

SGP COUNTRY PROGRAMME STRATEGY FOR OP6 BARBADOS

(2015-2018)



GEF SMALL GRANTS PROGRAMME BARBADOS
BUILDING A BETTER BARBADOS

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List of Acronyms

ACR Annual Country Report	MOA Ministry of Agriculture
ASMR Annual Survey and Monitoring Report	MCYS Ministry of Culture Youth and Sport
AW Area of Work	MTGDS The Medium Term Growth and Development Strategy
BANGO Barbados Association of Non-Governmental Organisations	NAMA Nationally Appropriate Mitigation Actions
BARP Barbados Association of Retired Persons	NAP National Action Plan
BAS Barbados Agricultural Society	NAPA National Action for Protected Areas
CBA Community based Adaptation	NBSAP National Biodiversity Strategy and Action Plan
CARICOM Caribbean Community and Common Market	NC National Coordinator
CBC Caribbean Broadcasting Corporation	NCSA National Capacity Self-Assessment
CBO Community Based Organisation	NFG National Focal Group
CDB Caribbean Development Bank	NFP National Focal Point
CERMES Centre for Resource Management and Environmental Studies	NIP National Implementation Plan
CIDA Canadian International Development Agency	NPFE National Portfolio Formulation Exercise
CO ₂ Carbon Dioxide	NSC National Steering Committee
CPMT Central Programme Management Team	NGO Non-Governmental Organisation
CPS County Programme Strategy	NOAA National Oceanic and Atmospheric Administration
COP 21 Conference of Parties 21 st Conference	OAS Organisation of American States
CSO Civil Society Organisation	OECS Organisation of Eastern Caribbean States
CYEN Caribbean Youth Environment Network	OECD Organisation for Economic Cooperation and Development
DfID Department for International Development	OP Operational Programme
EIA Environmental Impact Assessment	POPs Persistent Organic Pollutants
EU European Union	PA Protected Area
FAO Food and Agricultural Organisation	PRSP Poverty Reduction Strategy Papers
GDP Gross Domestic Product	RM Resource Mobilisation
GEF Global Environmental Facility	SC Sustainable Communities
GHG Green House Gases	SCS Socio Cultural Sustainability
GOB Government of Barbados	SDG Sustainable Development Goal
GIS Government Information Service	SGP Small Grants Programme
GIS Geographic Information System	SocMon Global Socioeconomic Monitoring Initiative for Coastal Management
HDI Human Development Index	SIDS Small Islands Developing States
HIV/AIDS Human immunodeficiency virus infection and acquired immune deficiency syndrome	STAR Support to Territorial and Administrative Reform
IADB Inter-American Development Bank	TAG Technical Advisory Group
ICCA Indigenous peoples and Community Conserved territories and Areas	UN United Nations
IFAD International Fund for Agricultural Development	UNCBD United Nations Conference on Biological Diversity
IICA Inter American Institute for Cooperation on Agriculture	UNCCD United Nations Conference to Combat Desertification
IMF International Monetary Fund	UNCED UN Conference on Environment and Development
INDC Intended Nationally Determined Contribution	UNFCCC United Nations Framework Convention on Climate Change
IWEco Integrating Water, Land and Ecosystem Management in Caribbean Small Island Developing States	UNOPS United Nations Office for Project Services
KM Knowledge Management	UNDP United Nations Development Programme
MARPOL International Convention for the Prevention of Pollution from Ships	USAID United States Agency for International Development
M&E Monitoring and Evaluation	UWI University of the West Indies
MEAs Multilateral Environmental Agreements	

Executive Summary

In 2013, the Global Environment Facility Small Grants Programme (GEF SGP) established its Barbados national programme managed by a locally recruited National Coordinator (NC). Prior to this the GEF SGP covered Barbados and the Eastern Caribbean. Since 2013 under OP5 the Barbados SGP has supported 49 projects through the investment of US\$ 1,767,853. This investment has attracted a total co-funding of US\$1,686,872 with US\$441,250 in cash co-funding and US\$2,934,147 of in-kind co-funding. The majority of projects supported were in the focal areas of Land degradation (39%), Climate change (24%) and Biodiversity and Conservation (18%). The Barbados SGP has played an active role in fourteen national, regional and international initiatives through the provision of technical expertise, experience and sharing of programme knowledge to a diversity of stakeholders. As part of its outreach and community engagement initiatives in July 2014 Barbados SGP established its own Facebook page, giving details and regular updates on its activities.

In developing its OP6 Country Programme Strategy the Barbados SGP is learning from its experiences and is looking to build on its successes. In this it has been guided by the UNDP Strategic Plan 2014-17 as well as the guidance documents developed by the GEF SGP, particularly the focus on Strategic Initiatives. A key decision has been to adopt a ‘Ridge to Reef’ approach in grant making, effectively treating Barbados as one community Landscape/Seascape. Within this though, our stakeholders have indicated that the Barbados SGP, in its grant making, should be mindful of the special importance of the East Coast’s Scotland District and the coastal marine protected areas. Furthermore, reinforcing the desire to ‘play to strengths’ over the next four years the CPS will seek to concentrate and prioritise involvement in two principal strategic priority areas, these being: Innovative climate-smart agro-ecology, and Low-carbon energy access co-benefits. A focus on these two strategic priority areas also provides opportunities for incorporating contributions to other strategic priority areas. In this the Barbados SGP has set out realistic and achievable activity targets, see Table 4.

A major focus will be the continued emphasis on outreach and engagement with the Barbadian community at all levels. Already, the Barbados SGP has pioneered several initiatives that have contributed to CSO-Government dialogue and policy influence, through such activities as Knowledge Fairs. The SGP has also set itself the objective of increased engagement and collaboration with the private sector as an important strategic stakeholder.

SGP COUNTRY PROGRAMME STRATEGY FOR OP6

BARBADOS

OP6 resources (estimated US\$)¹

- a. Core funds: US\$ 400, 000.00
- b. OP5 remaining balance: US\$ 150, 000.00
- c. STAR funds: No approved STAR funds.
- d. Other Funds to be mobilized: US\$ 450, 000.00

1. SGP country programme - summary background

1.1. National Results and Accomplishments

In the above context, please describe briefly:

(a) The most important national results and accomplishments achieved by the country programme from previous phases and up to OP5:

Barbados joined the SGP programme in 1994 as part of the Barbados and the Organization of Eastern Caribbean States (OECS) Global Environment Facility (GEF) SGP United Nations Development Programme (UNDP) sub-regional programme. From 1994 to 2004 the Barbados and the OECS SGP passed through three phases, starting with a pilot phase and ending with the Second Operational phase. During this ten year period only 27 projects were implemented at a value of US \$555,212. Barbados as an individual island attracted the most GEF SGP funded projects during that period. In Barbados 7 projects were implemented at a cost of US \$170, 666. For the period starting in 2004 and ending in 2010 there was an increase to 28 projects with a total investment of US\$1,238,468.59, made up of US\$542,483.50 from GEF SGP, US\$254,363.09 in cash co-funding and US\$441,622.00 of in-kind co-funding. The total investment in Barbados represented 31.2% of the total investment in the sub-region during that period. The Barbados SGP programme was transitioned in 2013 from a sub-regional programme to a national programme modality.

In 2013, the Global Environment Facility Small Grants Programme (GEF SGP) established its Barbados national programme managed by a locally recruited National Coordinator (NC). This led to the establishment of the National Steering Committee (NSC), the development of a Country Programme Strategy (CPS), a Small Island Developing State (SIDS) Community Based Adaptation (CBA) Strategy and increased public awareness of the role GEF SGP in Barbados. The NSC was fully established and functional in July 2013 and formed a Technical Advisory Group (TAG) within the committee based on the focal areas and cross-cutting issues. The current NSC comprises thirteen persons and this diverse and highly qualified team acts as an effective body for approving and overseeing projects. They also lend their technical expertise to develop and review the SGP's Programme Strategies and facilitate monitoring and evaluation after project completion.

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

During the period 2013 – 2015 SGP Barbados achieved a disbursement of US\$ 1,767,853 for 49 projects. This investment attracted a total co-funding of US\$1,686,872 with US\$441,250 in cash co-funding and US\$2,934,147 in in-kind co-funding. The overall commitment (GEF SGP contribution and co-financing) was US\$5,143,299. The majority of projects supported were in the focal areas of:

- Land degradation 39%
- Climate change 24%
- Biodiversity and Conservation 18%
- Chemicals and Waste 8%
- Capacity Development 8%
- International Waters 2%

Since 2013 GEF SGP Barbados has played an active role in fourteen national, regional and international initiatives through the provision of technical expertise, experience and sharing of programme knowledge to a diversity of stakeholders. As part of its outreach and community engagement initiatives in July 2014 Barbados SGP established its own Facebook page, giving details and regular updates on its activities.

(b) Any link of these accomplishments to helping achieve global environmental benefits. Please mention aggregated results in each focal area, international awards, upscaling achieved, replication and mainstreaming of demonstration projects and key lessons learnt by the SGP country programme:

