

**GLOBAL ENVIRONMENT FACILITY
SMALL GRANTS PROGRAMME
COUNTRY PROGRAMME STRATEGY
FOR UTILIZATION OF OP5 GRANT
FUNDS
(2011-2014)**



BARBADOS

US\$ 2 million
(US\$1 million in core and US\$1 million in STAR)

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**COUNTRY PROGRAMME STRATEGY
2011-2014**

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LIST OF ACRONYMS

CARICOM	Caribbean Community and Common Market	NC	National Coordinator
CBO	Community Based Organisation	NFG	National Focal Group
CDB	Caribbean Development Bank	NFP	National Focal Point
CIDA	Canadian International Development Agency	NSC	National Steering Committee
CO ₂	Carbon Dioxide	NGO	Non-Governmental Organisation
CPMT	Central Programme Management Team	OAS	Organisation of American States
CPS	County Programme Strategy	OECS	Organisation of Eastern Caribbean States
CSO	Civil Society Organisation	POPs	Persistent Organic Pollutants
EIA	Environmental Impact Assessment	PA	Protected Area
FAO	Food and Agricultural Organisation	RM	Resource Mobilisation
GDP	Gross Domestic Product	SC	Sustainable Communities
GEF	Global Environmental Facility	SCS	Socio Cultural Sustainability
GHG	Green House Gases	SGP	Small Grants Programme
GOB	Government of Barbados	SIDS	Small Islands Developing States
HDI	Human Development Index	UN	United Nations
IADB	Inter American Development Bank	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
KM	Knowledge Management	UNFCCC	United Nations Framework Convention on Climate Change
M&E	Monitoring and Evaluation	UNDP	United Nations Development Programme
MEAs	Multilateral Environmental Agreements	USAID	United States Agency for International Development
MTDS	The Medium Term Development Strategy		

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EXECUTIVE SUMMARY

The Country Programme Strategy (CPS) is the primary living document which clearly articulates the platform for the Global Environment Facility (GEF) Small Grants Programme (SGP) programming in each country. It is a guide to programme and project development, lays the basis for project implementation, monitoring and evaluation, and is a vehicle for developing and maintaining a results oriented programme. The CPS identifies the desired project impacts, outcomes and outputs and gives a general idea of which projects will be funded if these impacts are to be achieved. The CPS also identifies basic project eligibility criteria and delineates the indicators that will be used in determining the success of the programme and the lessons learned. The CPS must also assist the SGP in meeting its primary objectives of environmental sustainability; poverty alleviation; and community empowerment. SGP gives grants to CBOs and NGOs to work towards these objectives in the five GEF Focal Areas of Biodiversity Conservation; Climate Change Mitigation; Protection of International Waters; Prevention of Land Degradation; and Elimination of Persistent Organic Pollutants.

Barbados is located at 13° 10' N and 59° 37' W, it is primarily limestone/coral formation and is the most eastern island in the Caribbean archipelago. Approximately 86% of the island is covered with limestone. The island is 34 km long and 23km wide with a total land area of 431 sq. km. and an Exclusive Economic Zone which is 387 times the land area or 167,000 sq. km. Barbados is classified as a Small Island Developing State (SIDS) and as a result it has several inherent peculiarities. Barbados conforms to the description of SIDS as described by the United Nations, it is a low-lying coastal country that has significant sustainable development challenges consistent with SIDS, including small but growing populations, limited resources, remoteness, susceptibility to natural disasters, vulnerability to external shocks, excessive dependence on international trade, and fragile environments. The unique sustainable development challenges that face Barbados as a Small Island Developing States (SIDS) were first formally recognized by the international community at the UN Conference on Environment and Development (UNCED) in 1992. Despite facing significant sustainable development challenges Barbados' developmental record since independence has been remarkable, with a sustained high level of human development, quality public services and a stable political climate.

Environmentally, the island has paid a high cost for its progress which includes the destruction of most of its forest; the destruction of coral reefs; loss of biodiversity; contamination of water systems; and land degradation. The island like many SIDS is considered to be highly vulnerable because of its:

- Exposure to hurricanes;
- Limited land and natural resource base;
- Fragile marine ecosystem;
- Limited economic diversification with a high degree of openness. Foreign trade accounts for more than 67% of its GDP; and
- Growing national debt.

Barbados is signatory to many international environmental conventions and locally there is a plethora of legislation and several policy documents on the environment. Three significant policy documents which guide sustainable development in the island are:

- The *Barbados Sustainable Development Policy* (2004) which clearly outlines the policies, goals and objective for sustainable development;
- The *Physical Development Plan as amended 2003* which lays the framework for development and forward planning in the island and identifies the various forms of land use; and
- The *National Strategic Plan of Barbados* (2005-2025) which articulates the vision and the framework for national development over the next twenty years.

These documents contain the espoused theories of the Government of Barbados and there is much effort to turn them into actions. The SGP therefore situates itself in this context with a focus on complementing the initiatives of the Government and people of Barbados.

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 & 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, which is made up of US\$542,483.50 from GEF SGP, US\$254,363.09 in cash co-funding and US\$441,622.00 in 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 has transitioned in 2013 from being a part of the previous sub-regional programme to a national programme modality.

The Barbados CPS for the period 2011-2014 was prepared using a participatory approach to involve stakeholders at all levels. This participatory approach provided the foundation on which the project objectives and outcomes were defined. During consultation in the development of the CPS in addition to expressing their key environmental concerns all stakeholders expressed the need for the development of capacity within civil society organizations to improve their effectiveness and efficiency. Stakeholders have also advocated and supported the promotion of sustainable livelihoods and gender equality within projects implemented by civil society. This has been integrated within the current programme.

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.

