring And Evaluation*

Essential baseline data and information on the community/organization documented before project intervention, and the organization of participatory sessions for project review and evaluation adds value to the findings from monitoring and evaluation activities. Utilization of the participatory approach to project planning and implementation is a requirement for all projects, enabling stakeholder's direct involvement in setting project objectives and outputs. As a result there is increased interest, support and ownership of projects throughout the implementation phase. Through ongoing monitoring and evaluation by the stakeholders SGP projects will attain higher success rates, increased benefits and sustainability.

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The CNA and/or ONA which is conducted in the project identification and design stage will provide information on capacity needs in M&E and activities to build this capacity among the grantees will be included in the project and country programme. A Planning Grant of up to US\$3000.00 is provided to facilitate community level consultations and other planning activities.

The monitoring activities to be spearheaded by the grantees through the PSC, comprised of key grantee representatives or group leaders, the project coordinator, representatives of other stakeholders/interest groups, and where existing, the project mentor. The PSC is responsible for overseeing and guiding project implementation, with day-to-day project management being carried out by the project coordinator. The PSC meets quarterly, provides technical support, and makes recommendations to address challenges and concerns. Input from the PSC is documented and included in project interim and progress reports. The SGP team provides technical guidance to the PSC on matters relating to project implementation.

Table 4 M&E Plan at the Project Level

SGP Individual Project Level		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantees	Duration of project
Baseline Data Collection ¹	Grantees, NC	At project concept planning and proposal stage
Two or Three Project Progress and Financial Reports (<i>depending on agreed disbursement schedule</i>)	Grantees, NC, PA	At each disbursement request
Project Work plans	Grantees, NC, PA	Duration of project
NC Project Proposal Site Visit (<i>as necessary / cost effective</i> ²)	NC	Before project approval, as appropriate
NC Project Monitoring Site Visit (<i>as necessary / cost effective</i>)	NC	On average once per year, as appropriate
NC Project Evaluation Site Visit (<i>as necessary / cost effective</i>)	NC	At end of project, as appropriate
Project Final Report	Grantees	Following completion of project activities
Project Evaluation Report (<i>as necessary / cost effective</i>)	NC, NSC, External party	Following completion of project activities
Prepare project description to be incorporated into global project database	PA, NC	At start of project, and ongoing as appropriate

¹ Capacity-development workshops and M&E trainings may be organized in relation to innovative techniques for community monitoring, including new technologies (i.e. GPS-enabled cameras, aerial photos, participatory GIS, etc.); as well as in response to guidelines for “climate proofing” of GEF focal area interventions; REDD+ standards; and/or other specific donor/co-financing requirements.

² To ensure cost-effectiveness, project level M&E activities, including project site visits, will be conducted on a discretionary basis, based on internally assessed criteria including (but not limited to) project size and complexity, potential and realized risks, and security parameters.

5.3 CPS Results : Impacts and Outcomes

Results from individual projects will be detected from progress reports, site visit reports, and end of project internal evaluation reports based on specific indicators listed in Table 3. These indicators have been selected to measure the contribution of SGP projects to securing global environmental benefits through: community-based initiatives to conserve biodiversity, reducing or avoiding GHG emissions while building climate resilience, reversing and preventing land degradation, and the sustainable management of trans-boundary water body resources. SGP projects will enhance and strengthen the capacity of communities and civil society to address global environmental challenges, improve local livelihoods through local benefits generated from environmental resources, and mainstream gender considerations in community-based initiatives.

At the programme level, individual project results will be aggregated for the three geographic focal areas outlined in section 2.3 above utilizing Miradi software in order to document SGP contributions to the targeted programme outcomes. Project results from progress reports, site visit reports, and end of project internal evaluation reports will be entered in the SGP data base for further analysis. M&E activities presented in Table 5 will be carried out as required.

Table 5 M&E Plan at the Programme Level

SGP Country Programme Level		
M&E Activity	Responsible Parties	Timeframe
Country Programme Strategy Review	NSC, NC, CPMT	Start of OP5 with annual review of portfolio
Strategic Country Portfolio Review	NSC, NC	Once during OP5
NSC Meetings	NSC, NC, UNDP CO	Minimum twice per year
Performance and Results Assessment (PRA) of NC Performance	NC, NSC, UNDP CO, CPMT, UNOPS	Once per year
Country Programme Review resulting in Annual Country Report ³	NC presenting to NSC and CPMT	Once per year
Financial 4-in-1 Report	NC/PA, UNOPS	Quarterly

³ The annual Country Programme Review exercise should be carried out in consultation with the national Rio Convention focal points and the associated reporting requirements.

SGP Country Programme Strategy for Utilisation of OP5 Grant Funds
6. KNOWLEDGE MANAGEMENT PLAN

6.1 Utilization of Lessons Learnt and Good Practices

Lessons learned and good practices obtained from SGP project interventions will be identified during site visits, from project progress reports, and from end of project participatory evaluations which include an assessment of lessons learned. The key project experiences, achievements and lessons learned will be documented and entered in the SGP data base. A digital photo library will help to archive project activities. The annual capacity building and information exchange workshop for grantee partners is an important forum for sharing knowledge among civil society partners. Training modules developed and used by projects will be documented and shared with other interested parties.

Photo stories, an electronic newsletter, an SGP website, case studies of project successes, DVDs and community exchange visits will be used to disseminate successful project experiences. SGP will host a small knowledge center in a section of the office, where interested parties can access information and documentation on the programme and projects. Demonstration sites will also be highlighted for visits and practical exercises, and as patterns for other projects.