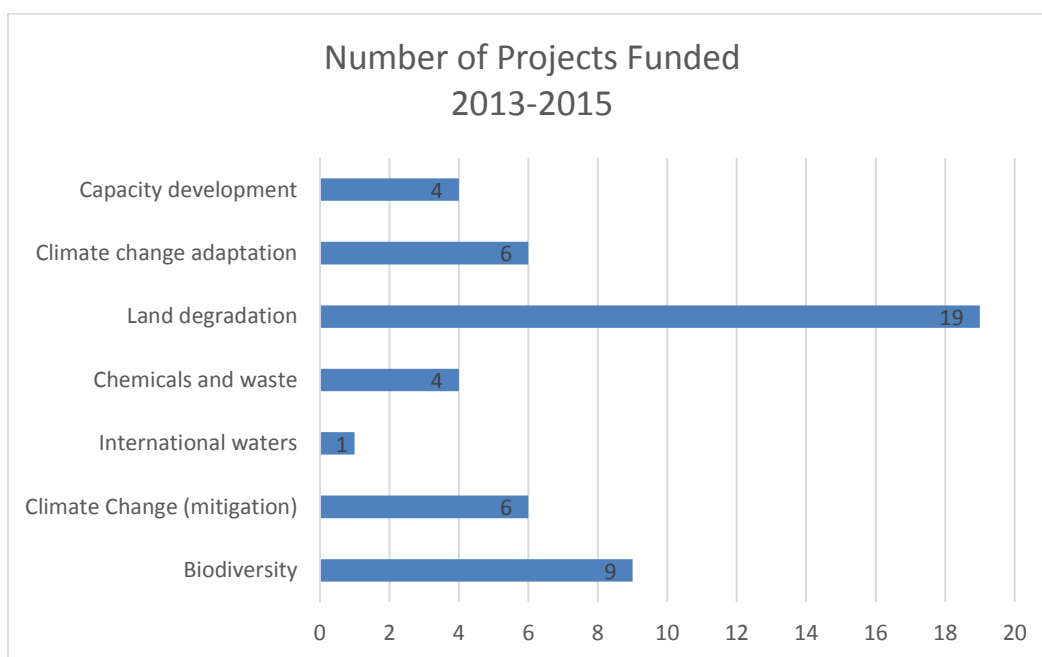


Figure 1: Number of Projects Funded: 2013-2015

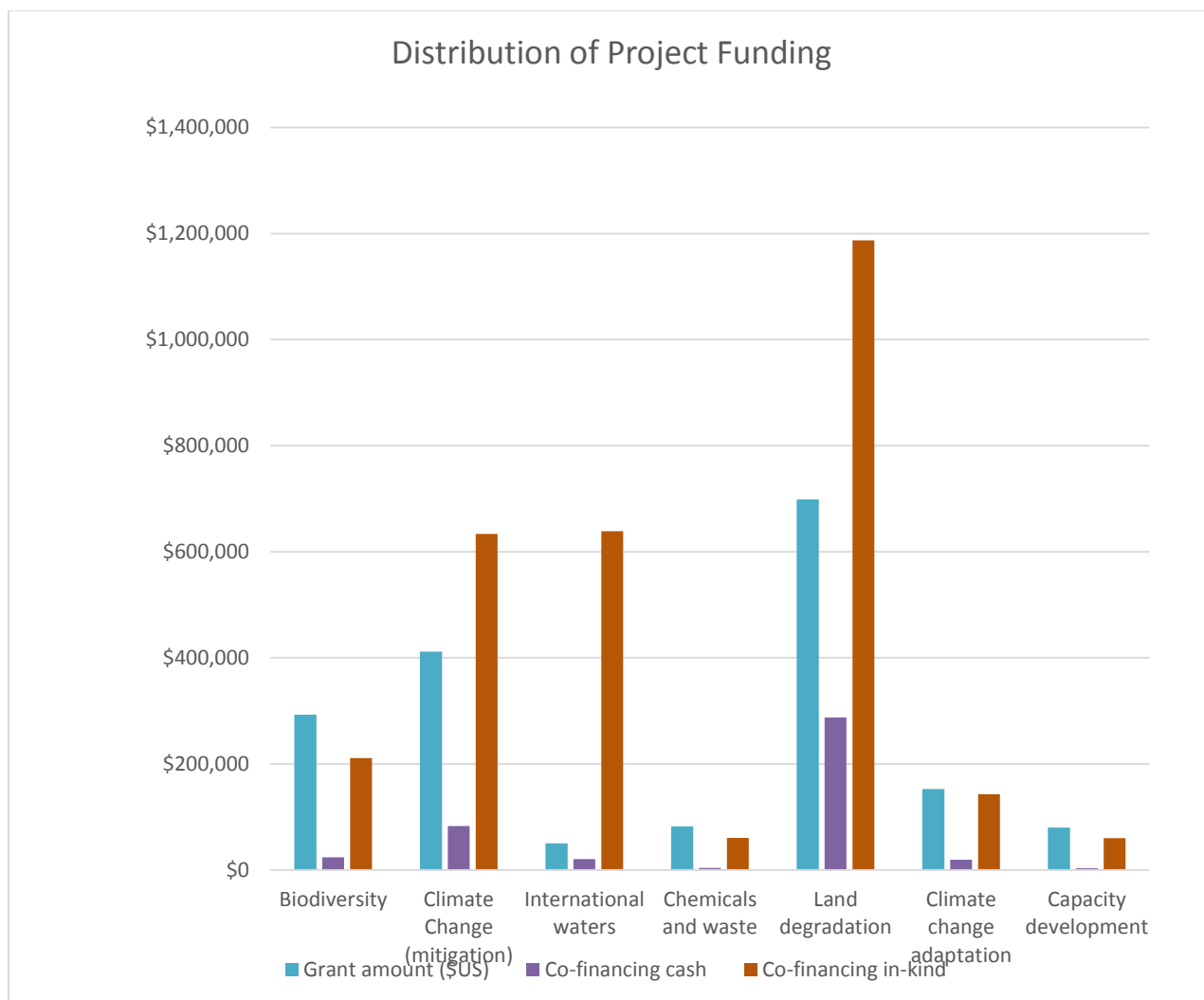


Figure 2: Distribution of Project Funding by Source

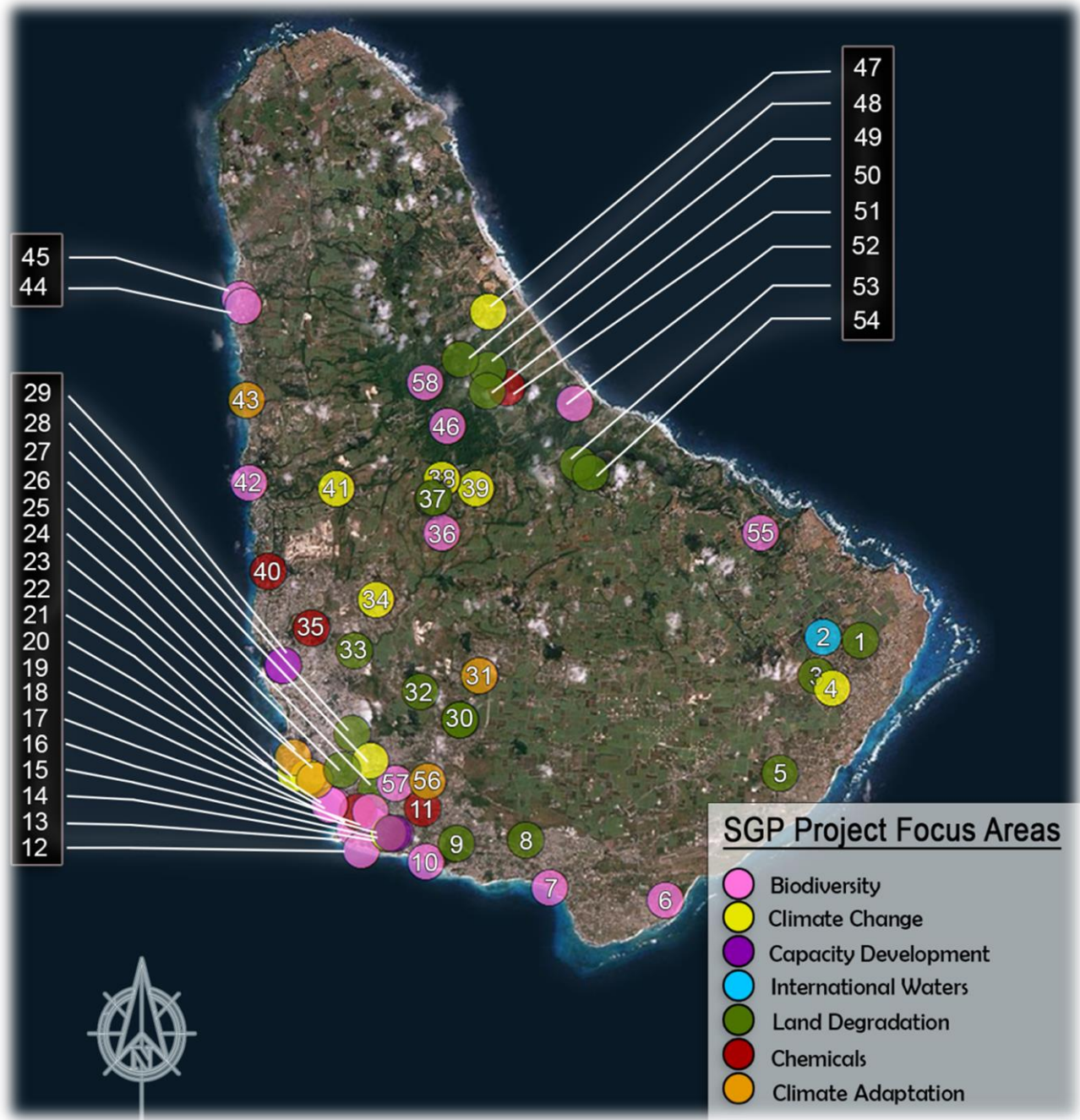


Figure 3: Distribution of SGP Supported Projects during OP4 & 5 by Type & Location

See Annex 1 for the detailed listing of projects

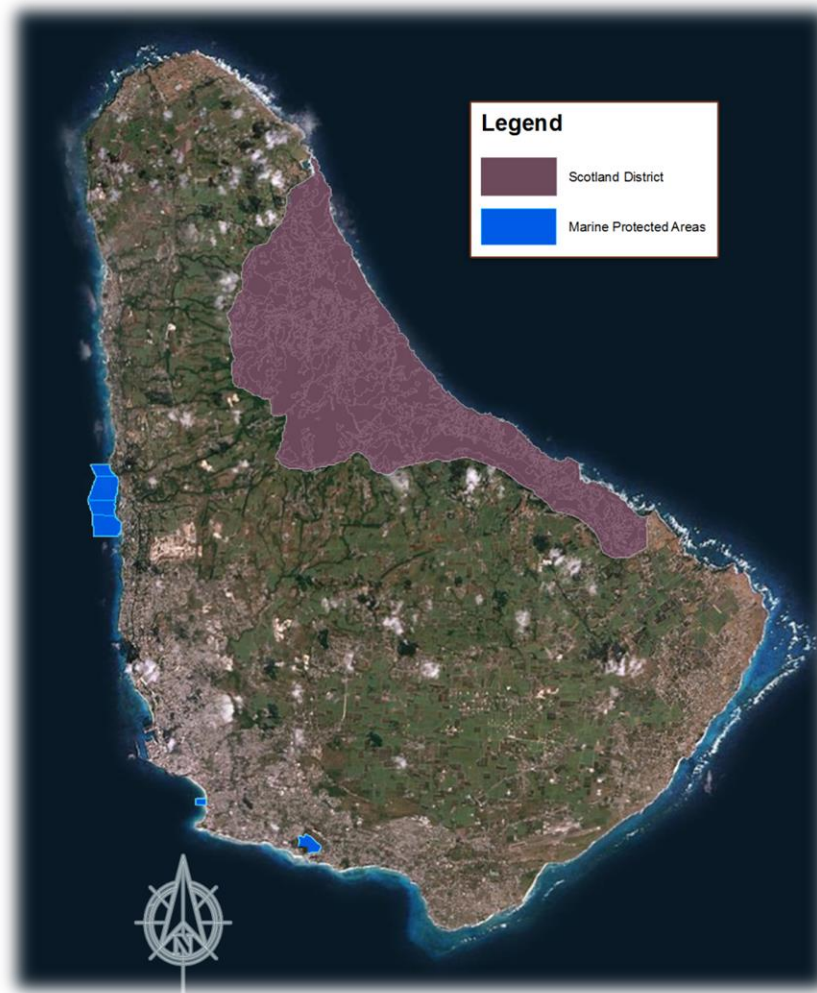


Figure 4: Location of the special focal areas identified by stakeholders; Scotland District and Marine Protected Areas

1.2 Overall situation analysis

Please present an overall situation analysis for the SGP country programme in OP6, including: major partnerships, and existing sources of co-financing (including from government, international donors, and other sources):

Barbados is located 100 km to the east of the main Caribbean island chain known as the Windward Islands or Lesser Antilles. The country has a total land area of 431 square kilometres and has a population of approximately 290,000. Topographically the island is relatively flat characterized by a series of rising terraces separated by rolling hills and running parallel to the coast. The maximum elevation is 336 m. Eighty-five percent of the island's surface consists of coralline limestone twenty-four to thirty metres thick, except for the Scotland District in the east which contains surface outcrops of oceanic rocks. The island's soils vary in fertility and erosion is a problem particularly in the Scotland District. The island has few surface streams and most of these are in Scotland District. Being located in the tropics the island experiences marked wet and dry seasons with rainfall occurring predominately between June and December. Due to its location it experiences infrequent hurricanes but does experience periodic flooding from storm surges and intense rainfall events.

Barbados is one of the highest ranked countries in the United Nations Development Programme's Human Development Index (HDI), ranked #57 with an HDI of 0.785 in 2015. According to the World Bank, Barbados

is ranked as a high income non-OECD country with a GDP per capita of US\$15,400. Services constitute over 80% of GDP, made up predominantly from tourism and offshore financial services with tourism employing over 10% of the labour force. Agriculture contributes only 3% to GDP but employs just under 10% of the labour force. Barbados is the third most densely populated country in the Western Hemisphere, with most of the population living in the urban corridor that stretches along the west and south coast of the island.