Monitoring, Evaluation and Knowledge Management are integral parts of the CPS. Therefore, a systematic approach is taken to ensure that these areas are appropriately addressed. For all SGP projects monitoring reports will be submitted quarterly or as deemed necessary depending on the duration of the project. 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. The major components of SGP Barbados Knowledge Management (KM) programme that have been incorporated within the CPS are: knowledge creation; knowledge storage and retrieval; knowledge application; and knowledge transfer.

The SGP program seeks to complement the activities of the national government to meet the requirements under the conventions by supporting implementation of national policies at the community level. The programming focus of the CPS in agreement with the feedback from stakeholder consultations has been kept broad to facilitate maximum participation and allow for capacity building across all focal areas. The CPS elucidates on the OP5 country outcomes, indicators and activities for the following focal areas and cross-cutting issues: Biodiversity Conservation, Climate Change Mitigation, Land Degradation, International Waters, Chemicals, Capacity Development, Poverty Reduction & Sustainable Livelihoods.

1.0 CONTEXTUAL FRAMEWORK

Location and Geographic Area: Barbados is located at 13° 10' N and 59° 37' W. It is primarily limestone/coral formation and is the most eastern island in the Caribbean archipelago. Approximately 86% of the island is covered with limestone. The island is 34 km long and 23km wide with a total land area of 431 sq. km. and an Exclusive Economic Zone which is 387 times the land area or 167,000 sq. km.

FIGURE 1: LOCATION OF BARBADOS IN THE CARIBBEAN REGION



Source: Adapted from media maps.com available at <http://media.maps.com/magellan/images/CARIBB-W1.gif>

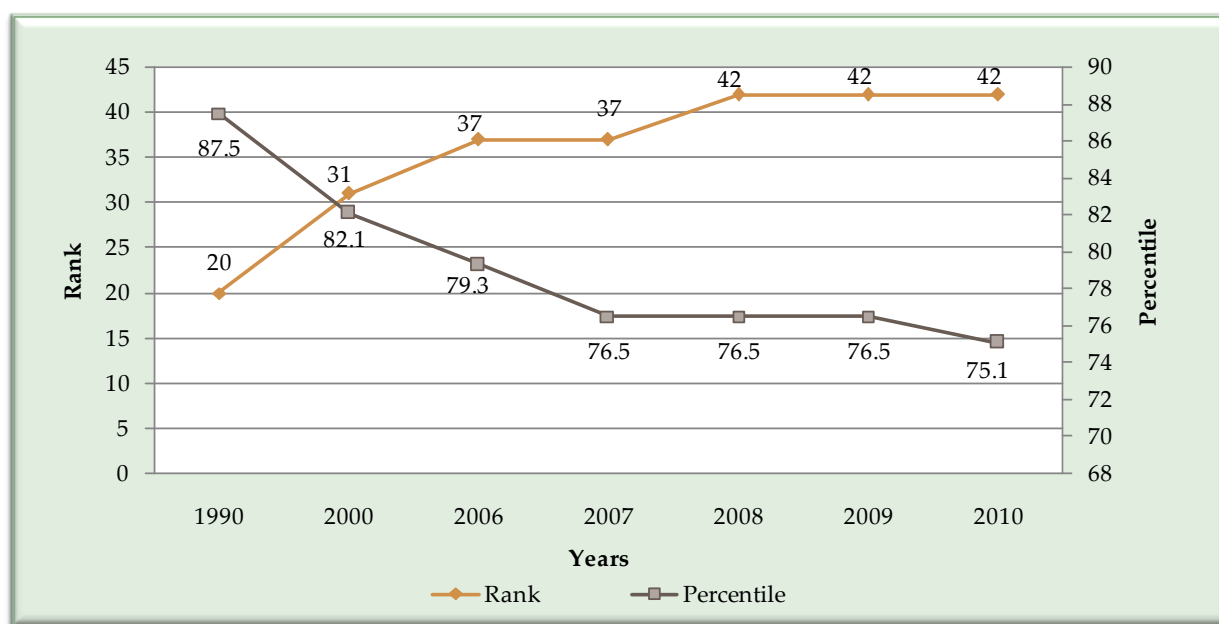
Barbados is classified by the United Nations as a Small Island Developing State (SIDS) and has several inherent peculiarities. It is a low-lying coastal country that has significant sustainable development challenges consistent with SIDS, including a small but growing population, limited resources, remoteness, susceptibility to natural disasters, vulnerability to external shocks, excessive dependence on international trade, and a fragile environment. The unique sustainable development challenges that face Barbados as a Small Island Developing States (SIDS) were first formally recognized by the international community at the UN Conference on Environment and Development (UNCED) in 1992.

Despite facing significant challenges, Barbados' developmental record since independence has been remarkable, with a sustained high level of human development, quality public services and a stable political climate.

1.1 SOCIO-ECONOMIC CONTEXT

The Barbados economy is based on a social market model that is characterized by extensive social welfare provisions, particularly in the areas of health and education. This steadfast commitment to democracy, enterprise and gradual liberalization is exemplified in enviable economic and quality of life statistics¹. Barbados has managed to improve its HDI ranking since the United Nations Development Programme (UNDP) first published the Human Development Report in 1990. In the latest Human Development Report (2013)², Barbados ranked at #38 (HDI index of 0.829)³ – one of the highest rankings for any developing country.

FIGURE 2: HUMAN DEVELOPMENT INDEX FOR BARBADOS



Source: *The Human Development Report (various years)*

The island's relatively high HDI ranking is partly based on its shift from a plantation economy⁴ to essentially, a service driven economy, in which the two main foreign exchange earning

¹Macroeconomic Background and Country Profile – Barbados' by Dr. Winston Moore - Economics Lecturer at the University of the West Indies, Cave Hill Campus, Barbados, 2011.

²Human Development Report 2013 - HDI rankings, available at <http://hdr.undp.org/en/statistics/>.

