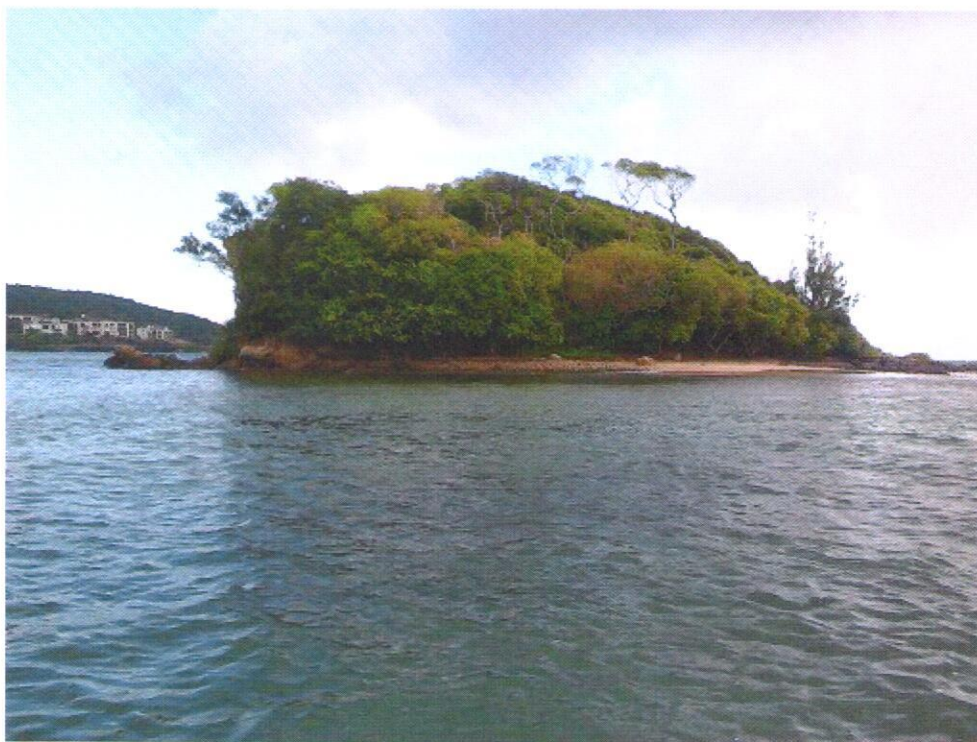


SGP Country Programme Strategy for OP6



Praslin Island

SAINT LUCIA

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LIST OF ACRONYMS

ACR	Annual Country Report
AMR	Annual Monitoring Report
BAM	Banana Adjustment Measures
BC	Biodiversity Conservation
CATS	Caribbean Aqua-Terrestrial Solutions
CARICOM	Caribbean Community and Common Market
CBO	Community Based Organization
CC	Climate Change
CCA	Climate Change Adaptation
CCCCC	Caribbean Community Climate Change Centre
CCIF	Canaries Community Improvement Foundation
CCM	Climate Change Mitigation
CDB	Caribbean Development Bank
CIDA	Canadian International Development Agency
CO ₂	Carbon Dioxide
CPMT	Central Programme Management Team
CPS	County Programme Strategy
CSO	Civil Society Organisation
CYEN	Caribbean Youth Environment Network
DFID	Department For International Development
DVRP	Disaster Vulnerability Reduction Project
ECMMAN	Eastern Caribbean Marine Managed Area Network
EIA	Environmental Impact Assessment
ES	Ecological Sustainability
E-Waste	Electronic Waste
FA	Focal Areas
FAO	Food and Agricultural Organisation
FDBA	Farmers with Disabilities Beekeeping Association
FS	Financial Sustainability
FSPs	Full Size Projects
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHG	Green House Gases
GOSL	Government of Saint Lucia
HACCP	Hazard Analysis Critical Control Point
IADB	Inter-American Development Bank
ICT	Information Communication and Technology
IAS	Invasive Alien Species
IICA	Inter American Institute for Cooperation on Agriculture
IPEN	International Persistent Organic Pollutants Elimination Network
IW	International Waters
KM	Knowledge Management
LD	Land Degradation
M&E	Monitoring and Evaluation
MAFFRD	Ministry of Agriculture, Food Production, Fisheries and Rural Development
MDCs	More Developed Countries
MEAs	Multilateral Environmental Agreements

MSDEST	Ministry of Sustainable Development, Energy, Science and Technology
MSPs	Medium Size Projects
NC	National Coordinator
NEMS	National Environmental Management Strategy
NFG	National Focal Group
NGO	Non-Governmental Organisation
NSC	National Steering Committee
OAS	Organization of American States
OECS	Organization of Eastern Caribbean States
OS	Organizational Sustainability
PA	Project Assistant
POPs	Persistent Organic Pollutants
PRSP	Poverty Reduction Strategy Paper
RAF	Resource Allocation Framework
RBMA	Results Based Management Approach
RM	Resource Mobilization
SALCC	Sir Arthur Lewis Community College
SC	Sustainable Communities
SCS	Socio Cultural Sustainability
SD	Sustainable Development
SEPLs	Socio-economic Indicators for Production Landscapes
SGP	Small Grants Programme
SIDS	Small Islands Developing States
SLAFY	Saint Lucia Agricultural Forum for Youth
SLFCS	Saint Lucia Floral Cooperative Society Ltd
SOP	Standard Operating Procedure
SRC	Sub-Regional Coordinator
SRPS	Sub-Regional Programme Strategy
SRSC	Sub-Regional Steering Committee
TBD	To be determined
UN	United Nations
UNCBD	United Nations Conference on Biological Diversity
UNCCD	United Nations Conference to Combat Desertification
UNDAF	United Nations Development Assistance Framework (for Barbados and the OECS)
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development
VALIRI	Vaughan Arthur Lewis Institute for Research and Innovation
YAEP	Youth Agricultural Entrepreneurship Project

EXECUTIVE SUMMARY

Country Programme Strategy – Saint Lucia

Saint Lucia is considered to be an island of small land mass (616km²), volcanic in nature, and covered by an array of relatively small rivers and streams, that originate from mountain peaks that rise from surrounding lush vegetation, to heights of nearly 960 metres. The steep terrain of the island makes farming a serious challenge, whether one chooses to grow agricultural produce or rear livestock. Similarly, road and building construction must be very carefully planned to avoid infrastructural damage from landslides. The island has a slowly growing population (0.35% for 2014)¹ and currently faces its worse bout of unemployment (24.9%)² in many decades. As most of the unemployed are young persons, the social impacts are severe.

The island also faces significant problems related to river siltation, sediment plumes offshore, repeated influxes of freshwater on coral reefs, and depletion of mangroves as a results of deforestation and illegal dumping of solid and liquid wastes. In the past few years, the GEF SGP has been instrumental in supporting efforts by small communities to address many of these environmental and social issues. The programme has funded clean-up efforts, tree replanting initiatives, forest rehabilitation, species conservation, research and capacity building to support non-conventional agriculture, manufacturing and awareness and education. Rural residents have been encouraged to expand efforts to address climate change both employing mitigation and adaptation measures such as the promotion of rain water harvesting and bee keeping.

Recognizing the capacity for further growth and development and the need for continued reductions in GHG emissions, wasteful agriculture, food imports, biodiversity losses and introductions of IAS, the GEF SGP is pleased to commence a new period of funding support. In the period 2016 – 2019, the new period of programming anticipates greater emphasis on climate appropriate technologies and mechanisms which are in line with national and global sustainable development targets. Community empowerment to identify threats, define solutions and implement appropriate actions will continue to be a priority through training, mentoring and improved access to resources.

The purpose of the CPS is to focus and to achieve impacts that are both nationally and globally significant. The CPS is the primary document which clearly articulates the platform for programming in Saint Lucia. It is a guide to programme and project development, and it lays the foundation for project selection and criteria for assessment of impacts. The CPS identifies the project impacts, outcomes and outputs. The CPS also identifies basic project eligibility criteria and delineates the indicators that will be used in determining the success of the programme and the lessons learned. The CPS, in summary is an impact driven and results oriented document, developed through a participatory process for operations of the GEF SGP in any country for a minimum period of three years.

This new CPS proposes to focus investment in three key landscapes which have been carefully selected because they together allow the GEF SGP to achieve some very critical outcomes. The Soufriere / Qualibou and Canaries landscapes are regions of tremendous biodiversity. The Qualibou landscape also hosts globally important geological features. The two landscapes are home to human communities that remain, despite modern advances and technological changes, engaged closely with culture and traditions which, to a large extent, contribute to the uniqueness and conservation of the areas. The Soufriere region relies

¹ Saint Lucia Statistics Department (2015)

² Ibid.

significantly on tourism, fisheries and agriculture, which rely on healthy ecosystems. The tourism product has been reported to be at risk from several factors including over exploitation of the natural resource base, degradation of hillsides, beaches and off shore areas, and visitor harassment within the town. The forests, human infrastructure, marine ecosystems, including coral reefs, are threatened from land slippage, river sedimentation and flooding, and sedimentation of the Soufriere bay and coral reefs. Employment of residents, changes to farming practices, and reinforcement of structures in the town, are necessary in order to maintain this landscape.

The Canaries landscape depicts an area of significantly untouched wilderness and presents a unique opportunity for the conservation of a large tract of land for biodiversity protection. Unfortunately, several parts of the landscape are severely impacted by floods and soil erosion, natural and manmade. The main human settlement, the Canaries village, also suffers tremendous losses due to damage from river flooding. The Canaries landscape has potential for some tourism which is urgently needed to reduce the severe poverty that characterizes the area. However, until the Canaries River is assessed to identify appropriate engineering and hydrological actions to reduce flooding, damage to property, erosion of river banks and sedimentation of coastal areas, the small village and adjoining bay will continue to endure little economic growth and significant adverse environmental impacts from hurricanes and tropical storms. The landscape of Canaries probably has the greatest potential of all landscapes assessed, to contribute to biodiversity conservation, it being host to one of the largest tracts of undisturbed wilderness on the west coast of the island.

The Mandelée / Anse Galet / Mamiku Landscape is home to the Praslin Mangrove, one of the largest on the island, and despite sources of pollution, one for which there is still a high opportunity for rehabilitation. The area is also home to Praslin Bay, Praslin Island, and numerous traces of Amerindian culture. The area also boasts proximity to the forest reserve, seamoss farms and manufacturing plant, fledgling cassava production and a seemingly strong, well organized community. This landscape will most likely enable the GEF SGP to make the biggest headway in ecotourism and agro – industry development.

Under this CPS, the SGP will focus efforts on mentoring communities and guiding the development of projects within the landscapes. The SGP will ultimately invest in projects that will deliver on one or more of the OP6 strategic initiatives defined per landscape. In addition, the CPS makes provision for the investing of 30% to 40% of the SGP funds in sites outside the chosen landscapes. Criteria for selecting these projects outside the selected landscapes will include: (i) the potential for upscaling; (ii) the catalytic potential of the project or will it generate significant backward and forward linkages; (iii) will the project help to create a buffer zone within a production landscape; and (iv) the level of threats to endemic and threatened species or ecological systems. The projects selected will also help to build resilience and assist in enhancing or magnifying outcomes from the landscape programmes or in some way help complement project outcomes within the landscapes.