Barbados is a stable two party democracy that has a good regulatory environment in which corruption is not seen as a major problem. Protection of property rights is strong and the rule of law is respected. Successive governments have sought to commit themselves to the protection of the environment and have over the years taken an active role in encouraging the international community to tackle issues related to climate change. Recently the government has embarked on promoting a transition to a Green Economy and is playing an active role in supporting renewable energy. To this end the Government has been developing its National Sustainable Energy Policy framework. With the aid of a loan from the Inter-American Development Bank set up the Energy SMART Fund to provide technical and financial assistance for renewable energy and energy efficiency initiatives. It is also worth noting that there is keen interest among the private sector for pushing the uptake of renewable energy, though there are regulatory barriers that need to be addressed. There is scope for community based renewable energy projects in the country. In April 2012 the Cabinet of the Government of Barbados approved Barbados' National Climate Change Policy. The policy seeks to establish mechanisms to respond to climate change and engage in Climate change negotiations, planning and response mechanisms. Another aim is to have stakeholder engagement in the development and execution of domestic climate change mitigation and adaptation actions. The policy is to be realised through institutional, administrative and legislative improvements to effect climate change mitigation and adaptation. It involves moving away from a reliance on fossil fuels and improving energy efficiency.

The national SGP, since 2013 has sought to strengthen its relationships and opportunities for partnerships with stakeholders across sectors. Key organisations which the SGP has partnered with are outlined in Table 1 below.

Table 1: Key Partnerships

ORGANISATION	Co-funding/In-Kind	Technical Assistance	Other Forms of Partnership
Government and Parastatal			
Ministry of Agriculture Food Fisheries & Water Resources Management	X	X	X
Ministry of Environment & Drainage	X	X	X
Ministry of Labour			X
Ministry of Tourism			
Ministry of Culture Youth & Sport	X	X	X
Government Information Service			X
Private Sector & Professional Organisations			
Sustainable Barbados Recycling Centre	X		X
Innogen	X	X	X
Eastern Caribbean Fertilizers	X	X	X
Caribbean Creative Cluster	X	X	X
Caribbean Broadcasting Corporation	X		
Axcel Finance		X	X
Development Partners			
AUSAID	X		X
DFADT (Canada)			X
USAID			X
Inter-American Institute for Cooperation on Agriculture	X	X	
Centre for Resource Management and Environmental Studies		X	X
Food and Agricultural Organisation of the United Nations		X	X
Youth America Youth Business Trust & The Organization of American States			X
Bellairs Research Institute			X
European Union			
Inter-American Development Bank			X

1.3. Past projects as a foundation for the effective implementation of SGP initiatives in OP6

Please indicate how the experience and resources (e.g. major partnerships and the sources of co-financing as in 1.2 above, supportive networks, model projects that can be visited) of past projects can serve as a foundation for the effective implementation of SGP initiatives in OP6:

In OP5 the key partnerships and networks created allowed for greater exposure of the national programme, excellent participation by local NGOs/CBOs and a co-financing achievement in excess of the recommended 1:1 ratio. Since 2013 SGP Barbados has directly partnered with 29 organizations. Annually these partnerships have accounted for between 30-40 % of the co-financing commitments. This provides a strong foundation for the effective implementation of the SGP initiatives in OP 6 since all of the pre-existing partnerships align with the selected OP6 initiatives. In addition several of our existing partners, inclusive of the IDB, MOA, MCYS, IICA and FAO have already expressed an interest in scaling up specific OP5 projects that align to OP6 initiatives. Existing model project sites such as the Caribbean Permaculture Research Institute and the Renewable Energy Model Farm will serve as demonstrations sites to facilitate replication and upscaling. Some of these project sites have already been adopted by our partners for upscaling and replication in OP 6.

In addition, the supportive network created will ensure that projects in OP 6 have relatively easy access to in-kind co-financing and technical assistance. Partnerships with externally based and operated organization in the global south will be utilized to facilitate South-South exchanges where possible. Even

though Barbados is not a participating country within the Japan-Caribbean Climate Change Partnership (J-CCCP) we will seek to collaborate closely with this initiative especially as it relates to joint knowledge management and exchange activities.

2. *SGP country programme niche*

2.1. *Alignment with national priorities.*

Please list the dates of the country ratification of the relevant Rio Conventions and relevant national planning frameworks:

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)	December 10, 1993
CBD National Biodiversity Strategy and Action Plan (NBSAP)	Fourth National Report, August 24, 2011
Nagoya Protocol on Access and Benefit-Sharing (ABS)	Not a party
UN Framework Convention on Climate Change (UNFCCC)	March 23, 1994
UNFCCC National Communications (1 st , 2 nd , 3 rd)	1 st Communication, 30 October, 2001
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	Under development, NAMA in Renewable Energy and Energy Efficiency being developed with a GEF Grant, through the Inter-American Development Bank (IDB) to support the Government of Barbados.
UNFCCC National Adaptation Plans of Action (NAPA)	No NAPA received by UNFCCC
UN Convention to Combat Desertification (UNCCD)	May 14, 1993
UNCCD National Action Programmes (NAP)	Draft July, 2009 - under revision 2016
Stockholm Convention on Persistent Organic Pollutants (POPs)	June 7, 2004
SC National Implementation Plan (NIP)	December 10, 2007
Poverty Reduction Strategy Paper (PRSP)	National Development Strategy June, 2007
GEF National Capacity Self-Assessment (NCSA)	None available
GEF-6 National Portfolio Formulation Exercise (NPFE)	None available
Others (list) as relevant	
COP 21 Paris Agreement	April 24, 2016
United Nations Convention on the Law of the Sea	October, 12, 1993
MARPOL 1973/78 International Convention for the Prevention of Pollution from Ships	May 6, 1994
Vienna Convention on Protection of the Ozone Layer(1987)	August 24, 1995
The Basel Convention on the Control of Transboundary Movements of Hazardous Waste and their Disposal	August 24, 1995
Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Sea (Cartegena Convention)	May 28, 1985 Entered into force 1986
Cooperation in Combatting Oil Spill in the Wider Caribbean Region Protocol	May 28, 1985 Entered into force 1986
Specially Protected Areas and Wildlife Protocol	October 14, 2002 Entered into force 2000
Land-based Sources of Marine Pollution Protocol	Not ratified, Entered into force 2010

2.2. Opportunities to promote the meaningful involvement of communities and civil society organizations

Given the country environmental priorities as represented in Table 2 above, what are the opportunities (relate this also to assessments of accomplishments in section 1 above) to promote the meaningful involvement of communities and civil society organizations in their further development or updates as well as national implementation? Which of these priorities need immediate preparation and capacity building for (i.e. climate COP 21 will be by December 2015, SDGs will be adopted in September 2015 and countries will then develop national implementation plans, etc.) so that opportunities for community and CSO involvement in them are fully exploited?

The draft UNCCD National Action Plan is currently undergoing revision. A major focus of the document is on the Scotland District as it is the area that is the most susceptible to Land Degradation. The promotion of appropriate and sustainable agricultural practices has been identified as a priority and several proposed initiatives are contained within the document. The development and future implementation of the NAP represents a potential opportunity for the SGP to align its actions to support communities to make a meaningful contribution to the realisation of the policy goals of the NAP. A key partner in this respect would be the Ministry of Agriculture, Food, Fisheries and Water Resources Management along with the Barbados Agricultural Development and Marketing Corporation and the Soil Conservation Unit (in the Scotland District). The relative success that the SGP has enjoyed in supporting projects which address Land Degradation, at many different levels and moves to support organic agriculture suggests that there are synergies that could be further developed under OP6. However, there is a need to expand the capacity of CSO to fully engage in this to ensure that they are properly accounted within national implementation plans. This clearly aligns with the *Climate Smart Innovative Agro-ecology* Strategic Initiative under OP6.

Over the past few years increased efforts have been made to develop and promote renewable energy. Currently this has been more at the individual level than at the corporate level. That said more and more businesses are looking at the opportunities presented by the greater adoption of renewable energy technologies but the potential role and contribution of communities and CSO has not been fully explored. With the emerging supportive policy environment and an alignment with *Low-Carbon Energy Access Co-benefits* Strategic Initiative under OP6 there are opportunities to promote this further. Furthermore there are potential synergies with the *Climate Smart Innovative Agro-ecology* Strategic Initiative.

2.3. Potential for complementary and synergy of your selected OP6 strategic initiatives

As part of the OP6 strategic directions at the national level, please describe below (with a short summary in Table 3) the potential for complementary and synergy of your selected OP6 strategic initiatives with:

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

1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	3 Briefly describe the SGP Country Programme niche ² relevant to national priorities/other agencies ³	4 Briefly describe the complementation between the SGP Country Programme UNDP CO strategic programming
Community landscape/seascape conservation	<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society</i> <i>Promotion of collective management of trans-boundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services</i>	Although this strategic initiatives is not directly relevant to Barbados as it has adopted a ridge-to-reef approach, there is some relevance as it has been recommended that special attention be given to the Scotland District and to Marine Protected Areas. During OP6 the National Physical Development Plan will be finalised and this will guide development policy for Barbados. It appears that greater emphasis will be placed on sustainability and conservation of the environment. In parallel with this the National Action Plan to combat desertification and land degradation will be completed, within which special attention is to be paid to the Scotland District and the maintenance of its biodiversity. Under the Medium Term Growth and Development Strategy greater attention is to be paid to the management of coastal areas in order to support the fisheries sector and livelihoods but also address emerging hazards in the coastal zone. This will include initiatives to promote Nature-based tourism through the establishment of terrestrial and marine protected areas. It also includes the effective conservation of the island's coastal and marine eco-systems and living resources, through the Fisheries Management Plan, Marine Pollution Control and Coastal Zone Management Plan The role of the SGP will be to support the work of CSOs in:	Natural Resource Management There is complementarity between the CPS and the UNDP Strategic Plan, Area of Work (AW) 1 Sustainable Development Pathways & 3 Resilience Building. It also directly maps onto Sustainable Development Goals 14 Life under Water and SDG 15 Life on Land, as well as several other supporting SDGs. Under AW1 this includes: • Development Planning and Policy Reform • Scalable Initiatives on Sustainable Productive Capacities • Effective Risk Management Under AW3 this includes Disaster Risk Reduction. Accords with GEF Strategy for Biodiversity, Land Degradation, International Waters, and Sustainable Forestry Management

² “Niche” refers to the role or contribution that the Country Programme is best fitted to perform and for which the other stakeholders agree with

³ Describe only for those OP6 strategic initiatives which will be programmed by the SGP country programme.