³Country Profile for Human Development Indicators – Barbados 2013, available at <http://hdrstats.undp.org/en/countries/profiles/BRB.html>

⁴An economy that relies heavily upon primary activities for foreign exchange earnings.

services on the island are tourism and international business and financial services⁵. Along with annual budgetary policy measures, the Government of Barbados has prepared medium term (5-year) development and fiscal strategies which are indicative of the government's long term plans. The Medium Term Development Strategy (MTDS) of Barbados⁶ for the period 2010-2014 outlines the policies which the Barbadian Government must adopt if the economy is to recover from the current volatile global environment, adjust to the changes in the standard of living and achieve sustainable development. Barbados has been affected similar to most world economies by the global recession. Since the global downturn in 2008 the GDP growth for Barbados has fluctuated with positive and negative annual percentages but the general trend has been a reduction in the growth in the economy as noted in Table 1.

TABLE 1: KEY MACROECONOMIC INDICATORS FOR BARBADOS

(US\$ million, unless otherwise stated)	2006	2007	2008	2009	2010
Production					
GDP at Basic Prices	3598.6	3852.7	3723.0	3721.2	3665.2
Finance and Business Services	1103.6	1144.4	1103.6	1176.7	1140.9
Hotel and Restaurants	561.5	621.6	624.5	565.1	553.7
Government Services	411.8	467.7	473.4	530.5	530.6
Wholesale and Retail Trade	399.4	385.6	376.6	354.6	376.2
Other	1122.4	1233.4	1145.0	1094.4	1063.9
Expenditure					
GDP at Market Prices	4197.8	4485.3	4345.4	4393.0	4264.4
Consumption	3570.2	3773.9	3929.2	3899.0	3861.9
Personal	2958.4	3015.2	3084.9	3003.5	3027.4
Government	611.9	758.8	844.3	895.6	834.5
Gross Capital Formation	834.4	932.7	750.8	661.6	601.2
Exports of Goods and Services	1938.7	2043.9	2090.4	1861.9	1945.6
Less imports of Goods and Services	2131.9	2216.2	2433.5	2039.7	2153.4
Electricity Consumption ('000 kwh)	903,398	940,845	937,983	949,878	958,100
Domestic Consumers ('000 kwh)	292,570	297,751	296,969	305,906	308,400
Notes:					
Nominal GDP (% change)	n.a.	6.9	-3.1	1.1	-2.9
Nominal GDP (ratio to electricity consumption)	9.3	9.5	9.3	9.3	8.9

Source: Central Bank of Barbados; IMF's World Economic Outlook

Note: US\$1=BDS\$2

⁵Tourism receipts contributed 60 percent of foreign exchange inflows in the first quarter of 2011, with other services, mainly international business and financial services, contributing a further 12 percent. Available from the **PRESS RELEASE MARCH 2011** - Central Bank of Barbados Website: [http://www.centralbank.org.bb/WEBCBB.nsf/\(hpPublications\)/4C797321BB98B3B50425787000639D85/\\$FILE/Press_Release_March_2011_v5.0.pdf](http://www.centralbank.org.bb/WEBCBB.nsf/(hpPublications)/4C797321BB98B3B50425787000639D85/$FILE/Press_Release_March_2011_v5.0.pdf)

⁶"Medium Term Development Strategy of Barbados 2010 – 2014: Recovery, Adjustment and Sustainable Development," Prepared by the Research and Planning Unit of the Economic Affairs Division, Ministry of Economic Affairs, Empowerment, Innovation, Trade, Industry and Commerce.

Barbados is third most densely populated country in the Western Hemisphere. Despite this, the island has controlled its rate of population growth through the successful implementation of an island-wide family planning programme for the past five decades. By the end of 2010⁷, the resident population was estimated at 276,302. The majority of Barbados' population is settled along the south-east, south and west coasts of the island, predominantly in the coastal areas of the parishes of St. Philip, Christ Church, St. Michael, St. James, and the southern reaches of St. Peter. The 'suburbanization' phenomena emerging from the capital, Bridgetown is expected to continue, leading to the gradual increase in densities to the northwest, north and east of Bridgetown, while most other areas will remain relatively constant.

Access to good health directly contributes to the increased productivity of citizens and the economic viability of a given economy. However chronic non-communicable diseases such as hypertension, diabetes and all forms of cancer predominate in the Western Hemisphere. Time and time again, the Government of Barbados has reaffirmed its commitment to provide comprehensive health care to all Barbadians at a price which the country can afford. In 2009, the life expectancy⁸ at birth for males and females in Barbados stood around 74.6 years and 80.0 years, respectively. This coupled with public education campaigns seeks to promote awareness within the various social strata.

Since the achievement of independence, the government of Barbados has reaffirmed its commitment to its most valuable asset - human resources. The island has one of the highest levels of education attainment amongst neighboring Caribbean states with an enrollment ratio in primary and secondary schools of over 90 %. In addition to this, tertiary education is not mandatory, but is free. As a result, the island has a literacy rate of 97.6%⁷, on of the highest literacy rates in the Caribbean Region, largely due to the significant public investment that successive administrations have made in education.

1.2 ENVIRONMENTAL CONTEXT

The Barbadian climate is classified as dry sub-humid with temperatures between 20⁰ and 30⁰ C. There is a distinct dry season from December to May and a wet season from June to November. The average annual rainfall is about 50 inches (1254 mm) in the lower elevations and about 66 inches (1650 mm) in higher elevations. Most locations receive between 56 and 60 inches of rainfall annually. There is little surface water on the island, with small surface streams found primarily in the Scotland District region. The island is therefore almost completely dependent on groundwater abstracted from the aquifer underlying the island. Barbados is the 15th most water scarce country in the world⁹.