Country: SAINT LUCIA

OP6 resources (estimated): US\$900,000 (XCD\$2,430,000)

Background:

1. SGP Country Programme – Summary Background OP5

The Saint Lucia OP5 include seven (7) Focal Areas:

- Biodiversity Conservation
- Land Degradation
- Climate Change Mitigation
- Climate Change Adaptation
- Chemicals
- Capacity Development
- International Waters

For the period October 2012 – Dec 2015, a total of fifty-two (52) projects were approved, (in 2012/ 4 projects; 2013/ 13 projects; 2014/18 projects and 2015/17 projects). The GEF SGP investment for this period was US\$1,489,107 (XCD\$4,020,589). In addition to this direct investment, the SGP was successful in generating US\$1,913,008 (XCD\$5,165,122) in co-funding at a ratio of 1:1.28. Even more notably was the level of capacity building and biodiversity conservation that was successfully achieved as described below.

1.1. Achievements and Lessons Learnt ³

The following summarises the key achievements from October 2012 to December 2014⁴:

Biodiversity Conservation

- A Seven Year Action Plan for the conservation of the highly endangered endemic species Gôj Blan *Ramphocinclus brachyuru*, prepared and published with areas for active management identified.
- A Five Year National Management Plan for the endemic Fer de Lance *Bothrops caribbaeus*, prepared and being finalised.
- Public support confirmed and a plan of action finalised for the establishment of a management area and marine buoy system in Laborie Bay.

Land Degradation

³ GEF SGP UNDP Saint Lucia (2015) Saint Lucia – Annual Report for 2014.

⁴ A more thorough analysis of the qualitative and quantitative analysis of project outputs and outcomes will be presented in the 2015 Annual Report which should be out by April 2015. This listing does not contain the 2015 findings or conclusions.

- Willingness to transition to organic farming by farmers of Fond St. Jacques confirmed.
- The capacity of the Ti Colon/Barre St. Joseph Women's group increased and improved to establish an Essential Oils Manufacturing Plant.
- Eleven (11) members of Ti Colon/Barre St. Joseph are trained in all aspects of nursery management while another 25 members are trained in Quality Control and hygiene, International Standards, Standard Operating procedures in manufacturing, preparing a flow diagram for a processing plant, and HACCP certification process.
- Plant nursery constructed, functioning and produced over 9000 plants for farmers in the Millet Region.
- Trees planted on approximately 15 acres of land in the Millet Region to address land slippage and other forms of mass movement.
- New livelihood created for ten (10) families by constructing ten rabbit hutches in the Millet Region.
- First national experiment with the Department of Forestry, initiated in part as a conservation measure and to introduce agouti (a protected species with a population which has become a nuisance to farmers) to the national protein stream.
- River bank conservation project approved for the Isnare River by land owners.
- Viability and risk of implementing an agriculture and agro-tourism project in the Canaries River Valley determined.
- 10 acres of land allocated for the establishment of an aquaponics and organic farm at Anse La Liberté.
- Consensus established for the construction of a solarized aquaponics facility at the Boys Training Centre in Massade.

Climate Change Mitigation

- Declaration on Climate Change published with over 2,500 signatures which formed part of Saint Lucia's Statement to the 4th International SIDS Conference.
- Over 200 Saint Lucians are more informed about CC and SIDS after attending a lecture by Dr. Roger Pulwarty which was delivered via ICT from New York and was held under the distinguished patronage of the Governor General of Saint Lucia and organised by CYEN.
- Efficient charcoal production process introduced and adapted to Saint Lucia (25% more efficient than traditional techniques).
- Popular theatre used as a means of informing communities of CCM and CCA by Laborie Promotions with a video of the production placed on You Tube with just over 276 views at December 2014.

Climate Change Adaptation

- Impacts of runoff caused by climatic events on urban infrastructure in Laborie assessed and project developed to address these impacts (will include developing guidelines for mitigation in an urban setting).
- Designs completed for the fabrication of Saint Lucia's first mobile solar desalination plant.
- Twenty five (25) farmers and their families in the community of Patience are informed of the impacts of CC on agriculture and also trained in climate smart agricultural practices.
- Farmers at Patience have a stronger organisation to undertake projects for the benefit of their community.
- Twenty (20) hives are established for research on the hypothesis that natural beekeeping is superior to chemical dependent bee keeping.
- Ten members of the FDBA trained in Natural Beekeeping.

- Assessment completed and designs approved for the establishment of a rainwater harvesting system in 38 households in Bouton.

Chemicals

- Over 40 persons are more informed of the adverse impacts of agro chemicals in the community of Laborie.
- Members of the SLFCS are more aware of the impacts of toxic chemicals on the environment and human health and have started to introduce non-toxic chemicals into the production process.
- National policy on greening the floral industry in Saint Lucia in preparation with a policy framework approved.

Capacity Development

- Steering committee established for the creation of a National Coalition of CSOs.
- Collective CSO statement produced and presented at the SIDS Conference in Samoa by the Minister of Sustainable Development, Energy, Science and Technology.
- Base established for a sustainable national capacity development programme for CSOs in Saint Lucia, though the creation of a new research entity called VALIRI at SALCC.

1.2 Lessons Learnt from OP5 and earlier.

Significant effort was devoted to laying the foundation for project implementation, in all the Focal Areas components. Under the OP 5 FAs, persons were trained in project development, creation of sustainable livelihoods, small engine repair, entrepreneurship, environmental stewardship, farm risk management, product packaging, design and installation of shade houses and development of a green policy. Training also occurred in sustainable farming, rainwater harvesting systems development, natural beekeeping, project management, and knowledge management. The skills and ensuing pilot projects have successfully laid the foundation for immediate and effective implementation of projects for the OP6 programme. Whilst this by no means suggest that capacity building will cease, it is anticipated that several projects both within the selected landscape and external to the landscape could require lower levels of funding for capacity building and pilot research as a result of the OP5 results, however there is no guarantee. The presence of VALIRI is also expected to play a significant role in jump starting several initiatives through long term and holistic training of grantees and community residents during the OP6.

Table 1: Lessons Learnt from OP5 Project Implementation

Model Projects	Collaborating Partner	Lessons learnt / successes that support SGP OP6 initiatives
Biodiversity Conservation		
Growing and diversifying a community sea moss enterprise to a sustainable community and national enterprise with export capacity in the village of Praslin, Saint Lucia.	Praslin Sea Moss Farmers Association	<p>This is the first up-scaled agro processing and fully solarised project in Saint Lucia with many lessons:</p> <ul style="list-style-type: none"> ▪ The steps to a HACCP certified agro processing plant can be long and frustrating if one does not thoroughly understand the steps before one begins this journey. ▪ There is a need for a thorough understanding of the quantum of work required for establishing sustainable value chain and production processes.

Model Projects	Collaborating Partner	Lessons learnt / successes that support SGP OP6 initiatives
		<ul style="list-style-type: none"> Solarisation can give a competitive cost advantage in the market when other costs are efficiently managed.
Helping To Recover the White Breasted Thrasher in the North-East Corridor by Addressing Negative Impacts on River Health.	The Trust for the Management of Rivers	<ul style="list-style-type: none"> Species conservation plans, especially for threatened and or endemic species are important in the process of establishing specially managed areas.
An Endangered Species - The Conservation of Bothrops caribbaeus on the small island developing state of Saint Lucia.	Saint Lucia National Trust	<ul style="list-style-type: none"> When a poisonous endemic species is threatened, the approach to protection must be carefully integrated with public awareness and education interventions, and capacity developed among medical and other personnel to handle outcomes from human – wildlife interactions.
Land Degradation		
Sustainable Agriculture, Agroforestry and Community Tourism in Millet, Saint Lucia.	Millet Development Committee	<ul style="list-style-type: none"> In biodiversity rich areas, threatened by severe soil erosion, interventions must use strategies that address the ecological threats and at the same time create viable livelihood options. In all cases actions must build capacities to deliver solutions and create sustainable employment opportunities.
Promotion of Sustainable Crop Production through the Application of Organic Agricultural Methods for Sustainable Community Development	Seed Foundation Inc.	<ul style="list-style-type: none"> Interventions in areas which are disaster prone, where the erodibility and erosivity of the soils are high, should include viable sustainable agriculture options early in the project cycle. Sustainable crop production requires partnerships between the community, the Government, technical experts, and the donor.
Climate Change Mitigation		
Environmentally Sustainable Charcoal Production in Saint Lucia	Saint Lucia Agriculture Forum for Youth	<ul style="list-style-type: none"> Young people with creative and innovative ideas need technical and financial support to develop successful enterprises which are environmentally sustainable while generating employment and incomes streams.
Increasing Public Awareness and Building CSO and Government partnerships to address Climate Change Impacts and support Caribbean Negotiators at COP 21.	Caribbean Youth Environment Network - Saint Lucia Chapter	<ul style="list-style-type: none"> Young people need guidance and mentoring to rise to challenges and meet expectations. Diverse forms of art can be used to inform, educate and advocate for change (music spoken word; animated characters; and video)
International Waters		
Towards the establishment of a Multiple Use National Park as an integrated planning and management framework from ridge to reef and as a means of addressing soil erosion, reducing sewage pollution, practicing coral reef rehabilitation and the development and promotion of livelihoods in the community of Canaries, Saint Lucia.	Canaries Community Improvement Foundation	<p>This is the first community driven ridge to reef project with the goal of establishing a national park in the lowest income generating community in Saint Lucia. Already there are many lessons:</p> <ul style="list-style-type: none"> In a capacity and resource deficit community, mentoring must be a critical component. To effectively engage small communities in dialogue is a lengthy process, which may differ per community group. Success may require repeated

Model Projects	Collaborating Partner	Lessons learnt / successes that support SGP OP6 initiatives
		trials before the correct model(s) is identified per stakeholder.
Capacity Development:		
Creating an Enabling Environment for the formation of Civil Society Coalition for Sustainable Development in Saint Lucia and ensuring that the concerns of civil society are considered at the 3rd International Conference on SIDS.	Saint Lucia National Trust	<ul style="list-style-type: none"> The complexity of environmental and sustainable development issues in a world of competing problems, means that building coalitions to represent the Third Sector, must become part of a transformative strategy towards greater equity in decision making.
Building Capacity of SALCC to Integrate Community Based Action Research into Programmes that Strengthen the Capacity of CSOs while Adopting and Implementing Practices that Minimize their contribution to global warming.	Vaughan Arthur Lewis Institute for Research and Innovation	<ul style="list-style-type: none"> Transformative and sustainable research and innovation requires a dedicated structure with adequate systems for results. Sustained capacity building of CSOs requires a conducive organisational culture providing opportunities for a praxis approach to sustainable development.
Community Based Adaptation		
Promoting Climate Smart Practices through Water Storage, Conservation and Management by Farmers at La Pointe, Mon Repos, Saint Lucia	Superior Broom Producers	<ul style="list-style-type: none"> A community with challenges from drought can rise to the level of implementing unique/unconventional agricultural practices which are the basis of climate smart agriculture.
Provision of a Mobile Desalination Facility to provide potable water in times of crisis and to provide a ready and reliable source of water for Fisherfolk and the Laborie Community in Saint Lucia.	Laborie Fishers and Consumers Cooperative Ltd.	<ul style="list-style-type: none"> Innovation in small communities can require only one person with a conviction, some know-how and skills and the disposition to find and attract financing and the required technical skills toward creating community benefits.
Rainwater Harvesting to reduce the impacts of drought exacerbated by Climate Change in the community of Bouton, Saint Lucia.	Bouton Community Development Committee	<ul style="list-style-type: none"> Understanding power dynamics is an integral part of a resilience building process. The strategy of building resilience in a poor community suffering from a 26% deficit in potable water supply, requires the meeting of promised interventions in a timely manner.

1.3. Situation Analysis: Major Partnerships, and Existing Sources of Co-financing: Government, International donors, and other sources.