		• Management of protected areas including marine protected areas, • Conservation and management of biodiversity, • Capacity building, and • Education and awareness.	
Innovative climate-smart agro-ecology; Community landscape/seascape conservation	<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>	Under the Medium Term Growth and Development Strategy (MTGDS), there are a number of on-going and proposed initiatives which the CPS can add value to and complement. The proposed Farm to Hotel incentive schemes along with the promotion of sustainable production, processing of national food commodities would not only improve food security but also have added health benefits in the area of non-communicable diseases. Associated developments such as the Small Ruminant Improvement Programme and the expansion of Rabbit Industry would complement the development of a national policy framework to guide the development of the Micro & Small to Medium-sized Enterprises. There are also plans to create a sustainable agriculture and fisheries microcredit scheme, focusing on accessing clean and more efficient technologies as well as strengthening agricultural cooperatives. There is some potential during OP6 to benefit from the GEF funded Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States (IWEco) project which starts in 2016. There should be opportunities under the Regional FAO-IFAD UNDP project strengthening decent rural employment opportunities for young women and men in the Caribbean, launched in September, 2015. The CPS could also benefit from USAID's 2015-2019 Regional Development Cooperation Strategy that covers Youth, HIV/AIDS and Climate Change programming to improve the lives and livelihoods of vulnerable groups⁴ including	Natural Resource Management, Sustainable Production Technologies There is complementarity between the CPS and the UNDP Strategic Plan, Area of Work (AW) 1 Sustainable Development Pathways & 3 Resilience Building. It also directly maps onto most of the Sustainable Development Goals: • #1 No poverty • #2 Zero hunger • #3 Good health and well-being • #5 Gender equality • #6 Clean water and sanitation • #7 Affordable and clean energy • #8 Decent work and economic growth • #9 Industry innovation and infrastructure • #10 Reduced inequalities • #11 Sustainable cities and communities • #12 Responsible consumption and production • #13 Climate action Under AW1 this includes: • Scalable Initiatives on Sustainable Productive Capacities; Effective maintenance of and protection of natural capital, sustainable access to energy and improved energy efficiency. • Effective Risk Management; Planning, policy frameworks and institutional capacities to substantially reinforce action on climate change

⁴ Vulnerability results from developmental problems, personal incapacities, disadvantaged social status, inadequacy of interpersonal networks and supports, degraded neighbourhoods and environments, and the complex interactions of these factors over the life course. The term vulnerable groups is here taken to include a population that has some specific characteristics that make it at higher risk of falling into poverty than others living in areas targeted by a project. Vulnerable groups include the elderly, the mentally and physically

		youth and socially marginalized populations. In the EU 11th European Development Fund Indicative Programme 2014-2020 one of the sectors of concentration is Climate Change, Environment, Disaster Management and Sustainable Energy. This includes the involvement of non-state actors in the planning and implementation phases of the proposed interventions and gender dimension will be a transversal element integrated in all sectors and activities. These all provide opportunities for the SGP to seek support for its niche activities. Within this the CPS will be to support the work of CSOs in: • The implementation of sustainable farming practices • Promote the inclusion of vulnerable groups in sustainable farming • Support climate smart innovation in agriculture such as in protected agriculture • Support the mapping and use of natural materials in artisanal enterprises • Promote the development of permaculture, apiculture and the greater uptake of aquaponics in Barbados • Strengthen links and cooperation with IICA and the Ministry of Agriculture in promoting organic agriculture as well as the Slow Food Movement • Promote the uptake of renewable energy in agriculture enterprises There are potential synergies with the Ministry of Education to promote healthy life styles and well-being through engagement in school-based programmes. Encouragement of youth in agriculture	and, assessment of key economic, social and environmental risks to the poor and excluded. Accords with GEF Strategy for Biodiversity, Climate Change, Land Degradation, and International Waters.
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disabled, at-risk children and youth, ex-combatants, internally displaced people and returning refugees, HIV/AIDS- affected individuals and households, religious and ethnic minorities and, in some societies, women. (World Bank, 2005) or “Groups that experience a higher risk of poverty and social exclusion than the general population. Ethnic minorities, migrants, disabled people, the homeless, those struggling with substance abuse, isolated elderly people and children all often face difficulties that can lead to further social exclusion” see http://ec.europa.eu/employment_social/spsi/vulnerable_groups_en.htm

		through demonstrating the role of technology and enterprise development potential.	
Energy access co-benefits	<i>Support to transformational shifts towards a low-emission and resilient development path</i>	The GOB has several initiatives for the promotion and uptake of renewable energy as well as energy efficiency, including the Energy SMART fund. A supportive legislative environment is being created which will provide communities with opportunities to move towards the uptake of low-emission technologies. In this the government has indicated in the MTGDS that it intends to take a lead in this regard. There are potential synergies through which CSOs can be encouraged and supported in this. There is some potential during OP6 to benefit from the proposed successor GEF funded project Caribbean Regional Fund for Wastewater Management (CReW) which is under consideration. There are potential synergies between the development of waste to energy and renewable energy projects through Green Climate Fund applications. What has been emerging in OP5 is the complementary inclusion of renewables within supported projects e.g. solar panels with greenhouse agriculture. The role of the SGP in this regard will be to continue to encourage and support CSOs to include, where appropriate low carbon energy within project proposals. Other areas of support will be: • Recycling and waste management • Community development of renewable energy projects • Education, awareness and capacity building in renewable energy use	Access to Modern Energy Services and Energy Efficiency, and Urbanisation. There is complementarity between the CPS and the UNDP Strategic Plan, Area of Work (AW) 1 Sustainable Development Pathways & 3 Resilience Building. It also directly maps onto most of the Sustainable Development Goals: • #3 Good health and well-being • #5 Gender equality • #6 Clean water and sanitation • #7 Affordable and clean energy • #8 Decent work and economic growth • #9 Industry innovation and infrastructure • #11 Sustainable cities and communities • #12 Responsible consumption and production • #13 Climate action Under AW1 this includes: • Scalable Initiatives on Sustainable Productive Capacities; Effective maintenance of and protection of natural capital, sustainable access to energy and improved energy efficiency. • Effective Risk Management; Planning, policy frameworks and institutional capacities to substantially reinforce action on climate change and, assessment of key economic, social and environmental risks to the poor and excluded. Accords with GEF Strategy for Climate Change.

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>	Although this is not a priority area for the SGP, CSOs are active in this through the emphasis on organic agriculture and permaculture projects in Barbados. Furthermore, there are initiatives which can be supported as they contribute to the commitment to support sustainable livelihoods and well-being among coastal communities. An example is the use of toxic antifouling paints on boats. Another area is waste management and prevention of pollution to groundwater and the marine environment. The role of the SGP will primarily focus on awareness raising and education through CSOs but will also by providing support to waste management and recycling initiatives at the community level. Potential synergies exist to collaborate with the Fisheries Division and Solid Waste Management division as well as the Future Trust	Sustainable Production Technologies and Urbanisation There is complementarity between the CPS and the UNDP Strategic Plan, Area of Work (AW) 1 Sustainable Development Pathways. It also directly maps onto most of the Sustainable Development Goals: • #3 Good health and well-being • #5 Gender equality • #6 Clean water and sanitation • #7 Affordable and clean energy • #8 Decent work and economic growth • #9 Industry innovation and infrastructure • #10 Reduced inequalities • #11 Sustainable cities and communities • #12 Responsible consumption and production Under AW1 this includes: • Scalable Initiatives on Sustainable Productive Capacities; Effective maintenance of and protection of natural capital, sustainable access to energy and improved energy efficiency. • Effective Risk Management; Planning, policy frameworks and institutional capacities to substantially reinforce action on climate change and, assessment of key economic, social and environmental risks to the poor and excluded. Accords with GEF Strategy for Chemicals.
CSO-Government dialogue platforms	<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	The GOB has committed itself to develop a national public education and information strategy to promote the Green Economy and Establish a programme of environmental education for schools as well as awareness programmes for the wider population. However, the cutbacks in financial support for Community Councils increases the difficulties associated with building on formal mechanisms for community consultation, dialogue and outreach. That	There is complementarity between the CPS and the UNDP Strategic Plan, Area of Work (AW) 1 Sustainable Development Pathways & 3 Resilience Building. It also directly maps onto most of the Sustainable Development Goals: • #10 Reduced inequalities • #11 Sustainable cities and communities

		said through the collaborations with certain government ministries e.g. Agriculture, there are opportunities for promoting CSO-Government dialogue. The establishment of a Barbados Charities Commission will provide further opportunities for enhancing CSO-Government dialogue. The profile and standing of the SGP also creates openings in this regard. The role of the SGP will be to: • Provide training and capacity building to enable CSOs to engage with government on a more equal footing • Network with government and the Charities Commission to develop opportunities for CSO engagement. In this respect the CSO-Government dialogues that have been initiated by SGP will continue to be organised by SGP in collaboration with CSOs. • Collaborate with academia to develop opportunities to partner with coastal communities through the NOAA Global Socioeconomic Monitoring Initiative for Coastal Management (SocMon) hosted by UWI in the Caribbean. • Network with other agencies to participate in stakeholder engagement and consultation exercises.	• #12 Responsible consumption and production • #13 Climate action • 14 Life under Water • 15 Life on Land Under AW1 this includes: • Effective Risk Management; Planning, policy frameworks and institutional capacities to substantially reinforce action on climate change and, assessment of key economic, social and environmental risks to the poor and excluded. The UNDP's Social and Environmental Standards (SES) principles are of direct relevance to this initiative; • Principle 1: Human Rights • Principle 2: Gender Equality and Women's Empowerment • Principle 3: Environmental Sustainability Accords with GEF Strategy on Civil Society.
Social inclusion (gender, youth, indigenous peoples)	<i>GEF Gender Mainstreaming Policy and Gender Equality Action Plan and GEF Principles for Engagement with Indigenous Peoples</i>	The GOB is committed to reducing poverty and is cognisant that there are high levels of unemployment experienced primarily among the young and female segments of the workforce. It also recognises that gender inequalities still run deep and need to be addressed. To this end the government intends to evaluate its poverty initiatives, institutions and programmes to establish their effectiveness and efficiency in order to implement evidence-based policies. It intends to develop a programme of gender training and to bring gender to the forefront of national policy and legislation. This will facilitate the formulation and implementation of a National Policy on Gender in keeping with global developments. It is	There is complementarity between the CPS and the UNDP Strategic Plan, Area of Work (AW) 1 Sustainable Development Pathways & 3 Resilience Building. It also directly maps onto most of the Sustainable Development Goals: • #1 No poverty • #5 Gender equality • #10 Reduced inequalities Under AW1 this includes:

		also seeking to partner with Non-Governmental Organisations on matter of concern to and affecting women and men as well as continuing to work with UN Women. The role of the SGP will be to support the government in its actions. More importantly working with its CSO partners it will ensure that the Overarching Policies and Principles as well as Project Level Standards set out in the UNDP Social and Environmental Standards are adhered to and include in supported projects. Further SGP will continue to network with organisations and involved in youth and gender to explore partnership opportunities. These would include amongst others through the Ministry of Education and the Bureau of Gender Affairs.	• Effective Risk Management; Planning, policy frameworks and institutional capacities to substantially reinforce action on climate change and, assessment of key economic, social and environmental risks to the poor and excluded. Under AW2 this includes governance strengthening and innovation to foster civil society networks and coalitions that can work on development issues and have constructive dialogue with government and the private sector. Accords with GEF Strategy on Civil Society.
Contribution to global knowledge management platforms	<i>Contribute to GEF KM efforts</i>	Under the MTGDS the GOB has stated its intention to build a national knowledge management system to ensure effective knowledge management practices and procedures are followed in the public and private sectors. The role of the SGP would be to complement any such initiative through sharing experiences. However, SGP will primarily focus on capturing and documenting the experiences and lessons learnt from its funded projects as well as synthesising and disseminating such information, in a variety of accessible formats. To this end the use of new technology and social media will continue to be a key element, particularly in the development and production of materials. In addition to this SGP will continue to utilise traditional media such as Knowledge Fairs and presentational opportunities.	There is complementarity between the CPS and the UNDP Strategic Plan, Area of Work (AW) 1 Sustainable Development Pathways – Analysis and Advocacy. The sharing of experiences and lessons learnt at a ‘grass roots’ civil society level and the analysis of these lessons provides support for the efforts of UNDP in its work.

3. *OP6 Strategies*

3.1. *Cross-cutting OP6 grant-making strategies*

From national level consultations, assessments in Section 1 and scoping exercise results described in Table 2 please identify critical cross-cutting OP6 projects that can be supported at national level outside of the selected landscape/seascope focus areas. Examples may include important initiatives that will strategically position the country programme and prepare stakeholders to later implement OP6 initiatives pertaining to capacity development; knowledge management; policy and planning; CSO-government dialogue platforms; as well as fellowships for indigenous peoples.⁵

There are three areas in which national level projects, not connected to the landscape/seascope focus can make a tangible difference. These are capacity development, CSO-Government dialogue and knowledge management.