⁷The Barbados Statistical Service., available at <http://www.barstats.gov.bb/>

⁸The World Bank Development Indicators, available at: <http://data.worldbank.org/indicator>

⁹According to the Water Security Risk Index 2010, prepared by Maplecroft (a firm which specializes in corporate risk management, Barbados is preceded by countries in the Middle East and North Africa (MENA) region. The top ten (10) countries with the least secure supplies of water include: Somalia, Mauritania, Sudan, Niger, Iraq, Uzbekistan, Pakistan, Egypt, Turkmenistan and Syria. The ranking was

The island is subdivided into two main geological regions. Eighty-six percent is composed of a karst landscape of deeply fractured and gullied limestone laid down in a series of terraces, deeply incised by numerous gullies and underlain by a complex underground cave system. The remaining land area consists of the sedimentary deposits of the Scotland Series. The island is relatively flat, with the highest point being Mount Hillaby at 336m (1, 104 ft). This flat topography does not present significant orographic differentials and therefore no vertical zonations for the development of varied ecological niches like in the neighbouring islands of Dominica, Saint Lucia and Saint Vincent.

The Barbadian coastline, which spans 92 km, has an interesting diversity of land and seascapes - a unique and irreplaceable asset. The eastern and western coasts of the island are vastly different. The eastern side of the island faces the trade winds and is continually subjected to high wave energy. As a result, this region contains the most rugged elements of the coastal landscape. Reef development is minimal offshore but there are extensive areas of limestone pavement dominated by sea fans. On the western side of the island facing the Caribbean Sea, there are protected bays and shorelines which marked the preferred sites for trade, commerce and early settlement. In recent times, sandy beaches, coral formations and calm waters have become the focal points of the tourism industry. To compliment this hype of commercial activity, industrial facilities are located in close proximity to this shoreline.

The island is estimated to possess a total of 700 species of flowering plants of which two are considered endemics, i.e., *Phyllanthus andersonii* (a gully shrub) and *Metastelma barbadense* (a slender climber)¹⁰. Research by various experts has identified six species of bats (Grindal 2004)¹¹ of which little is known; one species of monkey (Green Monkey or *Cercopithecus aethiops sabaeus*); approximately 36 species of resident birds (Watson, 1993)¹²; over 150 species of migratory birds; and at least eight reptiles including a worm snake (*Leptotyphlops bilineata*) and an endemic grass snake (*Liophis perfuscus*). Significant alien species, some of which are invasive have been identified. These include the green monkey (*Chlorocebus aethiops*); the mongoose (*Herpestes javanicus*), the cane toad (*Bufo marinus*), the wild sage (*Lantana sp.*) and more recently the African snail (*Achatina fulica*). Endangered marine species include the leatherback turtle (*Dermochelys coriacea*), the green turtle (*Chelona mydas*) and the hawksbill (*Eretmochelys imbricata*). Endowed with coral reefs and beaches, the island has an estimated 4.9 Km² of bank reefs and 1.4 km² of fringing reefs on the “... west, south west, south east, east and north of the island”¹³. There are also seagrass beds but not on the same scale as the other islands in the Windward Islands to its west.

based on three factors: access to water, water demands and reliance of external supplies. Data is also available from NationMaster.com at: http://www.nationmaster.com/graph/hea_wat_ava-health-water-availability

¹⁰ Carrington, S (1993) Cited in Government of Barbados (2002) *The National Biodiversity Strategy and Action Plan for Barbados*. Barbados: Ministry of Physical Development and Environment p 37

¹¹ Grindal S. D. (2004) *Notes on the natural history of bats on Barbados* In Journal of the Barbados Museum and Historical Society, 50: 9-27.

¹² Watson, K (1993) cited in Government of Barbados (2002) *The National Biodiversity Strategy and Action Plan for Barbados*. Barbados: Ministry of Physical Development and Environment p 51

¹³ Government of Barbados (2001) *Barbados' First National Communications to the United*

In pursuit of development from colonial times to the present, Barbados has paid a very high price in terms of loss of biological resources and adverse impacts on the quality of the land and the environment in general. Settled in 1627, Barbados was 80% denuded of its original vegetation within 30 years or by 1657. Today the tree cover is reported to be a mere 2% or 800 hectares of the land area, which includes gullies, coastal wetlands, under cliff woods and other planted woodlands¹⁴. The anthropogenic threats to coral reef biodiversity have been identified as eutrophication (considered the primary cause of reef degradation arising from storm-water runoff, sewage/wastewater disposal and agricultural runoff); diver/anchor damage (caused by intentional and unintentional impacts); over fishing (evident in the decrease in the average size of catches); poor construction practices (causing increase in sedimentation); and harvesting of corals (carried out on a limited scale)¹⁵.

The Ministry responsible for environmental matters has documented the myriad of impacts on the land and the causes of land degradation in the island. In its Second Communication to the UNCCD Barbados' Environment Ministry defined the following as the main factors which contribute to land degradation as follows:

- “the clearance of land for construction;
- the lack of maintenance and almost complete breakdown in the formerly extensive system of check-dams in gullies used to direct surface water into the underground aquifer;
- the use of non-specific herbicides; and
- the replacement of the cane hole planting system by cross contour ploughing and furrowing”¹⁶.

Accordingly, any approach to address land degradation must be holistic and integrated incorporating environmental, physical planning and socioeconomic considerations.