There are several bi-lateral and multilateral donors in the Caribbean. The bi-laterals include USAID, DFID, Peoples Republic of China on Taiwan, and the Canadian, German, British and Japanese Embassies. Currently there are a number of large projects that support sustainable development in various landscapes on the island. Amongst these projects are the ECMAN (Eastern Caribbean Marine Managed Areas Network), the CATs (Caribbean Aqua-Terrestrial Solutions), and the CCCCC (Caribbean Community Climate Change Centre, responsible for the implementation of the Green Climate Fund projects in the Caribbean). In addition, there is the DVRP (Disaster Vulnerability

Reduction Project) which commenced in 2013, under the MSDEST, and which seeks to measurably reduce vulnerability to natural hazards and climate change impacts in the country through urgent risk mitigation measures and by strengthening the country's capacity to understand and manage disaster risks. These projects have the capacity to provide significant support to communities in the implementation of sustainable development initiatives, including those designed to reduce risks to coastal zones, mitigate climate change risks, promote sustainable agro-industries, support growth of eco-tourism, and address human behaviour that contributes to land degradation and biodiversity decline. One of the largest bi-lateral donors is the European Union whose funding, like many others, is dedicated to addressing poverty and building economic resilience.

The multilaterals include IICA/OAS; UNDP and the other UN agencies. Another multilateral source is the Caribbean Development Bank which can provide technical assistance, and in certain instances grants to support development initiatives. The Private Sector is also a growing source of co-funding for projects driven by Corporate Social Responsibility and the evolution of philanthropic tendencies.

Government Donors

There are a number of Government Ministries, through their various Departments that are responsible for the development of projects that can contribute to the goals of the OP6. The Department of Fisheries in the Ministry of Agriculture, Food Production, Fisheries and Rural Development (MAFFRD) supports programmes to improve fisher livelihoods, reduce coastal threats and enhance mangrove and wetland areas. Support is given to sustainable fisheries, aquaculture development and seamoss farming. The Department of Agriculture in the same MAFFRD provides technical support to the development of traditional and non-traditional farming, promotes the adoption of sustainable agriculture and rehabilitation of degraded farmlands. A number of project initiatives are undertaken by the MAFFRD which provide substantial co-financing for the SGP initiatives. The Department of Forestry in the Ministry of Sustainable Development, Energy, Science and Technology (MSDEST) is also a significant co-financier to the SGP programme. The provision of technical assistance and materials for support of species monitoring and conservation, the rehabilitation of forests and agricultural lands on hillsides, especially lands bordering rivers and other wetlands, is a priority for the Department of Forestry. Finally, the Sustainable Development Division is focused on building resilience in communities to climate change. Support is given to development of sustainable energy programmes, public education and awareness on climate change, mitigation and adaptation, improvement in water resources management and identification of renewable energy projects to reduce on the dependence of fossil fuels.

The Inter-American Institute for Cooperation on Agriculture (IICA)⁵ in Saint Lucia, another important source of co-financing, remains committed to building the institutional and productive capacities of the agricultural sector in order to enhance the benefits of increased employment (especially in rural communities), expansion of income generation opportunities and food and nutrition security. National level programmes such as the European Union's Banana Adjustment Measures (BAM) Grant package and the Youth Agricultural Entrepreneurship Project (YAEP) provides opportunities to inject much needed resources (€10.35 million) into the agricultural and rural sectors in the coming years and will not only support productive activities, but will also strengthen the diagnostic capabilities of the sector through the

⁵ In May 2015, GEF SGP UNDP and IICA exchanged letters of collaboration which identified general areas of collaboration.

construction of appropriate laboratory facilities. SLAFY, and the Saint Lucia Network of Rural Women Producers, two of the grantees under the SGP OP 5, have benefitted from various training and mentoring initiatives of the IICA.

The SGP programme of OP6 is expected to continue to receive significant technical and other co-funding from the aforementioned agencies.

2. SGP Country Programme Niche

2.1. Alignment with national priorities.

Table 2. List of Relevant Conventions and National/Regional Plans or Programmes

Rio Conventions + national planning frameworks	Date of ratification / completion
UN Convention on Biological Diversity (CBD)	6 th July 1993/29 th December 1993
CBD National Biodiversity Strategy and Action Plan (NBSAP)	Under Revision
Nagoya Protocol on Access and Benefit-Sharing (ABS)	To be ratified.
UN Framework Convention on Climate Change (UNFCCC)	14 th June 1993/ 21 st March 1994
UNFCCC National Communications (1 st , 2 nd , 3 rd)	30 th November 2011 (1 st NC)
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	19 th April 2012 (2 nd NC)
UNFCCC National Adaptation Plans of Action (NAPA)	
UN Convention to Combat Desertification (UNCCD)	30 th September 2003
UNCCD National Action Programmes (NAP)	April 2002
Stockholm Convention on Persistent Organic Pollutants (POPs)	4 th October 2002
SC National Implementation Plan (NIP)	Transmitted 10 th July 2007
Poverty Reduction Strategy Paper (PRSP)	Final report submitted 30 January 2011
GEF National Capacity Self-Assessment (NCSA)	October 2007
GEF-6 National Portfolio Formulation Exercise (NPFE)	2 nd Dec 2014 – 24 th July 2015
Strategic Action Programmes (SAPs) for shared international water-bodies	7 th October 2007
Intended Nationally Determined Contributions	17 th November 2015
Minamata Convention on Mercury	To be signed
Other Relevant Conventions	
The World Heritage Convention	14 th October 1991
Ramsar Convention on Wetlands	19 th June 2002
Kyoto Protocol to the UN Convention Framework on Climate Change (1997)	20 th August 2003
Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES) 1973 as amended at Bonn on 22 nd June 1979.	15 th March 1983
Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region (The Cartagena Convention)	20 th November 1984
United Nations on the Law of the Sea (UNCLOS) 1982	27 th March 1985
The Vienna Convention on the Protection of the Ozone Layer (1987)	Acceded 28 th July 1993

Rio Conventions + national planning frameworks	Date of ratification / completion
Montreal Protocol on Substances that Deplete the Ozone Layer (1987)	Acceded 28 th July 1993
The Saint Lucia Climate Change Adaptation Policy	2015
5 th National Biodiversity report	2014
Biosafety Protocol	June 2005

2.2. Support of National Priorities.

There are a number of environmental issues that Saint Lucia continues to grapple with, especially at a community level. These include, but are not limited to:

- Poor and inadequate supplies of freshwater
- Extended periods of water rationing
- Flooding of communities during heavy rainfall
- Inadequate disposal of solid waste
- Indiscriminate dumping of solid waste in water ways
- Inadequate capacity to address garbage removal by Government Authorities
- Inadequate management of sewage
- Deforestation along hillsides leading to severe soil erosion
- Land Degradation, especially of farm lands, wetlands, mangroves
- Solid Waste Disposal – Plastics in particular, in rivers and along shorelines
- Liquid Waste - disposal of used oil
- Loss of biodiversity in forests, rivers and wetlands
- Overexploitation of natural resources such as sea urchins, local crayfish,
- Natural Disasters Impacts (agriculture, tourism, business, infrastructure)
- Inadequate public education, awareness and participation in integrated environmental management.
- Polluted marine ecosystems
- Threats from Invasive Alien Species
- Unregulated sand mining
- Slaughtering of marine turtles
- Marine pollution from yachts
- Soil Erosion & Sedimentation of corals

Socio-economic: The problem of poverty, unemployment, especially amongst youth and women, high rates of school drop outs, violence amongst youth (mainly men), the spread of water borne diseases, inadequate returns from conventional agriculture, decline in some fish stocks leading to reduced income from fisheries, gender-based inequalities with respect to access to jobs, social benefits, education and health care are also, unfortunately high on the list of issues that currently plague local populations. (Based on World Bank data for 2014, the island population is 183,600 with a GDP of \$1.365 billion. School enrolment was 100%, and the country enjoyed a life expectancy of 75 yrs. However, Poverty Assessment reports [2005], indicate that approximately 21.4% of households, which represent 28.8% of the population, are considered as being “poor”.)

Under the GEF OP6 some of these issues can be addressed. Within the Soufriere and Canaries landscapes, issues related to poor agricultural practices, rehabilitation of degraded slopes, water pollution from sedimentation, illegal dumping of human wastes, unemployment and lack of efficient use of land will all

be given high priority, and funding will be made available to enable communities to address these issues. Technical support will also be provided to CSOs in order to help articulate problems and guide the formulation of solutions to the environmental issues identified per landscape, during the various community consultations and baseline surveys that were held during the development of this CPS. Based on the community consultations held in the Praslin Landscape for example, ecotourism development, mangrove conservation, value added post-harvest development of seamoss and cassava products and reduction in marine pollution, will also be priority issues for which CSOs will seek assistance under the GEF OP6. If the groups are successful in developing programme strategies and proposals, the OP6 programme will have the opportunity of assisting the CSOs achieve or contribute to the achievement of several national conservation and development priorities. During OP6 GEF SGP intends to partner with Government officials working within the landscape to ensure that Government programmes effectively contribute to the projects' designs and implementation and that stakeholders benefit from technical expertise of forest rangers, fisheries and agriculture extension officers, health and community development workers operating within the landscape. In considering support to community-based requests, the SGP will give significant weight to the inputs of the extension officers who will advise as to how the proposed actions /projects fit or will impact or be impacted on any long-term projects of their various Ministries.

2.3. Potential for Complementary and Synergy

Government funded projects and programmes

There is significant scope for the establishment of synergies with Government funded projects. Currently, the Government of Saint Lucia is embarking on a number of climate change, water resources management, agriculture development and community health initiatives. Under the OP5, all the projects supported under the SGP were of priority to the Government and received support as a result. IICA, for example, assisted the St Lucia Agriculture Forum for Youth (SLAFY) in the preparation of a project on sustainable charcoal production funded substantially by GEF SGP.

UNDAF, United Nations Development Assistance Framework for Barbados and the Organization of Eastern Caribbean States 2012 - 2016

Under the UNDAF, the following priorities are identified (which the UN will contribute its resources collectively based on its comparative advantage and in collaboration with strategic partners):

- Outcome 1: Environment, Energy, Climate Change and Disaster Risk Reduction
- Outcome 2: Enabling environment of effective economic and social governance and enhanced security
- Outcome 3: Social protection and poverty reduction with a focus on vulnerable groups
- Outcome 4: Food and Nutrition Security
- Outcome 5: Public Health within the context of the development agenda using rights based approach, maintaining focus on HIV/AIDS and non-communicable diseases
- Outcome 6: Capacity development and institutional strengthening.

With respect to the development of synergies, with the possible exception of Outcome 5, all the UNDAF Outcomes are closely aligned with the proposed strategic initiatives of the GEF SGP OP6. Through the UNDAF, Barbados and the OECS are also taking decisive steps to fully align their programming to support sub-regional and national priorities, national reform processes, and national development plans, including the SDGs.

GEF funded projects in the countries

There have been 52 projects approved and implemented in Saint Lucia, under the GEF-5. The projects consisted of thirteen (13) projects in biodiversity; two (2) in climate change; one (1) in international waters; four (4) in chemicals and waste; Thirteen (13) in land degradation; six (6) in climate change adaptation; eleven (11) in multi-focal area; and two (2) in capacity development. These projects are a reflection of the national priorities of Saint Lucia.