Capacity Development: The Barbados SGP has since 2014 has recognised the need to assist grantees and potential grantees in understanding how to apply for and administer their grants. Hence, a number of workshops have been held at which a certain level of training has been given. However, it has been recognised that a lot more needs to be done to support CSO develop their capacities in this regard. There is a need within OP6 to continue to address this and it has been recommended that this be institutionalised within the OP6 CPS. Beyond this there is a need to pay much more attention to the needs of certain sections of society who have special and particular needs. These are vulnerable groups such as the differently abled, vagrant and indigent persons, and youth. Vulnerability, by its very nature, creates barriers to inclusion. Consultations with stakeholders strongly suggested that special measures need to be sought to tailor interventions to support these groups. Youth are often not treated in an inclusive fashion within existing CBOs and not explicitly included. A potential initiative suggested to be included within OP6 would be to encourage greater participation in existing CBO at the management and in some cases board level. Such an initiative could build on the successful intervention that the SGP has made in 30 schools in Barbados in collaboration with the Ministry of Education. This would address the need for a Youth Programme to develop capacity and knowledge and foster a collaborative attitude among youth towards sustaining the environment and build self-respect.

CSO–Government Dialogue: A particular concern was expressed that there exists a ‘dialogue deficit’. Reasons cited for this were that in many instances CSO’s were supported by government agencies and this made it difficult for them to have a meaningful and equal engagement. In order to address this there needs to be the development of the capacity of CSO’s to be able to engage in constructive dialogue not only with government agencies but also society as a whole to be able to inform national policies and promote forums where such dialogue can take place. While government continues to suggest that it is committed to stakeholder engagement, there are currently no facilities that prepare CSO’s to take a meaningful role in this respect and to have an equal dialogue with government agencies and bodies. It was therefore suggested that within the CPS under OP6 consideration should be given to building capacity that would assist and prepare CSO’s to engage with government. Such an initiative should also explore how and in what form arenas of engagement can be developed. The establishment of a Barbados Charities Commission provides a pathway for developing and promoting substantive CSO-Government dialogue. In this respect the SGP should seek to engage with the Commission to explore mutually supportive ways of achieving this.

⁵ In OP6 cross-cutting projects outside of specific landscape/seascope areas of focus may utilize up to 30% of the SGP OP6 grant allocations (Core and STAR) once the criteria for prioritization and selection of such projects are agreed upon, as described in the “Call for Proposals for OP6 Country Programme Strategy Development Process”..

Knowledge Management: Stakeholder consultations identified the need to support cross-fertilisation of ideas, practices and experiences between projects – in other words managing and disseminating the knowledge and experiences gained not only from implementing projects but also from applying for grants. Consideration should therefore be given for developing mechanisms to gather information and make it readily available in ways that persons would find easily accessible. This would include names of potential resource persons as well as those who could provide support in particular areas such as accounting. There was some suggestion that there needed to be a degree of independence from SGP so as to avoid the perception of ‘capture’ by the SGP and allow the authentic needs of CSOs to be reflected.

3.2 *Landscape/seascape-based OP6 grant-making strategies*⁶

Please describe the process for selecting the landscape/seascape⁷ in which most of OP6 grant making will be focused, with particular attention on measures taken to ensure objectivity, transparency, and the fullest participation of relevant stakeholders.

The process used to guide the selection of the strategic initiatives involved consultations with a range of stakeholder groups. One consultation with the National Steering Committee was held and this was followed by a national consultation with past and present grantees and grantee organisations. In addition to this individual meetings were held with a range of informants. The NSC was further consulted on for its comments on the draft CPS. The outcomes of the consultation process is summarised below.

Barbados is referred to as a Small Island Developing State and with a land area of 431 square kilometres, the stakeholders consulted were of the opinion that the adoption of a focal landscape/seascape approach was inappropriate. In other words, the whole island should be considered one landscape/seascape and a ridge-to-reef approach adopted. However, within this consultees were of the opinion that two key areas needed to have special consideration within the CPS. The areas identified were:

1. The Scotland District, given its status as a national park area, an area that has experienced land degradation and has a high degree of ecological diversity and importance, as recognised in Barbados UNCCD National Action Plan.
2. Coastal areas, there exist several coastal areas that are considered to be marine protected areas where the inter-relationship between anthropogenic activities in the terrestrial landscape and the nearshore marine environment provide pose particular sustainable development challenges.

Given the expected limitations with respect to available funding the geographic focus, whilst recognising that there are areas with special needs, should be flexible in order to maximise impact in areas where funding is considered to be needed most. Within this the strategic initiative priority areas that were identified as of primary importance were:

- a. Component 2: Climate Smart Innovative Agro-ecology
- b. Component 3: Low-carbon Energy Access Co-benefits

⁶ Refer to the various guidance documents on landscape/seascape selection and assessments.

⁷ The countries could focus on existing landscape/seascape the country programme is already focused on or select a new landscape/seascape focus through stakeholder consultations, then conduct the baseline assessment. (described in the Call for Proposals for the OP6 Country Programme Strategy Development Process, as well as in the suggested table of contents for a baseline assessment). Please note that in some SIDS and small countries it may not be practical to identify separate landscapes, hence the country programme strategy may cover the entire country territory, or propose a specific thematic focus where relevant.

It was recognised within these two there was flexibility to cover and include a wide variety of potential projects that would deliver multiple benefits. An analysis of projects supported under OP4 and OP5 indicates that out of a total of 48 projects 32 would fall under priority areas a) above with some having elements associated with b) and 3 would fall under priority areas b). Of the remainder 4 would be of a capacity development or multifocal area nature. Thus the selection of strategic priority areas a) and b) reflects the current portfolio of supported projects and clearly plays to the sustainable development needs of Barbados.

Addressing land degradation, the need to promote organic, climate smart agriculture (in line with the emerging policy of the Ministry of Agriculture), integrating renewable energy into agro-ecological projects, efficient utilisation of water, and reducing the use of harmful chemicals all map onto the strategic initiative of promoting Climate Smart Innovative Agro-ecology. Recognising the importance that has been attached to the Scotland District and coastal areas, attention will have to be paid as to how to encourage projects that benefit coastal areas and this will call for particular attention in developing and encouraging. In this respect, some of the existing projects that are located in coastal areas may be suitable for duplication and scaling up.

In line with the government's policy initiatives to promote the uptake of renewable energy and energy efficiency, the CPS should seek synergies with the Energy Division and the Barbados Renewable Energy Association to support projects that would fall under the Low-carbon Energy Access Co-benefits strategic initiative. Again particular attention should be paid to the Scotland District and coastal areas – in line with suggested guidance given by stakeholders.

Over the next 4 years these two strategic initiatives would be prioritised for grant making. However, recognising the concerns raised with respect to encouraging the involvement of vulnerable groups particular efforts and interventions will need to be devised to facilitate their greater participation in the benefits of the proposed CPS. The NC along with the NSC will have to consider this and develop initiatives to assist in this regard. Furthermore, in order to capitalise on the benefits arising from supported projects, ways in which the suggestions concerning Capacity Building and Knowledge Management (see 3.1 above) will have to be developed. It is proposed that a special call for Capacity Building and Knowledge Management be developed and implemented as a separate initiative, to sit alongside the strategic initiative areas a) and b) mentioned above.

The need to mobilise additional funds is recognised as one of the greatest challenges facing the Barbados SGP. Several of the supported projects have the potential to become financially viable and commercial concerns. The majority however will not and are not expected to be in that position. It is hoped that in recognition of the support provided successful projects will voluntarily provide cash and in-kind support to other grantees. Barbados SGP will continue to work to strengthen its relationships with existing partners in order to secure their continued support. These partners include the European Union, the British Department for International Development (DfID) and Canadian Department of Global Affairs, FAO and UN Women. In addition to this, the NC and NSC will actively engage with potential partners such as the Inter-American Development Bank (IDB), Caribbean Development Bank (CDB), Axcel Finance and the major insurance agencies and banking groups to explore ways in which they too can support the work of the Barbados SGP. This would not always entail cash support but could include volunteering as well as provision of supporting services and training on an in-kind basis. On an individual basis, Barbados SGP will try to develop partnerships between projects that require particular support and potential support providers in the private and professional sectors.

3.3. *Grant-maker+ strategies*⁸

3.3.1. *CSO-Government Dialogue Platform*

Please describe your country program’s plans to organize CSO-government dialogue platforms and sustain them. Dialogues should help promote role of CSOs, create a “bridge” to link the grassroots to high level national planners and policy-makers, facilitate the uptake of good practices, and enhance communications (i.e. possible thematic examples may include joint CSO-Government preparations for environmental convention COPs, SDG country implementation, local to global chemical coalitions; networks of agro-ecology farmer leaders and producer organizations; national federations of ICCAs, south-south development exchange solutions etc.).

As already detailed in 3.1 above CSO-Government Dialogue has been seen by stakeholders as being weakly developed within Barbados. In order to address there would be a need to build capacity among CSO’s as a prerequisite to developing dialogue platforms. Barbados SGP will therefore seek to develop in collaboration with strategic partners (CDB, etc.) capacity building interventions that will equip stakeholders and grantees to more effectively engage with government. As part of this Barbados SGP will develop and strengthen linkages with existing networks and organisations e.g. Barbados Association of Non-Governmental Organization (BANGO), Barbados Agricultural Society (BAS), the Caribbean Youth Environment Network (CYEN), Barbados Association of Retired Persons (BARP), and others to mentor and support the SGP grantee network. As already identified the proposed Charities Commission is seen as potentially a key partner in promoting dialogue and establishing channels of communication among CSOs and between CSOs and government.

It can be noted that SGP has to date organised three successful CSO Dialogues. The first was a 2014 National CSO consultation on SIDS and the Post-2015 Sustainable Development Agenda and considered the establishment of a National Major Groups Forum as a means to ensure inputs from all relevant stakeholders into the national planning processes. The second in 2015 was a Civil Society Climate Change Consultation held prior to COP21 in Paris. The third was a Multi-sectoral Dialogue on renewable Energy held in March, 2016. These events were led by CSO partners and involved government representatives. This format will continue to be support through into OP6 as a means of promoting dialogue with government and other stakeholders.

At the same time Barbados SGP will explore the opportunities for sharing the experiences of other Caribbean SGP through the promotion of grantee exchanges. Within the limitations of available funding the NC together with the NSC will consider the development of a grantee exchange programme, the aim of which would be to exchange information and experiences as well as best practice in promoting developing and engaging in CSO-Government Dialogue platforms.

3.2.2. *Policy influence*

Aside from the CSO-Government Dialogue Platform initiative, please describe how the SGP country programme will use experiences and lessons learnt from SGP to inform and influence policy as part of its role as ‘Grant-makers+’ in OP6 at the local, regional and national levels (i.e. identify key policy processes such as updates of NBSAP, NAMA, NAPA, etc. that SGP can be involved with and relevant networks that can be tapped as partners).

⁸ The OP6 Grant-maker+ strategies and related activities may either be outside of the selected landscape/seascapes, or promote partnership building, networking and policy development within the target areas.

Barbados SGP, through the NC will continue to play an active role in consultation processes undertaken by government ministries and agencies. It will also continue to organise CSO Dialogue events, see above, as a means of influencing policy and bringing to the fore the concerns of CSOs and NGOs. In this respect developing a partnership approach with the Charities Commission is seen as a key initiative under OP6 Country Programme Strategy. Where appropriate the NC will seek the support and inclusion of grantees in consultation processes to ensure that the authentic voice of communities is heard and recognised. The development of the Knowledge Management platform will be an important resource for transmitting and conveying experiences and lessons learnt from the Barbados SGP to inform and influence policy.

3.2.3. *Promoting social inclusion*

Please describe the SGP country programme's plans and strategies to: (i) promote women's empowerment and gender equality (in particular for the selected OP6 landscape/seascape); (ii) empower indigenous people (in particular through the appropriate recognition of indigenous peoples and community conserved territories and areas (ICCAs)), including through IP fellowships and other means to promote CSO champions;⁹ and (iii) involve youth and children in country portfolio programming.¹⁰

The NSC has in the past placed emphasis on ensuring within projects supported by the Barbados SGP that women play an equal and important role. Attention is paid to the composition of CSOs to ensure that there is gender parity in their governance structures as well as operations. The NSC is committed to continuing to ensure through its workings that women's empowerment is firmly entrenched in its work, project selection and promotion.