Barbados is heavily dependent on imported fossil fuels to produce the energy required to drive its development. The First National Communications Report to the UNFCCC (2001) identifies this activity as the predominant source of GHG emissions with contributions from the other areas as identified below:

- “CO₂ (carbon dioxide) emissions from fuel combustion for electricity generation (on average 74% of total emissions);
- CO₂ emissions from road transportation (on average 14% of total emissions);
- CO₂ emissions from cement production;

Nations Framework Convention on Climate Change. Barbados: Ministry of Physical Development and Environment. p. xii

¹⁴ Government of Barbados (2001) *State of the Environment Report 2000 GEO Barbados*. Barbados: Ministry of Physical Development and Environment. P.63

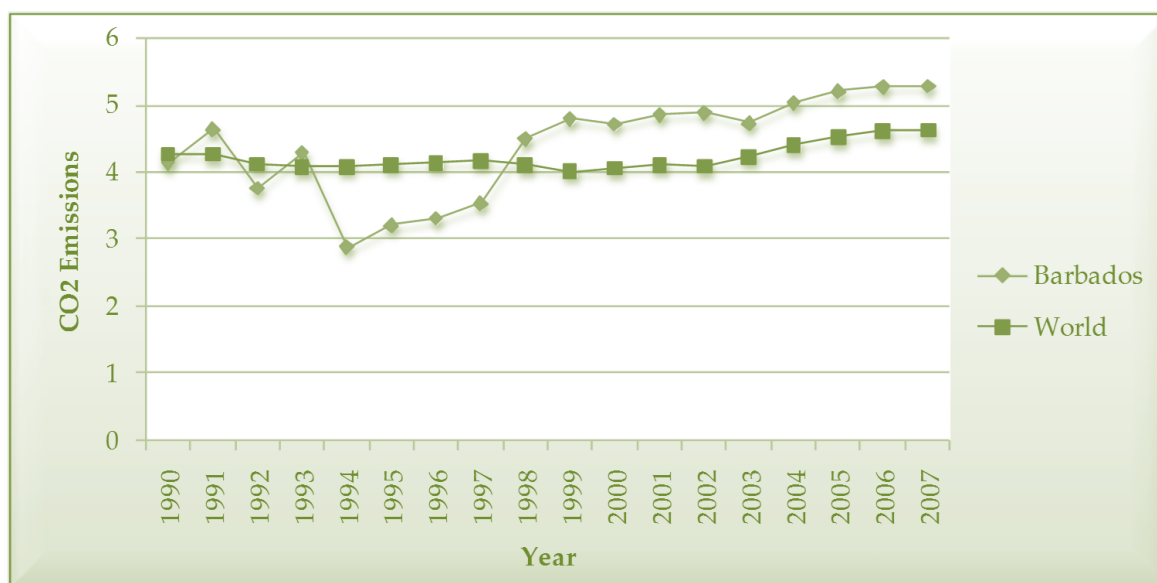
¹⁵ Government of Barbados (2002) *The National Biodiversity Strategy and Action Plan for Barbados*. Barbados: Ministry of Physical Development and Environment p 66-67

¹⁶ Government of Barbados (2002) *Second National Report to UNCCD*. Barbados: Ministry of Physical Environment and Environment. p v-vi

- CH₄ (methane) emissions from waste management activities; and
- CH₄ emissions from agricultural activities”¹⁷.

The ongoing project to prepare the Second National Communications Report has confirmed that the relative distribution of GHG emissions across the identified sectors has remained largely unchanged¹⁸. Figure 3 and 4 provides an insight into the CO₂ emissions and fuel imports relative to the global averages.

FIGURE 3: BARBADOS CO₂ EMISSIONS (METRIC TON PER CAPITA) RELATIVE TO THE WORLD'S CO₂ EMISSIONS (METRIC TON PER CAPITA)

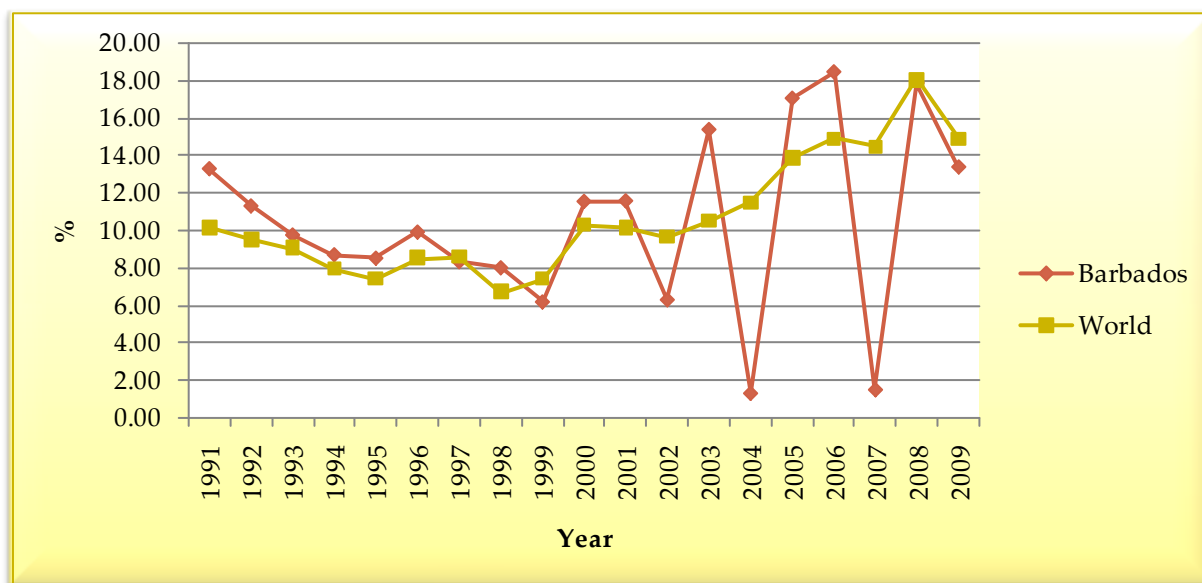


Source: World Bank Development Indicators (Online)

¹⁷ Government of Barbados (2001) *Barbados' First National Communications to the United Nations Framework Convention on Climate Change*. Barbados: Ministry of Physical Development and Environment. p. xvi & xiv.