UNDP Strategic Planning Outcomes

1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded;
2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance;
3. Countries have strengthened institutions to progressively deliver universal access to basic services;
4. Faster progress is achieved in reducing gender inequality and promoting women's empowerment;
5. Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including those from climate change;
6. Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings;
7. Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

Table 3. SGP Contribution to National Priorities / GEF-6 Corporate Results

SGP OP6 strategic initiatives	GEF-6 corporate results by focal area	Briefly describe the CPS niche relevant to national priorities/other agencies	Briefly describe the CPS contribution to UNDP strategic programming
Community landscape/seascape conservation	<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society</i>	<p>A ridge to reef approach will be used and a planning and conceptual diagram will be produced for each of the three landscapes selected. Projects will include:</p> <ul style="list-style-type: none"> • Species conservation (endemic and threatened); • Protection of rainforest, dry forest and mangal forest. • Reforestation and Agroforestry. • Protection of watersheds. 	<p>Outcomes 1, 2, 5, 6 and 7: The integrated approach used will contribute to the afore-listed UNDP planning outcomes. Most importantly, the emphasis will be on effective management through a participatory and inclusive approach which improves capacities, empowers communities and generates or improves employment and income opportunities in a sustainable manner.</p>

SGP OP6 strategic initiatives	GEF-6 corporate results by focal area	Briefly describe the CPS niche relevant to national priorities/other agencies	Briefly describe the CPS contribution to UNDP strategic programming
		<ul style="list-style-type: none"> • Management of coastal zones. • Pollution reduction. • Establishment of management areas (protected areas). • Sustainable livelihoods. 	
Innovative climate-smart agro-ecology; Community landscape/seascape conservation	<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>	<p>The primary focus within and outside landscapes will be to promote the land as a living and integrated organism, which requires sustainable management and climate smart approaches, and is the principal means of achieving Food and Nutritional Security. Projects will include:</p> <ul style="list-style-type: none"> • More extensive introduction and use of organic principles. • Sustainable use of species and the introduction or re-introduction into the food chain. • Development of sustainable agro-processing facilities based on solar energy. • HACCP certification for agro-processing plants. • Soil conservation. • Integrated soil-less agriculture in rural and urban areas. 	<p>Outcomes 1,4,5,6, &7: The focus will be on an integrated and inclusive approach to build resilience through climate smart agriculture. Elements of a gender approach will be included and monitored. There will be a constant search for Sustainable employment and income options for implementation.</p> <p>The rehabilitation of slopes that have suffered degradation from tropical storms, exasperated by poor agricultural practices will receive attention during OP6.</p>
Community landscape/seascape conservation	<i>Promotion of collective management of trans-boundary water systems and implementation of the full range of policy, legal, and institutional</i>	Not applicable	Not applicable

SGP OP6 strategic initiatives	GEF-6 corporate results by focal area	Briefly describe the CPS niche relevant to national priorities/other agencies	Briefly describe the CPS contribution to UNDP strategic programming
	<i>reforms and investments contributing to sustainable use and maintenance of ecosystem services</i>		
Energy access co-benefits	<i>Support to transformational shifts towards a low-emission and resilient development path</i>	The approach within and outside landscapes will be to promote and implement climate mitigation actions and build resilience into production systems, in community buildings and in poor households. Alternative energy will be used as a three prong strategy, i.e., to reduce carbon footprint, optimize production processes and build resilience through the operationalization of the principle of continuous learning in communities and organizations. Learning, innovation and improvement will drive the approach to building resilience.	Outcomes 1, 5, 6 & 7: The goal will be to build and integrate resilience as a culture – a new way of interfacing with nature while creating opportunities for sustainable livelihoods.
Local to global chemicals coalitions	<i>Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern</i>	Phase out of toxic agro chemicals wherever possible. This will be linked with agro-ecological initiative. E-waste outside the landscapes shall also be a priority for action.	Outcome 1: The emphasis will be to improve the quality of soils and food.
CSO-Government dialogue platforms	<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	This is a cross-cutting theme. Further support will be given to building the capacity of the CSO Coalition and VALIRI, as the primary means of building capacity among CSOs. It will also be mandatory for all projects to have a capacity development component.	Outcomes 2, 3, 4 & 7: This is part of the democratization process for decision making for complex problems like the environment and climate change. The approach will be gender sensitive and inclusive.
Social inclusion (gender, youth, indigenous peoples)	<i>GEF Gender Mainstreaming Policy and Gender Equality Action Plan and GEF Principles for Engagement with Indigenous Peoples</i>	Social inclusion is considered cross-cutting and will therefore be part of all projects and programmes within and outside landscapes. SGP will continue working with the youth, women and the disadvantaged.	Outcome 2, 4 & 7: The SGP will continue to support projects that directly benefit under privileged groups in society. The capacity of such groups will be developed to take action

SGP OP6 strategic initiatives	GEF-6 corporate results by focal area	Briefly describe the CPS niche relevant to national priorities/other agencies	Briefly describe the CPS contribution to UNDP strategic programming
			to improve socio- economic and sustained development.
Contribution to global knowledge management platforms	<i>Contribute to GEF KM efforts</i>	The approach will be cross-cutting and aims to improve internal and organisational capacity to store, manage, and disseminate data, information and knowledge. Various means of reaching the people will be used; e.g., Support to VALIRI. Publication of KM products such as brochures, fliers, videos, posters produced by GEF SGP and partners. Use of popular theatre.	Outcome 2, 4 & 7: With the creation of VALIRI under the OP5, it is anticipated that this institution will support community education and commence research to build capacity in minority groups.

3. OP6 strategies

3.1. Cross-cutting OP6 grant-making strategies

As a result of the centrality of land use in environmental and resilience strategies, SGP will during OP6 seek to *improve public knowledge and understanding of the current proposed Land Use Policy document* (draft), and to train community persons in the integration of these principles in the design of projects where possible. Training in sustainable agro-industry development will enable communities outside the landscape to explore and identify new opportunities and technologies for income generation, which can be duplicated within the landscape. Of importance will be the identification and training of mentors for most SG partners. Encouraging successful farmers, community workers, fishers, land managers, manufacturers and other business persons to regularly meet with community residents will be an important strategy to be utilised during OP6. This strategy will be applied to all SG partners, ensuring that teams remain motivated and encouraged even when projects become challenging and failure is perceived to be imminent.

There will be the overall improvement of capacity in the area of project development and implementation. It is also anticipated that resource assessment, knowledge management, policy and planning will be areas addressed with all applicants. During the OP5 programme it was evident that the successful implementation of projects was to a large extent based on the capacity of the grantees to take the lead in the management of their projects. Whilst some groups received assistance and training in the previous programme, all applicants, especially new ones, will continue to undergo a brief period of training to ensure minimum skills are developed to enable the group to implement projects and become financially accountable. Present project inception seminars will be revamped for implementation during OP6.

Due to the overarching issue of climate change and the need to ensure that all initiatives include components of climate resilience and adaptability, all groups will also be required to attend brief trainings in Climate Change and methods of adaptation. Such training will form part of existing project inception seminars.

3.2 Landscape/seascape-based OP6

3.2.1 *Selection of the Landscape*

In the selection of the landscapes, a number of factors were taken into consideration. First, the proposed area had to comprise of ecological features sufficiently large and diverse to enable opportunities for multi-stakeholder initiatives related to nature conservation, sustainable development and alternative livelihoods. The selection of landscapes also needed to consider national and or country priorities. Finally, the landscape had to enable actions to be initiated on issues of global significance and at the same time facilitate community development and support local livelihoods. As part of the landscape selection it was determined that a national priority for Saint Lucia would be a site that has a legal designation or one that though not legally designated, is selected by the Government for significant investment for conservation and or management. Some sites were also considered of national importance and global significance if they were listed in national communications as candidates to meet obligations under international conservation treaties/agreements.

The critical ecosystems in Saint Lucia are best captured under the 2009 Saint Lucia Protected Areas Systems Plan (SPASP, 2009) that, whilst not adopted by the Government of Saint Lucia, describes a number of ecosystems and adjoining landscapes that are either proposed for specific management, have been legally designated, or are currently being given special attention by the State for management.

The selected landscape therefore needed to contain one or more of the following:

- all or Part of a Forest Reserve;
- one or more national landmarks; and
- be legally designated as a Protected Landscape, Wildlife Reserve, Marine Reserve, Local Fisheries Management Area, an Environmental Protection Area.

Global level significance were determined by the presence of a:

- World Heritage Site;
- Ramsar Sites or other such sites of international designation;
- Wetlands and other Sites for migratory birds; and
- Areas of high endemism.

Other criteria of importance in the selection of the landscape included:

- The presence of human communities and CSOs;
- Potential to upscale SGP projects (SGP ongoing);and
- Capacity to address socio-economic stresses amongst associated communities

The sites are therefore not only proposed based on the presence of critically important ecological systems but also on the presence of human communities, the interaction of communities with the land (land use), and the expectation that these communities can play an active and meaningful role in the management of their ecosystems and should therefore be provided with the opportunity to derive tangible social and economic benefits from the activities that take place within them.

Based on the above considerations 3 landscapes were selected from the evaluation of over ten possible landscapes. Selected landscapes were scored based on the following:

1. Host species or contain ecological systems that are National Priorities;
2. Host habitats and sites of global significance;
3. Encompass human communities and CSOs;
4. Potential to upscale SGP projects (SGP ongoing); and
5. Level of Capacity and capability to address socio-economic stresses amongst associated communities.

Landscapes that most met the above criteria (high ranks) were then assessed according to criteria 6 – 9, i.e.:

6. CSO Interest in project development, and capacity to implement;
7. Sites having high probability to enable “triple bottom wins” (social, economic and environment levels);
8. Project opportunities are in line with GEF OP 6 Strategic Initiatives:
 - a. Landscape/Seascape Initiatives.
 - b. Climate Smart Agro-ecology
 - c. Low Carbon Energy Access Co-benefits
 - d. Local to Global Chemicals Mgt. Coalitions
9. Potential to develop partnerships (level of investment and types of other projects currently in place and or planned).

The final sites selected will be where 60 – 80% of the GEF SGP investment will occur over the next 4 years. Based on this process the following landscapes were selected for assessment:

1. Mandelée to Anse Galet – South West to Mamiku Landscape;
2. Canaries Watershed; and
3. Soufriere (Qualibou Caldera) – Anse I’vrogne to Bouton.

(See Annex 1).

3.2.2 Baseline Assessment

With the shortlisting of landscapes, the next steps required the implementation of baseline assessments in order to clearly determine current threats, opportunities, conservation activities in place, ongoing, and planned. In order to successfully undertake the assessment, site visits to the shortlisted landscapes were organized. Meetings were held with various stakeholders that included representatives from community organizations including farmers’ groups, fisher organizations, mothers and fathers groups, community development committees, and sports clubs. In addition to the community groups, effort was made to get the agriculture, forestry and fisheries extension officers, health workers, social transformation officers and education officers to also attend the consultations. The community meetings were intended to allow for a snapshot of the social, cultural, economic and environmental status of the landscape and persons who live within it, and enable the collection of the following information:

Conservation objectives⁶ – these represent the key environmental issues of concern to the communities within the landscape and the desired solutions. The conservation issues could range from water pollution, degradation of farm lands, soil erosion on slopes leading to siltation of rivers and beaches and damage to coral reefs. Other issues could relate to excessive flooding of farm lands and urban areas during heavy rainfall and the washing up of sewage on beaches and other coastal areas.

Economic activities – this information is obtained primarily through dialogue with community residents. The levels of unemployment, for example, amongst various community groups and opportunities and strategies to address issues of unemployment and under employment are relevant in defining actions to increase economic status of residents in the landscape. The root causes of unemployment must be clarified and where possible addressed through resident training, education, skills training and job creation.

Major threats – often, it is the residents within the landscape who can best describe some of the conditions that hinder sustainable economic growth in their geographic area. Through discussions with key players, the most relevant threats to landscape conservation can be identified and mechanisms to address these threats determined.

Key management/governance issues – very often, the solution(s) to low employment rates, environmental degradation and excessive natural resource exploitation lies in the development of suitable governing structures and management regimes. With the right governing structures in place it is possible to better manage local resources and monitor environmental changes.