6.2 Impact on Policy

NSC members represent key sectors of national importance and serve on many national committees, and boards of directors. Some are employed in or are members of strategic organizations, of influence. With valuable and reliable information and knowledge from SGP they are in a position to influence discussions, deliberations and decisions of relevant national committees.

Government technical staff involved in project design, implementation and M&E will provide an excellent two way flow of information and knowledge between communities groups and government agencies. In addition, data and results from projects will be shared with key government ministries and departments - Agriculture, Environment, Fisheries and Forestry, Tourism and Physical Planning. Other parties are Education and Environmental organizations. The digital newsletter and SGP web site will serve as a conduit for informing a global audience of SGP results, lessons learned and good practices.

6.3 Replication and Up-Scaling

SGP will share and promote lessons learned and good practices with other community based stakeholders to encourage replication and expansion of successful efforts. Learning opportunities will be facilitated through community level exchange visits and at the annual grantee capacity building and information exchange workshop. SGP will encourage replication of successful lessons and practices especially to spread best practices across the country in areas such as organic agriculture and composting projects and beekeeping projects. Additional funding for the up-scaling of successful projects. Grantees will be facilitated to partner or collaborate where there are similarities in their projects to upscale or replicate.

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7 RESOURCE MOBILIZATION PLAN

7.1 Sustainability Strategy

SGP will pursue multiple sources to access and mobilize resources for the programme. A close working relationship will be maintained with various government departments and ministries to work towards attainment of its objectives. Among these are the Environment Coordinating Unit, Agriculture, Forestry and Fisheries Divisions, Ministry of Tourism, Discover Dominica and Invest Dominica authorities. The Cooperative Division and Local Government Department are also partners that SGP already works with and will build on partnering.

Discussions have begun with the BNTF on co-financing of SGP projects with specific elements of community based poverty alleviation within the BNTF portfolio. Others already in discussions on collaboration and co-finance include CANARI, regarding the Critical Ecosystem Partnership Fund (CEPF), Invest Dominica Authority, Discover Dominica Authority, National Development Foundation, Dominica Academy of Arts and Sciences, Clemson University, SGP portfolio will be presented to various foreign embassies and consular agencies and education and research institutions to attract programme and project support.

Other institutions will be invited to the table to discuss and get commitments for support and partnership arrangements for various projects and programme activities. Support provided will include joint monitoring field trips to project sites and co-financing of stakeholder trainings and capacity building workshops will add to SGP finances.

Co-financing will be sought for full projects, specific programme activities or funding for specific project activities including replication of successful projects, establishment of demonstration sites, project extension or upgrading or provision for project activities not funded by SGP. In targeting local organizations focus will be on companies that specifically depend on and or promote healthy eco-systems to operate and generate profits. These include service organizations, private sector, environmental NGOs and eco-tourism operators. A contribution of 10% of the amount budgeted for implementation of projects for other agencies will be negotiated to meet SGP administrative and M&E costs. This provision will ensure the required administrative support and availability of supplies and logistics for implementation.

SGP will explore opportunities and begin the process to partner with educational institutions, local, regional and international for students to work voluntarily with various SGP projects to provide technical, administrative, mentoring or other support. This arrangement is mutually beneficial as the interns gain on-the-job experience and SGP will benefit from the additional human resources to support programme delivery. Foreign based nationals and non-nationals with sought after technical skills will be invited to partner with SGP on specific projects. To facilitate this initiative, SGP will seek the collaborative efforts of organizations of Dominican national's resident abroad.

Proposals will be submitted to these agencies and institutions and presentations on SGP will be made at various forums. Heightened outreach activities will increase awareness of SGP and attract interested parties to initiate negotiations for financing arrangements.

7.2 Strategic Partnerships

SGP will maintain a strong working relationship with government agencies which provide technical support and guidance to community groups. Collaboration with government district officers from various ministries will be increased especially in relation to project monitoring and evaluation. In addition, efforts will be made establish working relationships with other government departments and agencies which could contribute to the successful implementation and long-term impacts of SGP projects. Strategic partnerships will be developed with organizations demonstrating similar interests through mutual exchanges and efforts and joint activities.

SGP will work with agencies such as the National UNESCO Office and the Forestry and Wildlife Division to establish communications networks for dissemination and exchange of information on national protected areas issues.

SGP aims to explore opportunities to partner more closely with the University of the West Indies and the Dominica State College, other education and research institutions operating in Dominica, and the region and with international schools in areas of mutual interest such as field research, project monitoring, and stakeholder training and capacity building, alternative energy, conservation and sustainable livelihoods. New targeted partners include the Dominica Water and Sewage Company (DOWASCO), the Agricultural Industrial Bank of Dominica, National Bank of Dominica, All Saints University Medical School and Ross University Medical School, the Caribbean Development Bank's Basic Needs Trust Fund (BNTF). SGP will explore partnering with these agencies to co-finance community level projects and to leverage co-financing for community needs which are not eligible for GEF funding but which complement SGP interventions.

Ongoing partnerships with FOWH, FAVACA, and CANARI will be strengthened. Other possible strategic partners include the US National Park Service which has expressed interest in the work being done in Dominica, Clemson University, University of Waterloo, University of the Virgin Islands, Nature Conservancy. SGP will seek sponsorship from partners such as CANARI for convening Training-of-Trainers workshops for mentors and CBO and NGO leaders and project coordinators. Approaches will be made to media houses for support in outreach and public awareness initiatives.