¹⁸ Ministry of Environment & Drainage (2013) Personal Communication.

FIGURE 4: BARBADOS' FUEL IMPORTS RELATIVE TO THE WORLD'S FUEL IMPORTS



Source: World Bank Development Indicators (Online)

Based on this reality, strategies for abatement of GHG should therefore focus on these sources and must promote energy efficiencies and alternative energy.

Persistent Organic Pollutants (POPs) have been used in Barbados in the past, especially in the agricultural sector. However, an inventory completed by the GOB in 2003 – 2004 found no POPs in use. In addition, the GOB (2006)¹⁹ has highlighted the fact that POPs have never been produced in Barbados and there are no plans to produce such toxic substances in the future. Notwithstanding this, there are many sources of land and water pollutants which are adversely affecting the quality of the environment in Barbados. These pollutants emanate from agriculture, industry, residential and tourism development, landfills and illegal dump sites in gullies.

The Environmental Situation in Barbados is one in which there are many signs of deterioration. However, there are several national initiatives, policies and legislation (see Table 5) that demonstrate that significant effort is being extended by the GOB to halt and reverse these signs of deterioration. In cases where reversal is not possible there has been an emphasis on adaptation. With reference to environmental management in Barbados there several success stories in the areas of coastal zone management, solid waste management, soil conservation/land degradation and renewable energy. In pursuit of the green economy Barbados has created an

¹⁹ Government of Barbados (2006) *National Implementation Plan for the Management of Persistent Organic Pollutants* (Draft) p. 32.

enabling environment which has given birth to a very vibrant green energy movement that has the potential to realize significant reductions of GHG emissions. These initiatives, policies and legislation are evident of importance placed on the environment by the government and the people of Barbados.

1.3 POLITICAL CONTEXT

Barbados has a bicameral legislature with a Lower House of Assembly which is due for reelection every five years at the General Elections and an appointed Upper House or the Senate. The country is well known for its political stability and boasts one of the oldest houses of parliament in the British Commonwealth which dates back to the 1630s. The political landscape is dominated by two political parties, namely the Barbados Labour Party which is currently in opposition and the Democratic Labour Party which is in power. Her Majesty the Queen of England and Head of the British Commonwealth is the Head of Parliament and she is represented by the Governor General. The Prime Minister is the Executive Head of Government in Parliament.

The national Governance structure comprise of Ministries which is divided into Departments which are responsible for various sectors of the economy. There is an independent judiciary under the Constitution and persons are guaranteed fundamental rights and freedoms irrespective of “. . . race, place of origin, political opinion, colour, creed or sex, but subject to respect for the rights and freedoms of others . . .”²⁰

Barbados has several CSOs that are issue based or traditional like the Rotary clubs, Scouts groups and various cultural groups. There are also a few environmental groups such as the Barbados Marine Trust, the Barbados Environmental Society, the Barbados National Trust and the Barbados Environmental Youth Programme which is affiliated to the Caribbean Environmental Youth Programme. Most of these groups however do not have a vibrant grassroots membership that serves as the basis for their legitimacy and credibility. Some CSOs also receive subventions from Government which could have some influence on their level of representation of issues.

The recently published report on corruption in the public sector by *Transparency International* has rated Barbados second from among thirty countries in the Americas. The only country ahead of Barbados is Canada. Barbados is ranked 15th globally which makes it the highest ranked SIDS in Latin America and the Caribbean²¹. This ranking is testimony to the perception held of the public sector in Barbados and the level of trust in the governance structure which is high and makes the island very attractive for investment and living.

²⁰ The Constitution of Barbados S.I No 1455, 1966. p. Section 11.

²¹ http://www.transparency.org/policy_research/surveys_indices/cpi/2013

2.0 SGP COUNTRY PROGRAMME

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 programme²². From 1994 to 2004 the Barbados & 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, which is made up of US\$542,483.50 from GEF SGP, US\$254,363.09 in cash co-funding and US\$441,622.00 in in-kind co-funding. The total investment in Barbados represented 31.2% of the total investment in the sub-region during that period (Table 1). The reason for this comparatively high investment was due to a relatively higher capacity of CSOs in Barbados and the wealth of technical assistance provided to CSOs locally.

**Table 2: Performance of Barbados relative to the other islands
(2004-2010)**

Country	Number of Projects	Total Value of Projects	GEF SGP Contribution	Co-financing	
			(US\$)	(US\$)	
				Cash	In-kind
Antigua and Barbuda	12	\$804,349.28	\$333,950.00	\$246,737.00	\$223,662.28
Barbados	28	\$1,238,468.59	\$542,483.50	\$254,363.09	\$441,622.00
Grenada	18	\$829,527.05	\$344,489.09	\$114,172.00	\$370,865.96
St. Kitts & Nevis	5	\$268,382.78	\$76,534.85	\$22,337.74	\$169,510.19
St. Lucia	9	\$353,502.00	\$179,678.48	\$121,095.51	\$52,728.01
St. Vincent and the Grenadines	11	\$465,631.04	\$214,006.00	\$77,391.01	\$174,234.03
Associated Countries	2	\$4,923.60	\$2,690.00	\$383.00	\$1,850.60
TOTAL	85	\$3,964,784.34	\$1,693,831.92	\$836,479.35	\$1,434,473.07

Source: GEF SGP Project Database 2013

²² The Barbados and the OECS sub-regional programme in 1994 included Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, and the British Overseas Territories of Anguilla, the BVI and Montserrat. Dominica became a separate country programme in 2005 while the British Overseas Territories were disqualified from receiving GEF funds in December 2005.