Existing programmes – it is expected that there may already be a number of initiatives ongoing within the landscape that are aimed at environmental conservation and community development. As the GEF SGP is always ready to join forces with other initiatives, creating new partnerships and strengthening old, the need to know and evaluate ongoing programmes in the landscape is an important component of the landscape baseline assessment.

Potential partners – a list of all partners working in the landscape must be compiled.

Relationships with local communities – understanding the various community groups operating in the landscape is important, especially as these relationships can influence the success and impact of the conservation intervention.

The second phase of the baseline study included field visits to areas identified as those of concern to the community groups. Current status of specific components of the physical landscape, whether these are river mouths, eroded slopes, forest trails, polluted bays, unexplored forest trails and islands, were estimated through dialogues, field trips, the use of photographs and appropriate checklists. The levels of employment of residents in the landscapes, social, economic conditions and the educational levels of the persons within the landscape were also defined based mainly on existing socio-economic data and feedback from the community itself.

⁶ These general categories were adapted from GEF SGP Power Point Presentation on Landscapes – prepared by CPMT.

3.2.3 *Mandelée to Anse Galet – East to Mamiku Landscape*

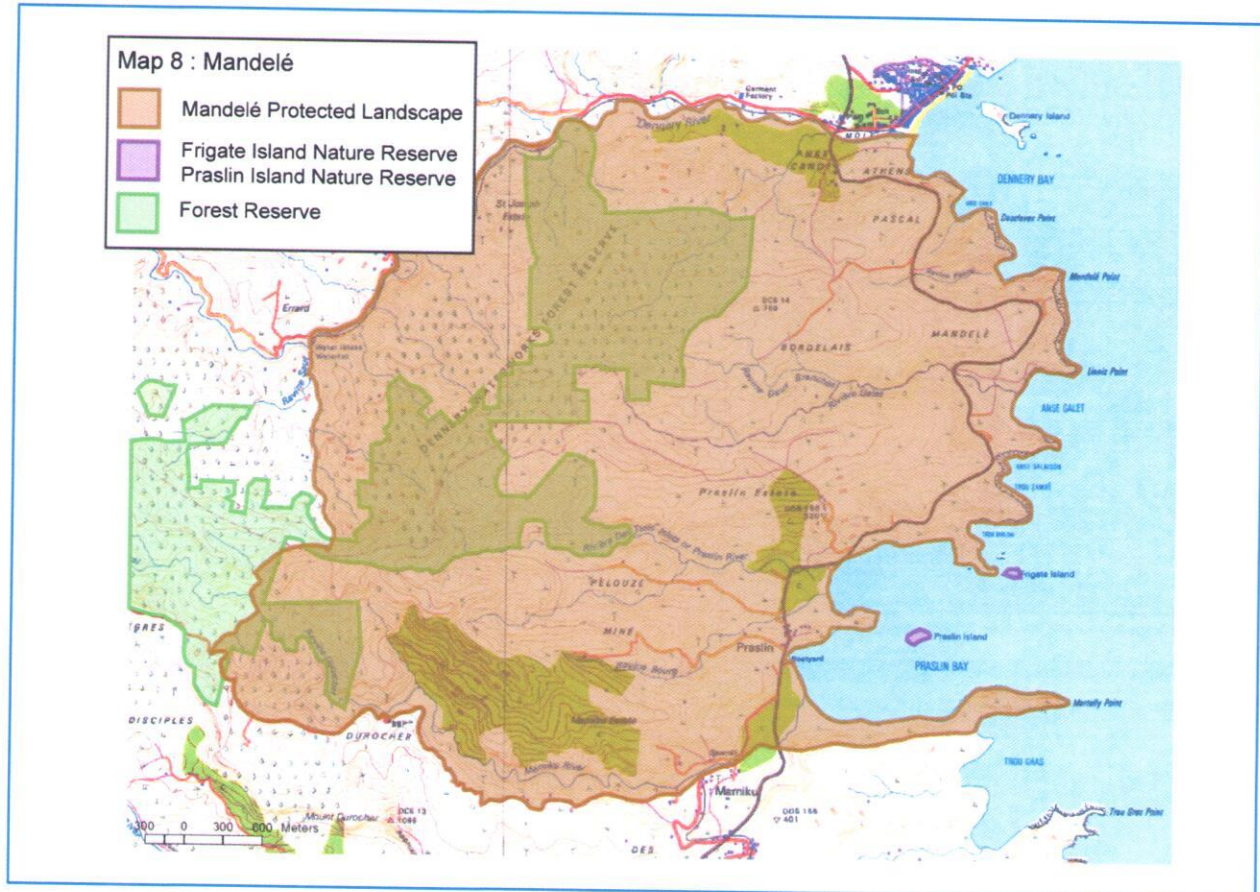


Seamoss Farming, Praslin Bay. MLFelix, 2015

Summary of Findings

- A vibrant community that is eager to develop eco-tourism along its landscape.
- Residents have come together and identified a number of projects on which they wish to embark.
- The Community is aware and proud of the many geological, ecological and cultural components of the landscape and appears well organized and ready to take on active roles in sustainably managing its natural resources.
- There are the Praslin mangrove, Praslin Island, Amerindian sites.
- Seamoss cultivation seems to be on the increase, and thanks to an ongoing GEF SGP projects, farmers are benefiting from a upgraded solarised agro-processing plant in the community.
- There is the possibility of increasing cassava production through the Association of Cassava Planters.
- There is high potential for cashew nut growing and processing.
- The development of an ecotourism project in collaboration with Mamiku Gardens, to offer a new type of product to tourists is seen as one of the main ways of generating income and increasing the number of tourists who visit the village.

- The possible extension of the benefits of this project to Mon Repos and Dennery area is seen as a key goal for the future.



*Proposed Mandelée to Anse Galet – South West to Mamiku Landscape.
Source: Haffey, 2009. A Systems Plan for Protected Areas in Saint Lucia*



Seamoss Farm in Praslin Bay – Snaliah Mahal

3.2.4 *Canaries Landscape*

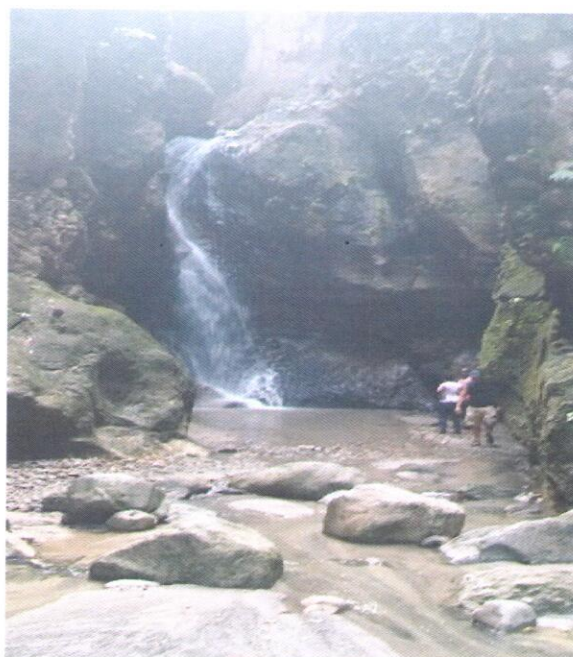
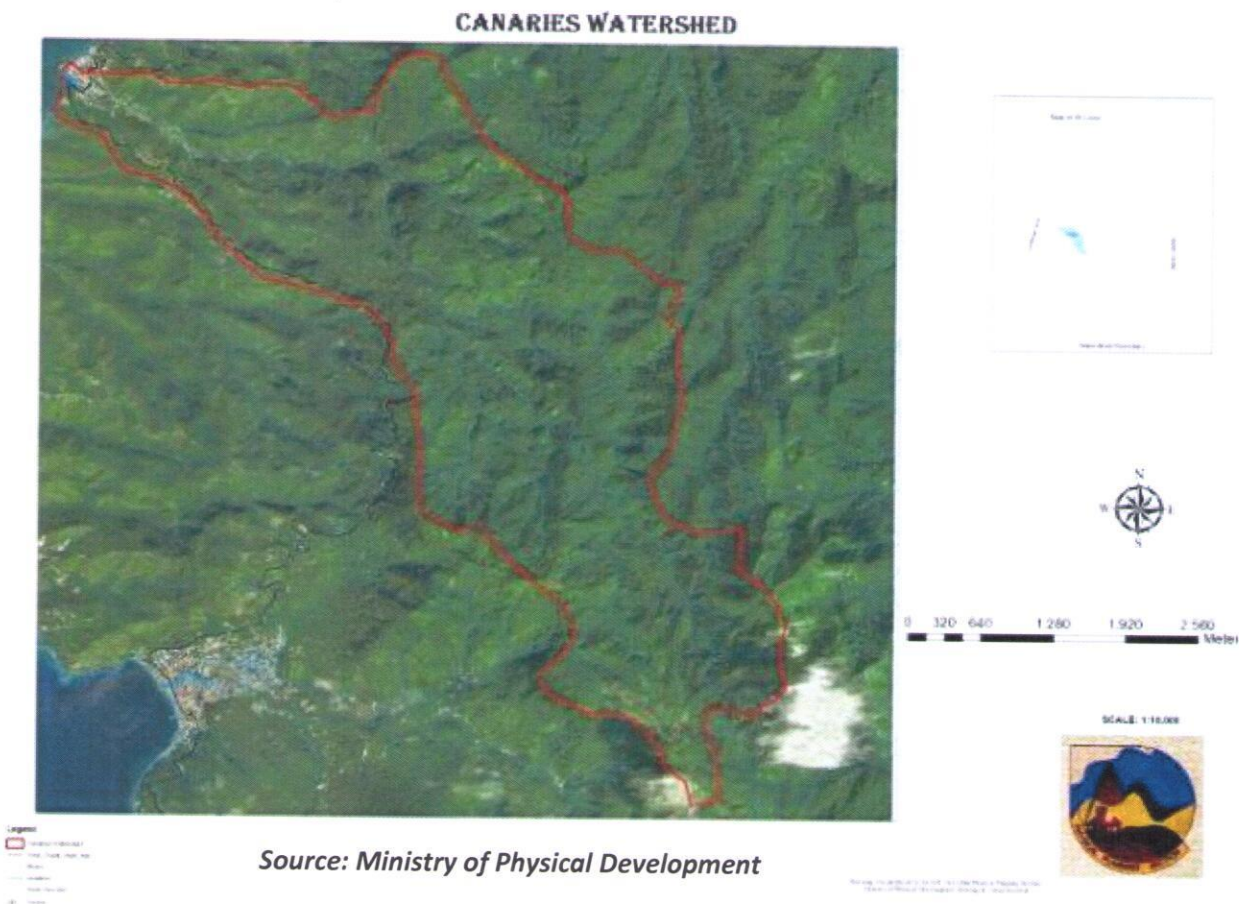


Canaries Village Waterfront, MLFelix 2015

Summary of Findings

- The landscape is one of the largest tracts of wilderness on the west coast of the island.
- The coastal community boasts relatively intact marine ecosystems with potential to sustain fish stocks and coral reefs.
- Threats include river pollution from sewage and sediment.
- Unstable slopes and hillsides.
- Inappropriate agriculture.
- Loss of homes and infrastructure from repeated river flooding.
- Already a recipient of three GEF grants and likely to be a recipient of a grant from the 5Cs.
- Extremely low income community (with a high percentage [$>40\%$] of the population reported to be below the national poverty line) but with the CCIF (Canaries Community Improvement Foundation), it has the potential to bring community groups together to address environmental threats and facilitate economic growth initiatives.
- Has the potential to become the first National Park on the island which will also address poverty issues.
- Can be a new eco-tourism destination, showcasing rain forest trails, canoe making, marine tours and local cuisine.