The NSC, through the efforts of the NC has made efforts to ensure that vulnerable groups are properly represented within the portfolio of supported projects. To date Barbados SGP has supported 7 projects out of 48 (15%) under OP4 and OP5 which are run by or address the needs of vulnerable groups. This is not to say that more is not needed, as evidenced by the feedback from stakeholders; the NSC has been urged to give special consideration to increase projects that are proposed by vulnerable groups.

There are no specially recognised indigenous groups within Barbados. However, it is recognised that both Coastal and Marine Protected Areas, and the Scotland District National Park are areas of particular environmental concern and are at risk from a variety of factors. There is a need for greater protection of these areas and an increased role for communities in the management of the areas. OP6 will provide an opportunity to engage with government, through the on-going process of developing the country's Physical Development Plan update to try to ensure that these concerns are properly addressed.

There are 9 projects out of 48 (19%) that specifically address and involve children and youth. In particular mention can be made of the Regional Entrepreneurship & Agricultural Program (REAP) which has trained teachers, youth and children in 30 Primary and Secondary Schools across Barbados in environmentally-

⁹ Through the CBD COP10 and 2020 Aichi targets, state parties agreed in 2010 to expand the global coverage of protected areas from 12% to 17% by 2020 (including through "other effective area-based conservation measures" such as ICCAs). Both the UNDP 2012-2020 Strategic Framework on Biodiversity and Ecosystems, as well as the GEF-6 Strategic Framework, further recognize the central role of ICCAs in reaching the Aichi targets and national sustainable development priorities. In this context, in 2014 the Federal Government of Germany provided additional co-financing of \$16.3M to support a 'Global ICCA Support Initiative' to be delivered through the SGP in at least 20 countries (to be also articulated in the present OP6 CPS).

¹⁰ In the case of the SIDS-CBA funded by the Government of Australia, an additional focus will be placed on the needs of peoples with disabilities as a sector especially vulnerable to disasters and climate change. As articulated under the UN Convention on the Rights of Peoples' with Disabilities (UNCRPD), all UN agencies are encouraged to develop projects and approaches to consider the needs of this target population.

friendly agricultural entrepreneurship ('agri-preneurship'). However, as identified in section 3.1 there is more that can be done to enhance and make more meaningful the role of Youth, as a special category, in projects.

The Barbados SGP is fully committed to ensuring that gender parity and the empowerment of women are embedded in all projects it supports. Furthermore, it is committed to ensuring that vulnerable groups particularly youth are fully integrated and have a meaningful role to play in supported projects.

SGP will continue to advocate and support the formation of a Charities Commission, recognising as it does the need to better regulate and coordinate the efforts of CSOs and NGOs as a means of promoting more effective interventions and the sharing of resources and expertise.

3.2.4. Knowledge management plan

Please describe the SGP country programme's plans to capture, share, and disseminate the lessons learned and good practices identified through the country portfolio of SGP projects with civil society, government, and other relevant stakeholders (i.e. process for generating knowledge; type of knowledge products; knowledge fairs; peer to peer exchanges; use of demonstration sites) so as to generate greater impact, and foster replication and scaling up of community innovations. Please specify the contribution required from each SGP country programme towards the OP6 digital library and global South-South exchange.

The SGP has implemented a Knowledge Fair as a key knowledge management initiative under OP5 and will continue with this as part of the CPS under OP6. The NC has initiated various training opportunities for projects and grantees and this too will continue. In addition to this Barbados SGP has developed its own Facebook page (<https://www.facebook.com/GEFSGPBarbados/>) which provides news of and access to information concerning its projects and initiatives as well as videos. In April 2016, SGP Barbados won third prize for its short film highlighting 'community based adaptation is vital to their survival and sustainability' in the Caribbean SIDS. This is one of a series of 13 videos initiated by SGP Barbados as part of a regional project. In addition, SGP Barbados plans to start its own series of videos entitled "Community Matters". As well as Facebook, Barbados SGP also has its own website with access to information and documents (<http://www.sgpbarbados.org/index.php>).

Under OP6 CPS consideration will be given to the suggestions made by stakeholders for the development of an on-line information portal which would further complement the knowledge management activities, such as the development of 'how to do' guides. This has been proposed as a means of capturing, sharing, and disseminating the lessons learned and good practices identified through the country portfolio of SGP projects with civil society and others. Consideration is also being given to means to encourage greater peer-to-peer exchanges among projects, through the hosting of Exchange Days for grantees, potential grantees and other stakeholders.

3.2.5. Communications Strategy

Please describe your strategy to communicate and engage with key stakeholders and CSO's in your country and selected landscape to promote participation, build relationships and foster partnerships; as well as to articulate the contribution of the SGP to the national priorities, GEF programming, and UNDP strategies, as described in Section 2 of the CPS.

Some of the communication approaches have been outlined as part of 3.2.4 above.

Direct Communication with Stakeholder Groups: Barbados SGP recognises that although it has done a good job in communicating with stakeholders there is more that can be done. There is need for more targeted,

direct engagement and communication to establish and sustain partnerships particularly with the private sector, professional organisations and financial providers (e.g. CBD). The NC will seek to deepen the engagement with these organisations whilst at the same time continuing to engage with government bodies on a one-to-one basis throughout OP6 and through the CSO Dialogues, the National Major Groups Forum and the Grantee Network.

Electronic Communication including Social Media: Barbados SGP will continue to use social media such as Facebook and will be exploring the usefulness and benefits of including platforms such as Twitter, Instagram and LinkedIn to engage with a wide cross-section of stakeholders on a continuous basis. Continued emphasis will be placed on the provision of information related to the SGP, as well as awareness build and knowledge sharing on specific thematic issues.

Public Events and Consultations: Barbados SGP will identify opportunities to participate in key public events and consultations hosted by stakeholders in the SGP network and by others including the public and private sectors. This will allow for engagement with a broader set of publics and constituencies and will raise the profile of the SGP.

4. Expected Results Framework

Table 4: Consistency with SGP OP6 Global Programme Components

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
<u>SGP OP6 Component 1:</u> <i>Community Landscape and Seascape Conservation:</i> 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	Barbados CPS has adopted a Ridge-to-Reef approach where the country can be considered to be a single landscape/seascape. Within this though special attention will be paid to two landscapes/seascapes: • <i>Scotland District including the National Park Area</i> • <i>Coastal and Marine Protected Areas</i>	1 – 5 projects	# Projects supported in Barbados # Projects in the Scotland District # Projects incorporating Coastal and MPAs	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)
<u>SGP OP6 Component 2:</u> <i>Climate Smart Innovative Agro-ecology:</i> 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	To preserve and enhance the natural capital of Barbados whilst at the same time promoting sustainable management, supportive of social and green economic development of local communities, vulnerable groups and youth. The typology of projects to be included under this component include: • <i>Organic agriculture</i> • <i>Protected agriculture</i> • <i>Agroforestry</i> • <i>Hydro & aquaponics</i> • <i>Apiculture</i> • <i>Water conservation & harvesting</i> • <i>Permaculture</i>	7 - 12 projects	# of persons actively involved in projects # persons receiving training in Climate Smart Agroecology Estimated reduction in CO₂ emissions Estimated reduction in chemical use Amount of matched and in-kind funding Income generated vs operational costs	Individual project visits & reporting by SGP country team Annual Survey and Monitoring Report (ASMR) Country Programme Strategy Review (NSC inputs)

	• <i>Agro-processing</i> • <i>Agro-entrepreneurship</i> • <i>Small stock and poultry production</i> • <i>Sustainable farming practices</i>		# of Youth and other vulnerable persons involved	
<u>SGP OP6 Component 3:</u> <i>Low Carbon Energy Access Co-benefits:</i> 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	To promote the development and uptake of low carbon technologies and their incorporation in green economic activities, outlined under Component 2 above by local communities. The typology of projects to be included under this component include: <i>Recycling of organic waste</i> <i>Biofuels</i> <i>Solar and wind energy systems</i> <i>Protected agriculture</i> <i>Energy efficiency appliances</i> <i>Energy efficient interventions</i>	2 - 5 projects	# of demonstration projects or projects incorporating Low Carbon Energy technologies # of persons actively involved in projects # persons receiving training in Low Carbon Energy Access Estimated reduction in CO₂ emissions # of Youth and Vulnerable persons involved # of KWh equivalent generated Estimated energy efficiency savings	Individual project visits & reporting by SGP country team Annual Survey and Monitoring Report (ASMR) Country Programme Strategy Review (NSC inputs) Special country studies¹¹
<u>SGP OP6 Component 4:</u> <i>Local to Global Chemical Management Coalitions:</i> 4.1 Innovative community-based tools and approaches demonstrated,	Not adopted	None	No targets	None

¹¹ Only applies to lead countries in this strategic initiative

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				
<u>SGP OP6 Component 5:</u> <i>CSO-Government Policy and Planning Dialogue Platforms (Grant-makers+):</i> 5.1 SGP supports establishment of “CSO-Government Policy and Planning Dialogue Platforms”, leveraging existing and potential partnerships, in at least 50 countries	In order to address the ‘dialogue deficit’ among CSOs there will be a focus on providing training and capacity building among CSOs to dialogue with government. The CPS will promote collaboration with the Charities Commission and support the development of a Grantee Network and Exchange programme. Develop synergistic linkages with existing networks and organisations to participate in joint dialogue platforms. Initiate at least 2 CSO-Government Policy and Planning Dialogue Event per year for the duration of OP6. At least 2 representatives present at the Dialogues from women’s groups, youth, vulnerable groups, disabled and differently abled groups in each Dialogue Event.	<i>Global level OP6 priority</i> <i>Cross-cutting priority for the CPS at the national level</i>	3 # “CSO-Government Policy and Planning Dialogue Events initiated, including: 1# Government Policy and Planning Dialogue Event focusing on terrestrial National Parks (e.g. the Scotland District). 1# Government Policy and Planning Dialogue Event focusing on Coastal and Marine areas # of representatives per civil society stakeholder group involved.	Individual project reporting by SGP country teams SGP Global Database Annual Survey and Monitoring Report (ASMR) Country Programme Strategy Review
<u>SGP OP6 Component 6:</u> <i>Promoting Social Inclusion (Grant-makers+):</i> 6.1 Gender mainstreaming considerations applied by all SGP country programmes; Gender training utilized by SGP staff, grantees, NSC members, partners	The CPS approach to social inclusion, for supporting women, youth and vulnerable groups includes: Targeted engagement with women, youth, schools, faith-based organisations, and vulnerable groups to provide them with SGP information, encourage them to become involved and submit projects.	<i>Global level OP6 priority</i> <i>Cross-cutting priority for the CPS at the national level</i>	# of youth organizations, schools, vulnerable groups and persons that participate in SGP projects, broken down by strategic initiative category	Individual project reporting by SGP country teams SGP Global Database Annual Survey and Monitoring Report (ASMR) Country Programme Strategy Review