Barbados has utilized significantly the GEF SGP funds to promote sustainable development at the community level. Key partners of the GEF SGP programme in Barbados are listed in the table below:

Table 3: Major Development Partners

1	Canadian High Commission - Canadian International Development Agency
2	Caribbean Development Bank (CDB)
3	British High Commission
4	Inter-American Institute for Cooperation on Agriculture (IICA)
5	Centre for Resource Management and Environmental Studies (CERMES)/UWI
6	Food & Agriculture Organization of The United Nations
7	Organization of American States (OAS)
8	The CARIBSAVE Partnership

The main sources of co-financing have come from the following partners:

- GOB: Ministry of Environment and the Ministry of Agriculture
- British High Commission
- Canadian High Commission - Canadian International Development Agency
- Inter-American Cooperation on Agriculture (IICA)

3.0 SGP COUNTRY PROGRAMME NICHE

Barbados has a very active foreign affairs service and participates in several international fora since the 1980s, the GOB has signed 13 Multilateral Environmental Agreements (MEAs) of which five are directly related to the GEF SGP Focal Areas. Table 4 lists the MEAs and the Ministries responsible for them. Barbados also signed the *Charter for Civil Society for the Caribbean Community* (1997) as a member of the CARICOM. This charter though not legally binding is a collective statement of intent which the Heads of Government of CARICOM have pledged to uphold. Within the Charter a healthy environment is considered a fundamental right of all persons and the shared responsibility of all.

Legislation by its very intent is articulated policy which is made workable by complementary guidelines and other policy instruments. For a determination of the policies driving the environmental management and sustainable development agenda in Barbados we have relied on the Barbados Constitution, the Barbados Sustainable Development Policy which was published in 2004, the Physical Development Plan as amended 2003, the more recently produced draft Strategic Plan of Barbados (2005-2025) and numerous pieces of legislation.

The Green Economy Scoping Study presents a comprehensive suite of policy, investment and governance options that can assist in the quest to further integrate environmental considerations into Barbados' social and economic fabric²³. This document clearly outlines national priorities within five key sectors (Agriculture, Fisheries, Building/Housing, Transport and Tourism) and four cross-cutting issues (waste, water, energy and land)²⁴.

3.1 Relevant Conventions and National/Regional Plans or Programmes

Table 4: List of relevant conventions and national/regional plans or programmes

CONVENTIONS	DATE SIGNED	RESPONSIBLE MINISTRY & EXECUTING AGENCY
CONVENTIONS DIRECTLY RELEVANT TO GEF SGP		
<i>United Nations Convention on Biological Diversity (1992)</i>	Ratified: December 10, 1993	Environment Ministry
<i>United Nations Framework Convention on Climate Change (1992)</i>	Ratified: March 23, 1994	Environment Ministry
<i>The Kyoto Protocol to the UN Framework Convention on Climate Change (1997)</i>	Accession: August 7, 2000	Environment Ministry
<i>United Nations Convention to Combat Desertification (1994)</i>	Accession: May 14, 1993	Environment Ministry
<i>Stockholm Convention on Persistent Organic Pollutants (2001)</i>	Accession: June 7, 2004	Environment Ministry
<i>Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES) 1973 as amended at Bonn on 22nd June, 1979.</i>	Ratification: December 12, 1992	Environment Ministry
<i>United Nations Convention on the Law of the Sea (UNCLOS) 1982.</i>	Ratification: October 12, 1993	Environment Ministry & The Ministry of Agriculture, Food, Fisheries, and Water Resource Management

²³ Government of Barbados (2012) Green Economy Scoping Study – Synthesis Report
BARBADOS. United Nations Environment Programme, University of West Indies, Government of Barbados. P.vii

²⁴ Government of Barbados (2012) Green Economy Scoping Study – Synthesis Report
BARBADOS. United Nations Environment Programme, University of West Indies, Government of Barbados. P.3

CONVENTIONS	DATE SIGNED	RESPONSIBLE MINISTRY & EXECUTING AGENCY
OTHER RELEVANT CONVENTIONS		
<i>MARPOL 1973/78 International Convention for the Prevention of Pollution from Ships 1973 as modified by the Protocol of 1978</i>	Ratification: May 6, 1994	Ministry of Tourism and International Transport (International Transport Division)
<i>Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region (The Cartagena Convention)</i>	Ratification: May 28, 1985	Environment Ministry; The Ministry of Agriculture, Food, Fisheries, and Water Resource Management; & The Ministry of Foreign Affairs and Foreign Trade.
<i>Protocol to the Cartagena Convention concerning Co-operation in Combating Oil Spill in the Wider Caribbean Region</i>	Ratification: May 28, 1985	Environment Ministry; The Ministry of Agriculture, Food, Fisheries, and Water Resource Management; & The Ministry of Foreign Affairs and Foreign Trade.
<i>The Basel Convention on the Control of Transboundary Movements of Hazardous Waste and their Disposal (1989)</i>	Accession: August 24, 1995	Environment Ministry (Environmental Protection Division)
<i>The Vienna Convention on Protection of the Ozone Layer 1987</i>	Accession: August 24, 1995	Environment Ministry
Montreal Protocol on Substances that Deplete the Ozone Layer (1987)	Accession: October 16, 1992	Environment Ministry