Proposed Canaries Landscape



**Canaries Lower
Water Fall –
Giles Romulus**

3.2.5 Soufriere – Qualibou Landscape

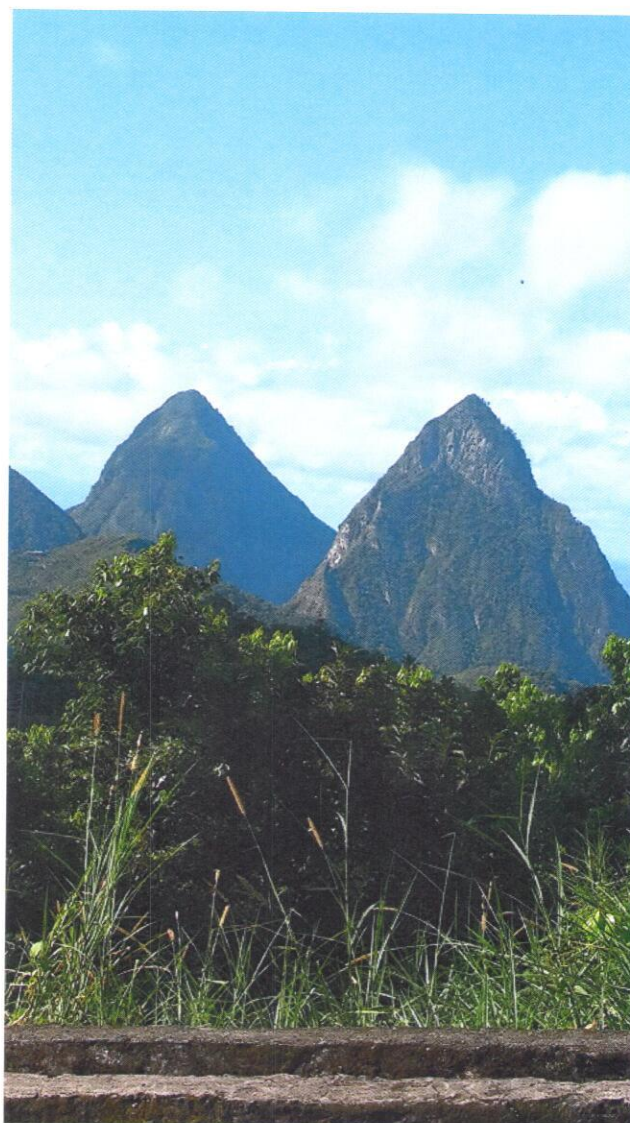


View from the Tet Paul Nature Trail, Soufriere. MLFelix, 2015

Summary of Findings

- Soufriere Qualibou Caldera (includes the community of Fond St Jacques) is rich with unique geological features that are of national and global significance. This landscape is home to the Forest Reserve, a World Heritage Site – Pitons Management Area, Sulphur Springs, the deepest bay on the island, rich coral reefs and the highest mountainous peak on the island.
- Unfortunately unemployment, mental illness and vagrancy are major social problems in the town. Visitor harassment is seen as one of the main issues facing further development of tourism in the area.
- Community residents from various sectors all agree that this is maybe the biggest threat to tourism. It is feared that if harassment is not dealt with speedily there will be serious consequences with visitors electing to avoid walking around the town altogether, thus bypassing local vendors, bars and restaurants, and simply going directly to the out of town attractions, by taxi.
- There is a proposal to improve community surveillance in the town and to provide a home or facility to house and feed the homeless and provide psychiatric care to the mentally unwell giving them the chance to reintegrate into society and live productive lives.
- Despite the large number of persons visiting Soufriere, income from tourism does not seem to benefit the majority of residents.
- Fond St. Jacques residents are eager to become more involved in defining how their community develops.

- There is an interest in rehabilitating the old forest trails in order to attract more visitors to the areas. There is also an interest in stabilizing several slopes through the promotion and facilitation of sustainable agro-industry.
- The threat of flooding and loss of property remains of significant concern to some residents.
- The need to armour some structures in the town to reduce flood damage was proposed.



*The Pre-colimbinan Gods of Atabeyra and Yokahu
Part of the Pitons Management Area World Heritage Site
(Giles Romulus)*

Proposed Soufriere – Qualibou Landscape



Source: Haffey,
 2009. *A Systems
 Plan for
 Protected Areas
 in Saint Lucia*

3.2.6 *Potential Action Areas for OP6*

Of the following 4 strategic initiatives for OP6 (Landscape/Seascape Initiatives; Climate Smart Agro-ecology; Low Carbon Energy Access Co-benefits; Local to Global Chemicals Mgt. Coalitions), it is expected, based on the community consultations, the areas of concern discussed, and the opportunities being considered for development, that overall **biodiversity conservation** through various landscape projects and **agro-smart initiatives** will be of the higher priorities. In order to ensure that projects are developed to adequately address environmental conservation and socio-economic needs of the people within the selected landscapes, are in line with the long term vision of residents for their landscape, and are achievable based on the capacity of the community, project concepts will be left extensively but not exclusively to the residents from the selected landscapes, whilst design and programming will be done jointly between the project implementers and the GEF project officer. Where necessary, technical advice will be sought to strengthen project design, whilst finalization of workplans and budgets will occur after a period of capacity building with key project officers.

To ensure synergies between different projects within the landscapes, community meetings will be held between the different community groups to facilitate information sharing and review of workplans in order to identify opportunities for collaboration between projects. More so, where considered feasible, recommendations will be made for the establishment of umbrella organizations such as the Canaries Community Development Foundation, and the Fond St. Jacques Development Committee, that will bring smaller community groups together to collaborate, in order to develop larger, more landscape appropriate initiatives.

There is the intention to reserve resources in order to enable upscaling or development of projects outside the landscape. To date, it is proposed that 20 – 30 % of the SGP funds will be allocated to projects outside the landscape. Projects that qualify for support will be either previously funded SGPs that have satisfactorily completed and achieved impressive results, and are considered worthy of further development, or new projects that are likely to contribute to the success of initiatives within the landscape and or complement existing landscape initiatives. (An example can be the development of cassava plantations just outside a landscape, which can provide cassava products to a cassava manufacturing plant being developed close by within the landscape). To select the projects from outside the landscapes, a number of criteria will be used, including the following: (i) potential for upscaling; (ii) the catalytic potential of the project; (iii) the extent to which the project will contribute to developing a buffer zone in production landscapes; and (iv) whether there are immediate existential threats to species and ecological systems.

3.3. **Grant-maker+ strategies**

3.3.1. *CSO-government Dialogue Platform*

The ever present challenge of how to increase the capacity and improve the capabilities of CSOs over time is a trying reality. During 2014, the SGP worked to establish a national Coalition of CSOs which would provide a platform for joint capacity development and advocacy for organizations in Saint Lucia. SGP also worked with SALCC to establish VALIRI to focus on research, innovation and ongoing training for CSOs. Important as these initiatives are, SGP does not think the challenge of capacity will be addressed in a decisive manner until a National Mentorship Programme for Sustainable Development at the CSO level is established and fully functional. SGP will again appeal for volunteers and donor funding in establishing such a programme. Enhancing the development of the aforementioned initiatives will be fundamental focus for OP6.

SGP will also seek to work with youth organizations on the island to establish partnerships between youth from the Caribbean, the Pacific and Indian Oceans (South-South Partnership). The goal of this partnership will be to facilitate the exchange and sharing of programme and project lessons using various means including ICT and exchange visits; providing training opportunities; and also attracting sources of funding for common programmes. The publication of an E-Newsletter for distribution between the Caribbean, Pacific and Indian Oceans, and the use of live radio programming for information dissemination between the regions will be explored if a SGP and private sector partnership initiative, which is still in its formative stages, proves to be successful.

3.3.2. Policy influence

A significant strategy towards influencing policies will be the transformation of SGP into a fully KM programme through the following: (i) Use of demonstration projects for training of various public organizations, which include grantees, technical officers and various decision makers and takers; (ii) the publication of high quality but user friendly technical papers for wide circulation; (iii) the publication of high quality case studies; (iv) the organizing of various fora on important SD issues as well as programmatic and project issues; (v) the organizing of conferences on topical issues; (vi) the use of flyers and brochures; (vii) the use of non-conventional approaches such as songs, poems, the spoken word, documentaries; (vi) continued participation in workshops and conferences; (vii) the more effective use of NSC members as communicators of ideas; and (vi) the effective use of the SGP website and social media.

Of great importance to Saint Lucia is the finalization of the National Land Use Policy which is currently being undertaken by the Department of Physical Development in the Ministry of Physical Development, Housing and Urban Renewal. As an important player in the development and implementation of funding to small land owners, farmers, and other groups that use land resources, the SGP is very familiar with the many issues related to land use. The SGP is thus able to contribute significantly to the review of the draft policy document.

3.3.3. Promoting Social Inclusion

Social inclusion requires an ongoing process that is sensitive to inequalities and a deliberate effort to include persons in a manner which builds capacity and empowers them to participate, create, innovate and take risks. SGP must therefore understand social and economic power dynamics in hierarchies and heterarchys and must promote a project implementation framework which is based on collaboration and partnership building. Noting that social inclusion is a cross-cutting theme, which must be included at all stages in the project cycle, SGP will attempt to develop an analytical tool for determining levels of inclusion.

SGP will continue to encourage and facilitate the involvement of women and other marginalized persons in the community in projects. Under the OP6, additional efforts will be made to develop training and mentorship programmes designed specifically for marginalized members within and outside the selected landscapes. To date, the SGP has provided support to prison inmates and given a planning grant towards the development of aquaponics at the Boys Training Centre (a remedial facility). The SGP will continue to invest in mentorship programmes to build the required capacity and sustain interest in women's groups, fishers, farmers, single mothers, unemployed males, etc. to create the necessary level playing field needed for equity in access to SGP support.

3.3.4. Knowledge Management Plan

To be effective, KM must be part of an integrated upwardly moving spiral system which is flexible. At all stages of the project cycle there should be a KM component, i.e., from data gathering to data storage to data analysis and synthesis to knowledge creation and finally evaluation. There must also be the provision to adopt the proven and workable knowledge of communities in the design of interventions, for traditional knowledge can be equally powerful to modern knowledge. Though SGP's predominant way of generating knowledge is through an **Inductive Approach**, we shall continue to use that approach but when necessary also use a **Deductive Approach**.

In periods of scarce resources the *de facto* philosophy of creating knowledge is to use a Utilitarian Philosophy, which means responding to needs and allowing the knowledge to emanate from the process. However, because of our emphasis on treating project information as data we must not negate the possibility of new ideas emerging which may not have immediate utility. With this in mind, SGP will establish a **Knowledge Sub-Committee** of the NSC, with the role of carefully studying completed projects and identifying the lessons learned and the new knowledge which has emerged. Members shall come from the natural and social sciences as well as the business and the artistic world. This sub-committee will be chaired by the NC and reports to the NSC.

During the preparation of the conceptual diagrams for the three landscapes we shall prepare KM Plans which will help with meeting the determined objectives. The plans shall be completed using the example as shown in the following table.

Table 3 Components of a KM Strategy and Plan

OBJECTIVES	TARGET GROUP	KNOWLEDGE PRODUCTS	DISSEMINATION STRATEGY	MONITORING		EVALUATION
				Indicators	Means of Verification	
To change or influence policy.	Decision Makers/Takers	Succinct proposals. Letters. DVDs Discussion papers News Releases Cultural products e.g. shows, concerts	Site visits. Identify a local community member as the champion. Media Discussions Advocacy. Knowledge Fairs	Responses State of the policy (has it changed?) Has it been introduced ?	Public Statements of commitment. Action taken.	Impact of the policy or change.