6.2 IP Fellowship programme awards at least 12 fellowships to build capacity of IPs; implementation of projects by IPs is supported in relevant countries 6.3 Involvement of youth and disabled is further supported in SGP projects and guidelines and best practices are widely shared with countries	Grantees will be assisted to specifically demonstrate how they will incorporate UNDP's SESs into ALL projects to be funded by GEF SGP. Offer training opportunities on the promotion of social inclusion. Encourage the inclusion of Vulnerable Groups and Youth into the management of approved projects. One SGP project directed at strengthening the capacity of a vulnerable group. At least 2 SGP project directed at training and capacity building among CSO.		# persons receiving training on social inclusion # persons from Women, Vulnerable Groups and Youth serving on management of CSO and projects # of capacity building projects initiated.	
<u>SGP OP6 Component 7:</u> <i>Global Reach for Citizen Practice-Based Knowledge program (Grant-makers+):</i> 7.1 Digital library of community innovations is established and provides access to information to communities in at least 50 countries 7.2 South-South Community Innovation Exchange Platform promotes south-south exchanges on global environmental issues in at least 20 countries	One Knowledge Fair held per year in OP6 with experiences and lessons learnt captured and disseminated. Maintain website and Facebook page featuring the work of projects and grantees. Develop directory of resource persons Develop GIS information base on projects Develop Knowledge Management information platform	<i>Global level OP6 priority</i> <i>SGP country teams (NC and PA) global database inputs</i>	# of Knowledge Fairs held annually # of visits to website and Facebook page, and downloads. GIS database Knowledge Management platform	SGP Global Database Annual Monitoring Report (AMR) Country Programme Strategy Review

5. *Monitoring & Evaluation Plan*

5.1. *Indicators, Targets and Progress*

The M&E Plan at the country programme level¹² should be based on the indicators and targets set in Table 3 of the CPS. Indicators at the country level should be tracked and reported on through the Annual Country Reports (ACR), when progress towards the CPS outcomes is assessed and appropriate adaptive management measures may be identified as necessary. The M&E Plan should also describe how progress will be tracked and results reported by grantee partners at the project level. M&E activities appropriate to the size and scope of any given project should be planned, with guidance and capacity development provided to grantees where needed to support participatory M&E and adaptive management. Below please describe the country level M&E plan to monitor the implementation of the CPS, with particular reference to the targets and indicators set in Table 3 within your selected landscape/ seascape(s).¹³

Monitoring and Evaluation (M&E) is essential to the success of SGP Barbados. Monitoring ongoing projects provide opportunities to assess and improve the design and function of the project while it is being implemented. Evaluation provides a valuable asset to SGP after the project has been completed in the form of lessons learnt from the project outcomes. This can be used to inform the design and implementation of future projects. In addition, evaluation is also important in identifying policy impacts and scaling up opportunities. In order to facilitate proper monitoring and evaluation it is important that from the inception of the project that five components outlined by the World Bank Group are adhered to:

1. Clear statements of measurable objectives for the project and its components, for which indicators can be defined.
2. A structured set of indicators, covering outputs of goods and services generated by the project and their impact on beneficiaries.
 - a. Input indicators are quantified and time-bound statements of resources to be provided.
 - b. Process indicators measure what happens during implementation.
 - c. Output indicators show the immediate physical and financial outputs of the project.
 - d. Impact refers to medium or long-term developmental change
3. Provisions for collecting data and managing project records so that the data required for indicators are compatible with existing statistics, and are available at reasonable cost.
4. Institutional arrangements for gathering, analyzing, and reporting project data, and for investing in capacity building, to sustain the M&E service.
5. Proposals for the ways in which M&E findings will be fed back into decision making.

5.2 *Monitoring*

Please indicate how M&E of individual SGP grantee partners (i.e. national NGOs, CBOs, or intermediary organizations) will be strengthened and adaptive management promoted. Details on the frequency of monitoring visits and plans for project/portfolio evaluations should be provided. Where possible partnerships with other grant-makers, foundations and academic institutions should be explored to help enhance participatory M&E and adaptive management.

¹² For more information please refer to the SGP OP6 CEO Endorsement Document's M&E Plan (Section C).

¹³ Where relevant please describe the use of any particular SGP frameworks for M&E such as COMDEKS, COMPACT, CBA, and CBR+ (where these are already piloted, or replication of these approaches is planned).

Monitoring reports will be submitted at least half yearly, or as deemed necessary, depending on the duration of the project. These will be supported by site visits from the SGP team and in some cases by the NSC or experts. Evaluation reports will be comprised of the cumulative outcome of the monitoring reports, end of project and programme reports and at least one summative evaluation session. Evaluation shall take place at two levels, the project and programme level. At the project level every project will dedicate a minimum of 10% of its total budget to an end of project evaluation and will produce a Lessons Learned Report which is independent of the end of project report. Adequate reporting is required of a grantee before disbursements of funds.

At the programme level, a country level aggregated report will be prepared annually by the SGP team and submitted to CPMT. This will provide information on the achievement of targets in relation to the CPS indicators in the Expected Results Framework. The preparation of the annual CPS M&E report will provide an opportunity for the SGP team to interact with external partners who would be invited to participate in a peer review capacity. For the end of the programme cycle a major participatory evaluation session will take place. This would form the basis for planning for the next programme cycle.

Table 5: M&E Plan at the Project Level

M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantee	Duration of project
Baseline Data Collection	Grantee, NC	At project concept planning and proposal stage
2/3 Project Progress and Financial Reports – depending on agreed disbursement schedule	Grantee, NC & Project Administrator (PA)	At each disbursement request
Project Workplans	Grantee, NC, PA	Duration of project
NC Project Proposal Site Visit – as necessary	NC	Before project approval, as appropriate
NC Project Monitoring Site Visit	NC	On average once a year, as appropriate
NC Project Evaluation Site Visit	NC	At end of project
Project Final Report	Grantees	Following completion of project activities
Project Evaluation Report	NC, NSC, External party	Following completion of project activities
Prepare project description to be incorporated into country level & global project database	PA, NC	At start of project and ongoing as appropriate

At the programme level, M & E shall take place as required by the National Coordinator (NC) and the National Steering Committee (NSC), and as required by the GEF SGP guidelines.

Reporting Requirements: Reporting shall be required at two levels as follows:

Project Level: project reports shall be a major component of the reporting process and for determining progress. The periodicity of reports shall be determined on a project by project basis. All projects shall also produce separate lessons learned reports which shall be an integral part of the final report.

Programmatic Level: At the programmatic level there shall be a:

Financial Report: prepared on a quarterly basis (NC).

Semi-annual country report: status of implementation of the CPS and projects. This report will focus on successes and shortcomings and make recommendations to address the shortcomings. It will also include a description of the work of the NSC and the NC for the period. This report will be prepared by the NC and PA and will be due on 30th July and 10th December.

SGP Report: This is an annual programme report on successes and shortcomings of the CPS and funded projects and will make recommendations to address the shortcomings. This report will be produced by the SRC. (Due by 30th December).

Table 6: M&E Plan at the Programme Level

M&E Activity	Responsible Parties	Timeframe
Country Programme Strategy Review	NSC, NC, CPMT	Start of OP6
Strategic Country Portfolio Review	NSC, NC	Once during OP6
NSC Meetings	NSC, NC, UNDP CO	Minimum f twice per year
Performance and Results Assessment of NC Performance	NSC, NC, UNDP CO, CPMT, UNOPS	Once per year
Country Programme Review, resulting in Annual Country Report	NC presenting to the NSC and CPMT	Once per year
Financial 4-in-1 Report	NC, PA, UNOPS	Quarterly

The information produced from various M & E sessions will be compiled into an M & E electronic document (e.g. spreadsheet) for analysis and synthesis. This information will feed into the Capacity Development Strategy for CSOs in Barbados, contribute to policy development policy and provide input into publications on the transformation impact of the programme. Information at the project level will be aggregated based on the focal area to facilitate the identification of the macro-level of SGP initiatives in Barbados.

5.3 Participatory Monitoring

Please describe how local stakeholders, community members and/or indigenous peoples' will participate in setting project objectives and outputs; how they will participate in monitoring with what kind of method and periodicity; and how progress will be documented and reported.

The process of including local stakeholders and CSOs in setting project objectives will continue to be stressed to potential grantees during the application process. This is to ensure that the potential project is designed with contributions from the community and other stakeholders. Grantees will be asked in the application process to demonstrate how these contributions were included and similarly the role that these stakeholders will play in monitoring and evaluation. The NC will continue to interact with potential grantees and applicants to ensure that this takes place and will convey this to the NSC during the project approval process. During the site visit, the M&E team (SGP and NSC) will seek to obtain feedback from these stakeholder groups to validate their inputs into the project. This information will be captured in the site visit report as well as reported by the grantee in the project reporting.

5.4 Results Aggregation

Please describe the strategy for how the results of SGP individual projects will be aggregated at the country programme portfolio level. The following table provides the key country programme level M&E tools and templates.

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

M&E Activity	Purpose	Responsible parties	Budget source	Timing
Country Programme Strategy elaboration	Framework for identification of community projects	NC, NSC, country stakeholders , grantee	Covered under preparatory grant	At start of operational phase
Annual Country Programme Strategy Review	Learning; adaptive management	NC, NSC, CPMT	Covered under country programme operating costs	Reviews will be conducted on annual basis ¹⁴ to ensure CPS is on track in achieving its outcomes and targets, and to take decisions on any revisions or adaptive management needs
NSC Meetings for ongoing review of project results and analysis	Assess effectiveness of projects, portfolios, approaches; learning; adaptive management	NC, NSC, UNDP	Covered under country programme operating costs	Minimum twice per year, one dedicated to M&E and adaptive management at end of grant year
Annual Country Report (ACR) ¹⁵	Enable efficient reporting to NSC	NC presenting to NSC	Covered under country programme operating costs	Once per year in June

¹⁴ The CPS is a living document, and should be reviewed and updated as deemed necessary by the NSC on a periodic basis as part of the annual strategy review.

¹⁵ The country programme should be reviewed in consultation with the NSC members, national Rio Convention focal points, and the associated reporting requirements. The Annual Country Report should be presented at a dedicated NSC meeting in June each year to review progress and results and take decisions on key adaptive measures and targets for the following year.

Annual Monitoring Report (AMR) ¹⁶ Survey (based on ACR)	Enable efficient reporting to CPMT and GEF; presentation of results to donor	NC submission to CPMT	Covered under country programme operating costs	Once per year in July
Strategic Country Portfolio Review	Learning; adaptive management for strategic development of Country Programme	NSC	Covered under country programme operating costs	Once per operational phase

6. Resource Mobilization Plan

6.1. Please describe the OP6 resource mobilization plan to enhance the sustainability of the SGP Country Programme grant making and grant-makers+ roles with reference to:

- (i) ways to enhance or increase cash and in-kind co-financing at:
- Project level
 - Landscape/seascape level
 - Country level

Resource Mobilisation 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 mobilisation 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 Barbados;
- 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.

Resource Mobilisation should result in In-Kind and/or Cash and take place at three levels targeting the GOB and its various Ministries, the Private Sector, Bi-lateral and Multilateral donors and where possible wealthy persons living in the country. The two levels of RM are:

- 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 NFG, NFP and SRC to that effect. A wavering of the financial co-funding component for selected CSOs will be dependent on the success of the national and sub-regional RM efforts and SGP policies in existence at the time.
- 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 SRC, NFP and NFG.

Successful Resource Mobilisation 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

¹⁶ The AMR Survey will essentially draw upon information presented by the country in the Annual Country Report (ACR) with few additional questions. It will enable aggregation of country inputs by CPMT for global reporting.

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 and to disseminate the Lessons Learned from projects.
- Knowledge of the Donor: Developing an information database on the donor which answers such questions as the donor programme focus; their requirements and preferences; and their project approval cycle. Cultivating a relationship with the donor is also indispensable for future funding prospects and this frequently requires an investment of time and patience. Importantly, one must ensure that the donor is not involved in projects or programmes that contradict the principles and values of the UN and SGP.
- Knowledge of Organisation: Knowing the strengths of the organisation and not misrepresent 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.
- 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 twostep process which includes the management of the funds and the project activities. If a grant will add responsibilities to a CSO 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.
- Checking with the NC on SGP Regulations: Contacting the NC to be aware of the SGP RM guidelines, in particular the “dos” and “don’ts”; the legal instruments which can be used to confirm donor and SGP obligations; and the formulas used to calculate in-kind contributions from donors. These are all critical requirements to ensure that an initiative is not still birth.
- Monitoring and Evaluation: It is a requirement that a monitoring programme on RM be established for Barbados 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 and share at the national and community levels.