SGP will organize at least one knowledge fair per year around the time of the presentation of its Annual Report.

SGP currently has access to two websites on which all project updates are posted. Under the SGP OP6, information updates will continue utilizing various forms of communication in order to inform and share the lessons learnt directly from grantees, using testimonials. Short unedited video testimonials will

hopefully also serve as a form of learning and inspiration for other groups, as both success and failed stories will be shared. SGP will also move to identify **Conservation Heroes**, who are person(s) who have played a pivotal and extraordinary role in a project or have demonstrated leadership which empowers others to grow and develop. SGP is proposing to join with the private sector and the GOSL in publicly acclaiming the impact of such heroes at the public presentation of our Annual Report.

3.3.5. *Communications Strategy*

A Communication Strategy must be focused to have any measure of success. For each landscape, a communications strategy will be developed that meets the specific information needs of the residents. Each landscape shall have a communications strategy based on the following plan:

Table 4
Components of a Communications Strategy

TARGET	WHY	MEANS	HUMAN RESOURCE NEEDED	RESOURCES (Cash and in- kind)	RESULTS EXPECTED	MONITORING AND EVALUATION

This results based approach to communications will ensure that we build into the process a learning curve which is constantly revisited.

The SGP website is up and running and through this means it is anticipated that a significant amount of information on ongoing or completed projects will be posted. Call for proposals will also be posted on the website. However, it is fully understood that a website is only suitable as a communications avenue for some persons. It is expected that information sharing with many stakeholders will require a different or additional mechanism. The SGP will continue to use community meetings and local radio to inform target groups on new situations related to projects, to exchange ideas, experiences, build capacity and promote new information and technologies.

There is also consideration for the creation of an e-bulletin which will provide updates on projects, and share technical information relevant to the projects. The e-bulletin will be emailed widely both locally and internationally. To assist with this strategy, the SGP will make every effort to apply for a trained Peace Corp Volunteer with the requisite expertise. In addition, the SGP will also continue the process of creating strong partnerships with the media.

4. Expected Results Framework

4.1. OP6 Global Project Components, CPS Targets and Indicators

Table 5. Consistency with SGP OP6 Global Programme Components

OP6 project components	CPS targets	Activities (Approx. # and typology of projects)	Indicators (Target # of hectares Landscape/seascape baseline assessment indicators (TBD) See Annex 1 and 2)	Means of verification	Social and Environmental Safeguards
SGP OP6 Component 1: Community Landscape and Seascape Conservation: 1.1 SGP country programmes improve conservation and sustainable use, and management of important terrestrial and coastal/marine ecosystems through implementation of community based landscape/seascape approaches in approximately 50 countries	Three landscapes are targeted: <ul style="list-style-type: none"> The Canaries Landscape The Soufriere/Qualibou Landscape. The Mandelée/Praslin/Mamiku Landscape. A ridge to reef approach will be used and a planning and conceptual diagram will be produced for each of the three landscape selected	A minimum of 4 projects in each landscape = 12 <ul style="list-style-type: none"> Species conservation (endemic and threatened); Protection of rainforest, dry forest and mangal forest. Reforestation and Agroforestry. Protection of watersheds. Management of coastal zones. Pollution reduction. Establishment of management areas (protected areas). Sustainable livelihoods. 	<ul style="list-style-type: none"> Number of species protected. Number of hectares of land and/or sea protected or actively managed. Number of hectares reforested or turned into agro forested lands. Changes in water quality and land quality parameters. Number of persons gainfully employed (either temporally or permanently) Quantum of wages received. 	Grantee project reports. Individual project reporting by SGP country teams Baseline assessment comparison variables (use of conceptual models and partner data as appropriate) Annual Monitoring Report (AMR) Country Programme Strategy Review (NSC inputs)	Each landscape shall have a functioning steering committee with representatives from major stakeholders. The NSC will serve as the Stakeholder Response Mechanism and the Compliance mechanism within the first two years and their role evaluated. Social & Environmental standards shall be identified for each landscape and project.
SGP OP6 Component 2: Climate Smart Innovative Agro-ecology:	The primary focus within and outside landscapes will be to promote the land as a living	Approx. projects Projects will include 4 per landscape, = 12:	<ul style="list-style-type: none"> Soil and water quality. Number of species introduced and 	Grantee progress and final reports.	Each landscape shall have a functioning steering committee with

OP6 project components	CPS targets	Activities (Approx. # and typology of projects)	Indicators (Target # of hectares Landscape/seascape baseline assessment indicators (TBD) See Annex 1 and 2)	Means of verification	Social and Environmental Safeguards
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	and integrated organism, which requires sustainable management and climate smart approaches, and is the principal means of achieving Food and Nutritional Security.	<ul style="list-style-type: none"> • More extensive introduction and use of organic principles. • Sustainable use of species and the introduction or re-introduction into the food chain. • Development of sustainable agro-processing facilities based on solar energy. • HACCP certification for agro-processing plants. • Soil conservation. • Integrated aquaponics in rural and urban areas. 	<p>in use within the local food chain.</p> <ul style="list-style-type: none"> • Number of functioning and HACCP certified agro-processing plants. • Amount of GHG gases reduced. • Area of land and/or sea under effective management. 	<p>Individual project reporting by SGP country teams</p> <p>Socio-ecological resilience indicators for production landscapes (SEPLs)</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review (NSC inputs)</p>	<p>representatives from major stakeholders.</p> <p>The NSC will serve as the Stakeholder Response Mechanism and the Compliance mechanism within the first two years and their role evaluated.</p> <p>Social & Environmental standards shall be identified for each landscape and project.</p>

<p>SGP OP6 Component 3: Low Carbon Energy Access Co-benefits:</p> <p>3.1 Low carbon community energy access solutions successfully deployed in 50 countries with alignment and integration of these approaches within larger frameworks such as SE4ALL initiated in at least 12 countries</p>	<p>The approach within and outside landscapes will be to promote and implement:</p> <ul style="list-style-type: none"> climate mitigation approaches within production systems, in community public buildings and in poor households. Alternative energy will be used as a three prong strategy, i.e., to reduce carbon footprint, optimize production processes and build resilience through the operationalization of the principle of continuous learning in communities and organizations. Learning, innovation and improvement will drive the approach to building resilience. 	<p>Approx. 10 projects</p> <ul style="list-style-type: none"> Solarisation of agro-processing plants Solarisation of low income or below the national poverty line households which meet certain standards. Demonstration projects using other forms of alternate energies (e.g. bio-fuels) Energy conservation projects. 	<ul style="list-style-type: none"> Number of typologies of community-oriented, locally adapted energy access solutions with successful demonstrations for scaling up and replication. Number of households achieving energy access with locally adapted community solutions, with co-benefits estimated and valued 	<p>Grantee progress and final reports.</p> <p>AMR, country reports</p> <p>AMR, global database, country reports Special country studies</p> <p>Country Programme Strategy Review (NSC inputs)</p>	<p>Each landscape shall have a functioning steering committee with representatives from major stakeholders.</p> <p>The NSC will serve as the Stakeholder Response Mechanism and the Compliance mechanism within the first two years and their role evaluated.</p> <p>Social & Environmental standards shall be identified for each landscape and project.</p>
<p>SGP OP6 Component 4: Local to Global Chemical</p>	<p>Outline of innovative tools and approaches to:</p> <ul style="list-style-type: none"> pesticide management 	<p>Approx. 2 projects</p> <p>These projects will be outside landscapes and developed using</p>	<p>Quantum of chemicals under effective management.</p>	<p>Grantee progress and final reports.</p>	<p>The NSC will serve as the review committee for</p>

OP6 project components	CPS targets	Activities (Approx. # and typology of projects)	Indicators (Target # of hectares Landscape/seascape baseline assessment indicators (TBD) See Annex 1 and 2)	Means of verification	Social and Environmental Safeguards
<p>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>	<ul style="list-style-type: none"> solid waste management (plastics, e-waste, medical waste and so on), heavy metals management. 	rigorous business plans.	Business success (employment, revenue, and income).	<p>Individual project reporting by SGP country teams</p> <p>Strategic partnership with IPEN country partners</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p>	stakeholder and compliance issues from individuals and publics.
<p>SGP OP6 Component 5: CSO-Government Policy and Planning Dialogue Platforms (Grant-makers+):</p> <p>5.1 SGP supports establishment of “CSO-Government Policy and Planning Dialogue Platforms”,</p>	<p>Further support will be given to building the capacity of the CSO Coalition and VALIRI, as the primary means of building capacity among CSOs. It will also be mandatory for all projects to have a capacity development component.</p>	<p>At least two (2) projects.</p> <p>Either further development of the existing project or upscaling of same.</p> <p>Focusing on SDGs and Paris CC Declaration.</p>	<ul style="list-style-type: none"> Number of CSOs participating in the coalition. Number of issues public educated about and the responses. * Number of CSOs and members trained by VALIRI. 	<p>Grantee progress reports.</p> <p>Individual project reporting by SGP country teams</p> <p>SGP Global Database</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme</p>	<p>The NSC will serve as the review committee for stakeholder and compliance issues from individuals and publics</p>

OP6 project components	CPS targets	Activities (Approx. # and typology of projects)	Indicators (Target # of hectares Landscape/seascape baseline assessment indicators (TBD) See Annex 1 and 2)	Means of verification	Social and Environmental Safeguards
leveraging existing and potential partnerships, in at least 50 countries				Strategy Review	
CROSS CUTTING THEMES					
SGP OP6 Component 6: Promoting Social Inclusion (Grant-makers+): 6.1 Gender mainstreaming considerations applied by all SGP country programmes; Gender training utilized by SGP staff, grantees, NSC members, partners 6.2 Involvement of youth and disabled is further supported in SGP projects and guidelines and best practices are	Social inclusion is considered cross-cutting and will therefore be part of all projects and programmes within and outside landscapes. SGP will continue working with the youth, women and the disadvantaged.	Training for the NSC in Gender Analysis. Training for grantees in Gender Analysis Training of partners in Gender Analysis. Revision of project instruments to factor in Gender Analysis.	At least 100 persons trained in Gender Counting and Analysis. Gender Analysis integrated into landscape analysis and projects.	Grantee progress reports and final reports. Individual project reporting by SGP country teams SGP Global Database Annual Monitoring Report (AMR) Country Programme Strategy Review	The NSC will serve as the review committee for stakeholder and compliance issues from individuals and publics

OP6 project components	CPS targets	Activities (Approx. # and typology of projects)	Indicators (Target # of hectares Landscape/seascape baseline assessment indicators (TBD) See Annex 1 and 2)	Means of verification	Social and Environmental Safeguards
widely shared with countries					
<p>SGP OP6 Component 7: Global Reach for Citizen Practice-Based Knowledge program (Grant-makers+):</p> <p>7.1 Digital library of community innovations is established and provides access to information to communities in at least 50 countries</p> <p>7.2 South-South Community Innovation Exchange Platform promotes south-south exchanges on global environmental issues in at least 20 countries</p>	<p>The approach will be cross-cutting and aims to improve internal and organisational capacity to store, manage, and disseminate data, information and knowledge. Various means of reaching the people will be used; e.g., Support to VALIRI. Publication of KM products such as brochures, fliers, videos, posters, songs, produced by GEF SGP and partners. Use of popular theatre.</p>	<p>Procure the services of a Peace Corps Volunteer.</p> <p>Establish Digital Data Base.</p> <p>Develop South-South Partnership between the youth of the Caribbean Sea, and Pacific and Indian Oceans.</p>	<p>Number of country innovations to be shared and disseminated at the national, regional and global levels.</p> <p>Strength of South-South Partnership among the youth.</p> <p>At least one reciprocal education trip for youth (subject to the availability of funds)</p>	<p>Grantees' progress report and final reports.</p> <p>SGP Global Database</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p>	<p>The NSC will serve as the review committee for stakeholder and compliance issues from individuals and publics</p>

5. Monitoring & Evaluation Plan

5.1. The Strategy

With the demands of OP 6 and KM, SGP's monitoring and evaluation plan will focus attention at both the output level for projects and the outcome level at the macro or country scale. Each landscape will have its own CONCEPTUAL MODEL from which projects will be identified for funding. The M & E Plan at both the project and country levels will also be significantly influenced by the conceptual model. The minimum number of variables monitored will include those stipulated in Table 5.