- (ii) *diversify funding sources to achieve greater impact (i.e. non-GEF resources that help address post-2015 UN Sustainable Development Goals, SDGs);*

A partnering approach to projects will be developed as a way of engaging with potential funders and providers of co-financing. These would include not just organisations that have traditionally supported the Barbados SGP but others such as financial institutions and insurance providers. To date the projects supported by Barbados SGP have been relatively successful in raising co-financing and in-kind contributions. In OP6 SGP will seek to continue with this positive trend.

- (iii) *an approach to recover costs to co-finance a share of the SGP country programme non-grant costs (i.e. UNDP TRAC, national host institutions, government contributions, bilateral donors); and*

SGP will explore opportunities for cost recovery to co-finance a share of SGP country programme non-grant costs through discussions with existing partners to determine what options might be available.

- (iv) *Opportunities for SGP to serve as a delivery mechanism.*

In engaging with partners, SGP provides information on the opportunity to serve as a delivery mechanism. This will be further explored in OP6 in targeted conversation with the private sector, particularly the renewable energy sector being promoted by GOB.

- (v) *In the “Grantmaker+” role, the SGP team including the NSC and TAGs can be tapped to help communities and CSOs develop proposals to access other donors and funding facilities. While the funds may not go directly to SGP, this activity can be considered part of resource mobilization as there is increased flow of resources to SGP stakeholders through its support.*

- How can this role be effectively performed?

The SGP Team, sometimes with the support of members of the NSC, supports communities and CSOs in developing proposals. However, with a small SGP team and a voluntary NSC, time and resource constraints often hinder this. This challenge has been acknowledged and one of the proposals emerging from the grantee meeting was the need to identify and develop a database of persons and experts who would be willing to volunteer their time to support communities and CSO during the application process and during project execution. These persons could also be called upon to provide support to communities and CSOs in accessing other donors and funding facilities.

- What are the possible proposals that can be developed and donors and funding facilities (i.e. perhaps the Green Climate Fund) that can be approached?

The SMART Energy fund is potentially an opportunity to seek support for projects that target strategic initiative component 3. From time to time there are Calls from the European Union for collaborations with EU partners in the developmental field. The GOB, through the Barbados Water Authority is applying to the Green Climate Fund for a grant to support a renewable energy and water sector project. There may be opportunities to build on the renewable energy component to support CSOs in developing and participating in renewable energy projects.

- What are the potential for private sector funding (i.e. in support of successful sustainable enterprises for scaling up)?

The private sector, in particular financial services and insurance have been identified as a potential source of funding. Efforts will continue to be made to engage with this sector, ongoing from OP5 as an additional source of funding.

7. Risk Management Plan

7.1 Anticipated Risks

Please identify any key risks that you anticipate in the implementation of the CPS during OP6, with reference to the following aspects: (i) social and environmental risks (as reflected in UNDP’s Social and Environmental Safeguards); ¹⁷ (ii) climate risks; (iii) other possible risks. For any identified risks, please complete the table below with an estimation of the degree and probability of risk, as well as the relevant risk mitigation measures.

¹⁷ <http://www.undp.org/content/dam/undp/library/corporate/Social-and-Environmental-Policies-and-Procedures/UNDPs-Social-and-Environmental-Standards-ENGLISH.pdf>

Table 8: Description of Risks Identified in OP6

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
Political risk: Impacting the operations of the SGP	Low	Low	
Operation & functioning of the NSC: NSC members do not take an active part in the functioning of the SGP and the CPS.	Medium	Medium	Strengthen selection procedure system and introduce rotation of members.
Financial risk: Limited availability of funds to implement projects	Medium	High	Consistent monitoring of programme finances; communication with stakeholders and partners; use of instruments to secure buy-in such as MOUs; exploration of co-financing support opportunities; on-going engagement to identify potential additional funding sources.
Grantee risks: Not able to fulfil the proposed revised requirements for composition	Medium	High	Capacity building and implementation of better information capturing systems; outreach to vulnerable groups.
Project risk: Not able to successfully implement a proposed project	Medium	Medium	Effective monitoring of projects through the M&E framework
Climate and Disaster Risks	Low	Medium	Projects will be screened to ensure that they appropriately account for climate and disaster risk that can directly impact there projects. This will be included in the external risk mitigation section of the project proposal. At the program level the UNDP's Social and Environmental

			Standards will be integrated into programming. The OP 6 programme was designed with a particular sensitivity to climate and disaster risks that were identified in the baseline assessment. The thematic areas selected by stakeholders are ideally suited to address these risks. Additional resource mobilization will be required to sustain the programmes work on community based adaptation and this has been made a priority.
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7.2 Risk Management

Please indicate how these risks will be tracked. It is recommended that risks are tracked during the implementation of the OP6 CPS and review during the CPS Annual review. At that time the degree of risk, or probability of risk may be adjusted. Identified risks may also be removed and new risks added if necessary with appropriate mitigation measures identified.

The risks identified above will be tracked regularly at NSC Meetings to determine whether there have been any changes and whether additional mitigation measures need to be implemented. The CPS Annual review will also be used to track risk with appropriate adjustments made.

The NSC appreciates that quality assurance is an important component of managing risk and the UNDP's Social and Environmental Standards (SEs) are integral in this area. Embedded within all Barbados SGP Projects will be; **human rights, gender equality & women's empowerment, and environmental sustainability**. In addition to these three there is financial sustainability. These themes will not only be specifically communicated to all grantees and potential grantees, but will also be built into the approval process for projects and monitored and evaluated accordingly. All projects to be funded must be able to demonstrate how these themes are addressed in their projects.

Further, all GEF SGP stakeholders will be made aware of the SEs through outreach and awareness activities, and advised of UNDP's accountability mechanisms as it relates to these SEs; the Social and Environmental Compliance Unit (SECU) and the Stakeholder Response Mechanism (SRM).

8. National Steering Committee Endorsement

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

NSC members involved in OP6 CPS development, review and endorsement	Signatures
Mr. Lionel Weekes	Lionel O. Weekes
Ms. Shelley Weir	S Weir
Ms. Shantal Monro-Knight	Shantal Monro-Knight
Mr. Jeremy Stephen	Jeremy Stephen
Ms. Marilyn Rice-Bowen	Marilyn Rice-Bowen
STEPHEN O'MALLEY UNDP RESIDENT REPRESENTATIVE	Stephen O'Malley
Mr. Travis Sinckler	Travis Sinckler
Mr. Rickardo Ward	Rickardo Ward
Dr. Dennis Blackman	Dennis Blackman
Ms. Bertha Pilgrim	

Annex 1: List of OP5 Supported Projects

#	Project Title
1	Organic farming-At the Crossroads: Barbados
2	Innovative strategies for managing organic waste and promoting sustainable agricultural practices in Barbados
3	Green Living - Towards the Establishment of Green Communities in the Parishes of St. Philip and Christ Church, Barbados
4	Community Environmental Empowerment Drive (CEED), Barbados
5	The River of Life Organic Farm
6	Coastal Conservation Education: Protecting Barbados? Coral Reef
7	Reef Balls: A Solution to Coral Depletion and Community Livelihoods in Oistins, Barbados.
8	Best practices in sustainable organic agriculture at the Deighton Griffith School
9	Caribbean Permaculture Research Institute of Barbados
10	The Conservation of the Marine Environment Along the South Coast of Barbados
11	Eradication of the use of harmful chemicals in organic food production
12	Proposal to Establish a Caribbean Database for Sea Turtle Tagging Records and a Centre of Excellence for Sea Turtle Marking Technologies
13	Coral Reef Monitoring & Management: Involving Youth within Coastal Communities
14	Strengthening Environmental Cohesion and Inclusion through Knowledge Transfer Action/2015
15	Building Capacity in the GEF SGP Methodology in Project Development, Project Proposal Writing and Project Management - BANGO, BARBADOS
16	Greening Micro, Small and Medium-sized Enterprises in Coastal Communities in Barbados
17	Development of a Natural History Specimen Collection
18	Public Information, Awareness and Education on the POPs Convention and the Integration of Good Environmental Practices in Small Businesses to Safely Manage and Dispose of Sources of POPs, Barbados.
19	Permanent Mooring Buoys (Rescue the Reef)
20	Undersea Heritage Museum (Planning)
21	Building Resilience of Barbadian Fisherfolk to Natural Disasters and Climate Change
22	Caribbean Youth Climate Change Mitigation Project
23	Sargassum Bioenergy Project
24	SIDS ADAPT
25	REAP Barbados - Secondary Schools
26	The Promotion and Provision of Chemical Free Backyard Gardening among persons with diabetes, Barbados.
27	Civil Society Consultation on Small Islands Developing States in Barbados
28	The YWCA Square Foot Gardening Project, Barbados.
29	Country Programme Strategy Development for Barbados (OP6)
30	Community Organic Greenhouse Agriculture Pilot Project (Planning)
31	Using climate-smart agriculture practices to increase local food security and climate change adaptation in the St. George farming community (Planning)
32	Genesis Project Farm

33	BARBADOS - Regional Entrepreneurship & Agriculture Program (REAP)
34	Community Based Recycling - Production of Biodiesel from Used Vegetable Oil with the Lester Vaughn Secondary School, Barbados (Planning) The Development of a Grassroots Video Proposal Production Unit in Barbados.
35	Empowering Barbadian Communities to Go Green Through Local Organic Products (Planning)
36	Conservation of the Genetic Makeup of the Barbados Blackbelly Sheep
37	Organic Certification for Organic Farmers in Barbados (Planning)
38	Aquaponics and Organic Farming in Baird's Village, Barbados Solarisation of the Bairds Village Aquaponics Facility, Barbados (Phase 1)
39	Offsetting Carbon Dioxide Emissions by Creating Carbon Sinks and Alternative Livelihoods in Barbados
40	Better Life Gardening Project
41	Promoting renewable energy production in farming communities in Barbados
42	Community Based Coral Reef Monitoring - Folkstone Marine Park and Reserve, Barbados
43	Building Climate Change Resilience in Community Fisheries in Weston, St. James
44	Capacity Building Workshops for the Junior Coral Reef Ambassadors Programme
45	Sargassum Cleanup: Restoration & Upgrade of Beaches (S.C.R.U.B)
46	Conservation of the Genetic Make-Up of the Barbados Blackbelly Sheep The Development of the Apiculture Industry in Barbados through the revival and strengthening of the Barbados Beekeeping Association
47	Community Based Solar Cooled Greenhouse Research Project
48	Blended Agroforestry Renewable Energy Project (BAREP)
49	Nature Fun Ranch Environmental Park (Planning)
50	Ethno-Botanical-ECO Lab, (Eco-pharmacology and sustainable environmental ventures)
51	Home Seedling Nursery and Bio Control Project in Barbados
52	REFOREST BARBADOS - Designing a project proposal for the reforestation of a section of the Scotland District, Saint Joseph, Barbados.
53	Indigo and Natural Dyes Project, Barbados.
54	REAP Barbados - Secondary Schools (Planning)
55	Barbadian Medicinal Plants: Development of College Land, St. John into an Herbal Health and Wellness Tourism Destination
56	Building the Capacity of National CSOs to Participate in Climate Change Adaptation and Mitigation Policies Building the Capacity for an Effective Sustainable Development Network among CBOs and NGOs in Barbados.
57	Sustainable Utilization of Local Natural Fibers and Seeds by Craft Artisans for New Product Development
58	Home Seedling Nursery and Bio Control Project in Barbados Organic Seedling Cultivation with less abled people and Bio Control in Barbados.