Table 6. Project and Country Levels M & E Variables

VARIABLES	PROJECT LEVEL			COUNTRY OR PROGRAMME LEVEL
	INDICATORS (to include)	WHEN	MEANS OF VERIFICATION	
Environmental	<ul style="list-style-type: none"> Number of species protected. Soil and Water quality GHG reduction Level of resilience to CC impacts Hectares of land and/or sea declared and managed. 	At the various reporting periods for each project.	Project progress reports.	Annually and at the end of each programme period the NC, the PA and the NSC will amalgamate the results for the Annual Report which is presented publicly. At the end of programme periods a major report will be produced by the second year of the current programme period for the previous programme period.
Economic	<ul style="list-style-type: none"> Production levels Cost of production Employment Revenue Income 	At end of projects	Final project reports	
Social	<ul style="list-style-type: none"> Community cum group cohesion. Contribution to community spirit. 	At Site Monitoring Trips by NC, PA and NSC.	Site monitoring reports.	
Innovation	<ul style="list-style-type: none"> Number of new ideas or adapted ideas to the community. Skills developed and shared. Any patents? Any need for copyrights? 	At the variable reporting periods for each project.	Project progress reports.	
Capacity & Capability Development	<ul style="list-style-type: none"> Number of persons trained (men and women). Division of labour between the sexes (traditional or evolving?) Number of requests for assistance (increasing or declining) 	At end of projects	Final project reports	
Partnerships Created	<ul style="list-style-type: none"> Number of partnerships. Durability of partnerships. Quality of partnerships. 	At Site Monitoring Trips by	Site monitoring reports.	

PROJECT LEVEL				COUNTRY OR PROGRAMME LEVEL
VARIABLES	INDICATORS (to include)	WHEN	MEANS OF VERIFICATION	
Level of Co-funding	<ul style="list-style-type: none"> Quantum of cash co-funding Quantum of in-kind co-funding Accuracy and proof of in-kind co-funding Verification of cash co-funding. 	NC, PA and NSC.		

The M & E plan at the country level will also coincide with that which is required by SGP's Programme Guidelines and SOP as summarized in the Table 6 below.

Table 7. M&E Plan at the Country Programme Level

M&E Activity	Responsible Parties	Timeframe/Scope
Country Programme Annual Strategy Review	NSC, NC, CPMT	Reviews will be conducted on annual basis to ensure CPS is on track in achieving its outcomes and targets, and to take decisions on any revisions or adaptive management needs
NSC meetings	NSC, NC, UNDP CO	Minimum twice per year, with one dedicated to M&E and adaptive management at the end of each grant year in June
Financial reporting	NC/PA, UNOPS	Quarterly
Annual Country Report (ACR) to review portfolio progress and results of completed projects	NC presenting to NSC	Once per year in June
Annual Monitoring Report – country survey based on ACR	NC, survey data provided to CPMT	Once per year in July
Strategic Country Portfolio Review	NSC, NC	At the end of OP6

Finally, SGP will create strong partnerships with the GOSL and other agencies to assist with M & E and as a result SGP will continue with the presentation of its annual report to the Government and People of Saint Lucia and to other partners. This will be a kind of public accountability session.

6.2 Resource Mobilization (RM)

Resource mobilization is indispensable for the continued survival of the SGP programme in any country and is a basic requirement to help SGP in meeting the 1:1 co-financing ratio required by the GEF Council. The main objectives of the CPS resource mobilization strategy shall be to:

- Cover the cost of project activities not fully funded by the SGP as in the case of baseline studies and alternative livelihoods activities;
- Cover part of the administrative and operational costs associated with managing the programme in Saint Lucia;
- Develop projects at scales which will ensure their viability and sustainability; and

- Meet the project and programme co-financing ratios as required by the GEF regulations.

RM should result in Cash/In-kind resources and take place at three levels targeting the GOSL and its various Ministries, the Private Sector, Bi-lateral and Multilateral donors and where possible wealthy persons living in the country. The STAR resources which the GOSL has already decided to donate to the GEF SGP UNDP programme, though not a source of co-funding, by GEF regulations, must be considered a supply which augments total resources for implementation of the GEF 6 strategy.

For the purposes of co-funding there are two levels at which resource can be mobilised:

The Project Level: it is expected that every project proponent shall raise at least 50% of the project budget in-kind and in-cash and provide evidence to the NC. A wavering of the financial cofunding component for selected CSOs will be dependent on the success of the national RM efforts, SGP policies in existence at the time and the decision of the NSC.

The Country Programme Level: Once completed, the CPS shall serve as a basis for raising funds over its three-year life span. This task shall be the direct responsibility of the NC and the NSC.

Successful RM strategies are context specific and cannot be generalised as each potential donor has different requirements. There are however a menu of general guidelines which can be adapted to various contexts, all of which are in one way or the other linked to the credibility of the programme. These guidelines include:

- *Effective Promotions of SGP:* Using various media forms to promote the SGP in the Country, its successes and the dissemination of Lessons Learned from projects. In this modern age in which the average media story has only a short transient impact, there is need for an ongoing communications programme and an evolving partnership with the media.
- *Knowledge of Organisation:* Knowing the strengths of the organisation and not misrepresenting its achievements and capabilities. Honesty is usually the best approach as misleading the donor is guaranteed to sully reputations, as donors talk to each other.
- *Knowledge of the Donor or Source:* Developing an information database on the donor or source which answers such questions as the donor's programme focus; their requirements and preferences; and their project approval cycle is part of the information or intelligence gathering aspect of an effective RM strategy. Cultivating a relationship with the donor is also indispensable for future funding prospects and this frequently requires an investment of time and patience. Very importantly, one must ensure that the donor is not involved in projects or programmes that contradict the principles and values of the SGP, UNDP and the GEF.
- *Effective Management of the Funds:* Ensuring that there is transparency and accountability for the funds and that all reporting requirements are met in a timely manner. Reporting requirements are to stakeholders, the community, donors and in many cases a report to the appropriate Ministry of Government is recommended for strategic and information reasons. It is also necessary to ensure that all commitments made during negotiations are kept.
- *Covering the Administration Cost:* Receiving a grant is one successful step in a two-step process which includes the management of the funds and the project activities. If a grant will add responsibilities to

the SGP which are beyond the capacity of its volunteers and/or staff, it is wise to negotiate for sufficient funds to cover a part of the administration and operational cost. If this is not done, successful project implementation will be in jeopardy from inception.

- *Monitoring and Evaluation:* It is a requirement that a monitoring programme on RM is established for Saint Lucia which could include a registry of funding sources, documenting successes, failures and lessons learned. It is also necessary that there be an annual evaluation of the RM programme to identify lessons learned for future strategies.

There are several bi-laterals and multilateral donors in the Caribbean. The bi-laterals include USAID; DFID; and the Canadian, German, British, Australian and Japanese Embassies. By far the largest bi-lateral funder appears to be the European Union whose funding, like many others is dedicated to addressing poverty and building economic resilience. The multilaterals include IICA/OAS; UNDP and the other UN agencies; Oxfam; and foundations such as Mac Arthur Foundation. The Italian Government is also currently looking to develop programmes which focus on youth entrepreneurship. Another multilateral source is the Caribbean Development Bank which can provide technical assistance and in certain instances, grants. Finally, the Government of Saint Lucia offers grants through its various poverty programmes and the private sector can be considered a co-funder whose priorities are often a function of the maximum level of publicity they can receive.

Finally, clarity of message is also a critical part of every RM strategy and time and resources need to be spent on that area in order to avoid confusion and misinterpretations.

7. Risk Management Plan

7.1 Project and Programme Risks

Risks faced by the programme can be divided into those which affect projects, such as *insecurity of land tenure, inadequate cash co-funding, very low capacity, and inadequate and unsustained technical assistance*. Another set of risks are the programme or macro level risks, which include *the consistency of Government Policy, Political Sensitivities at the constituency level, disasters which are increasing due to CC; Inadequate funding for human resource recruitment as the quantum, content and intensity of work increases, and the growing expectation from GEF SGP and the limits to volunteerism*. These risks are described in Table 7.


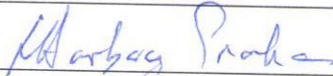

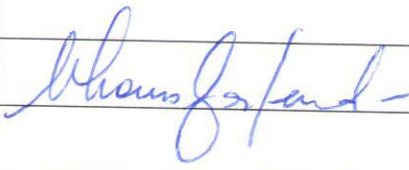

Table 8. Description of Risks Identified for OP6

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
PROJECT LEVEL			
Insecurity of Land Tenure	Medium	High	Facilitate negotiations with land owners and signing of rental or lease agreements with land owners.
Inadequate cash co-funding	Medium	Medium to High	Assist grantee in making contacts with the private sector and other donors.

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
Very low human resource capacity	High	Medium to High	Aggressively develop a national and community training and mentorship programme, using students and professionals.
Inadequate and unsustainable technical assistance	Medium	Medium	SGP will need to develop a national technical and professional data base where professional who are willing to work and volunteer can be registered. They will be need for a vetting process and system.
PROGRAMME LEVEL			
Stability of Government Policies	Low	Low	Maintain contact with GOSL departments and technical officers to avoid surprises.
Increasing disasters due to CC	High	High	Develop a risk mitigation strategy which can be shared with all grantees. This must become part of the project development process in OP 6.
Human resource constraints of SGP as the quantum and intensity of work increases	Medium	High	Development of a strong mentorship and volunteer programme and source assistance from organisations such as Peace Corps.
Inconsistent input from volunteers	Low to Medium	Medium to High	More careful assessment of comparative advantages and request assistance within a time line which has built in flexibility.

7.2 Tracking of Risks

The efficacy of risk tracking is a function of the type of risk, knowledge of the risk, its manifestation, the lead time to its impact, and the amount of secrecy associated with it, in the case of Government policy changes. It is hoped that with the open communications of the SGP and its high level of transparency means that its network of supporters will assist in communicating all kinds of risk to the NC and NSC. Above all however, is the initiative of the NC and the PA, members of the NSC and various sub-committees. SGP will introduce a set of risk tracking questions in its revised project reporting instruments for OP6. .

NSC members involved in OP6 CPS development, review and endorsement	Signatures
Veronica Simon - review and endorsement	
Laurah John – development, review and endorsement	
Barbara Graham – development, review and endorsement	
Anita Janes – development, review and endorsement	
Augustine Dominique – development, review and endorsement	
Charms Gaspard – review and endorsement	
Caroline Eugene – development, review and endorsement	
Bishnu Tulsie – review and endorsement	
Felix Finisterre – review and endorsement	
Norma Cherry-Fevrier –review and endorsement	
Terryl Alister Monsanto – review and endorsement	
UNDP - Stephen O'Malley represented by Tracy Phillips – review and endorsement	

- Annex1:** OP6 Landscape Selection – See attachment
- Annex 2:** OP6 Landscape/seascape Baseline Assessment – See Attachment
- Annex 3:** OP6 donor partner strategy annex - SIDS CBA