Source: Ministry of Foreign Affairs and Foreign Trade of Barbados

Table 5: National Legislation

LEGISLATION	PRIMARY FOCUS
<i>The Constitution of Barbados S. I. 1455, 1966</i>	At Section 16 it provides for the compulsory acquisition of land when the environment is threatened.
<i>Town and Country Planning Act (Chapter 240)</i>	Provides the basis for development planning, development control, forward planning and environmental management.
<i>Land Acquisition Act (Chapter 228)</i>	Makes provision for the acquisition of land for public use such as the development of parks and caves.
<i>The Soil Conservation (Scotland District) Act (Chapter 396)</i>	Control the use of the land in the Scotland District.
<i>The National Conservation Commission Act (Chapter 393)</i>	Establishes the National Conservation Commission which mandate includes the conservation of the natural beauty of Barbados; control and development of public parks, beaches, caves and public gardens among other things.
<i>The Tree (Preservation) Act (chapter 397)</i>	Makes it an offence to destroy any tree whose circumference is one or more metres without the permission of the Chief Town Planner.
<i>The Cultivation of Trees Act (Chapter 390)</i>	Provides a tax incentive for planting certain non-native species of trees such as mahogany, casuarinas, teak, tamarind, and coconut.
<i>The Fisheries Act 1993 (Chapter 391)</i>	Makes provision for the management of fisheries resources as well as the protection of endangered marine species.
<i>The Marine Pollution Control Act (1998)</i>	Exists to prevent and reduce marine pollution along the south and west coast of Barbados.
<i>The Coastal Zone Management Act (1998 – 39)</i>	Places under one unite the authority to prepare a comprehensive coastal management plan and to provide for the planning and management of the coastal zone.
<i>Three Houses Spring Act, 1713</i>	Regulates water rights, usage and distribution from this source.
<i>Porey Springs Act, 1864</i>	Regulates water rights, usage and distribution from this source.

<i>The Barbados Water Authority Act. 1980</i>	Protection of near-shore bathing water quality
<i>The National Conservation Commission Act. 1982</i>	Laws relating to public parks, beaches, caves. etc. and the establishment of the National Conservation Commission
<i>Barbados Port Authority (Water- Sports) Order. 1990</i>	Laws governing water-sport activities
<i>Fisheries Act. 1993 (amended 2000)</i>	Relates to the management, conservation and development of the fishing industry as well as prohibited activities: facilitates the creation of new regulations
<i>Fisheries (Management) Regulations. 1998</i>	Outlines prohibited fishing activities and the associated penalties (including coral harvesting)
<i>Marine Pollution Control Act. 1998-40</i>	Stipulates the permissible levels of pollutants that could be discharged into the marine environment
<i>Coastal Zone Management Act. 1998</i>	Preservation and enhancement of coastal resources
<i>Marine Areas (Preservation and Enhancement) (Restricted Areas) Regulations. 1998</i>	Governs the zonation of Folkestone and the permissible activities in each zone
<i>Marine Areas (Preservation and Enhancement) (Designation of Restricted Areas) Order, 1998</i>	In place of the 1981 order, allows for the establishment of restricted areas

4.0 SGP COUNTRY PROGRAMME STRATEGY

The CPS is the primary living document which clearly articulates the platform for programming in each country. It is a guide to programme and project development, lays the basis for project implementation, monitoring and evaluation, and is a vehicle for developing and maintaining a results oriented programme. The CPS identifies the desired project impacts, outcomes and outputs and gives a general idea of which projects will be funded if these impacts are to be achieved. The CPS also identifies basic project eligibility criteria and delineates the indicators that will be used in determining the success of the programme and the lessons learned. The CPS in summary is an impact driven and results oriented document, developed through a participatory process for operations of the GEF SGP in any country for a minimum period of three years.

During consultation in the development of the CPS all stakeholders expressed the need for the development of capacity within civil society organizations to improve their effectiveness and

efficiency. Stakeholders have also advocated and supported the promotion of sustainable livelihoods and gender equality within projects implemented by civil society. This has been integrated within the current programme. The programme will also seek (through joint activities) to enhance the national and regional CSOs institutional frameworks as a foundational element that would improve access and utilization of the GEF SGP in the future, contribute to the delivery of global environmental benefits and stimulate greater national/regional environmental stewardship. To achieve the desired capacity development in the preparation, review and implementation of projects the following measures will be taken:

1. All grantees in preparation of their full project proposal will have to clearly identify the current capacities that exist within their organization. This will assist in identifying the capacity gaps. The gaps identified and the steps needed to address these gaps will be documented within the project proposal and a monetary value required to address these issues incorporated within the project's budget.
2. During the implementation of the projects additional capacity deficiencies may be identified that were not included in the project proposal or identified during the assessment of the organization. In such cases these deficiencies will be addressed partnering the organization with an established CSO/development partner that is willing to give guidance and contribute to training or mentorship in-kind.
3. SGP Barbados will provide at least one training workshop annually for grantees utilizing SGP staff and key partners in addressing the major capacity deficiencies that are common to most CSO.
4. Opportunities to facilitate regional integration and capacity building will be utilized through joint training activities and multi-country projects.

The following tables are an integral part of the CPS and will establish the SGP niche for grant making in relation to the national priorities and the OP5 objectives for the focal areas. In addition, the OP5 country outcomes, indicators and activities will be elucidated for the following focal areas and cross-cutting issues:

- Biodiversity Conservation
- Climate Change Mitigation
- Land Degradation
- International Waters
- Chemicals
- Capacity Development
- Poverty Reduction & Sustainable Livelihoods

4.1

Table 6: BIODIVERSITY CONSERVATION - SGP PRIORITY NICHE AND RESULTS FRAMEWORK
(OP 5 project objectives and outcomes are taken from the GEF SGP OP 5 Programme Document)

SGP PRIORITY NICHE			RESULTS FRAMEWORK			
Op 5 Project Objectives	National Priorities	SGP Niche	Outcomes	Indicators	Means of Verification	Activities
<u>Objective 1:</u> Improve sustainability of protected areas (PA) and indigenous and community conservation areas through community-based actions	<ul style="list-style-type: none"> • Preservation of natural Capital. • To ensure that the use and management of the land and marine resources are sustainable and supportive of the social and economic development of local communities. • Sustainable financing of Green Economy initiatives. • Facilitate the practical establishment of Scotland District National Park • Invasive species control/elimination 	<ul style="list-style-type: none"> • Management effectiveness of protected areas. • Participatory Management of Protected Areas. • Sustainable livelihoods and income in PAs. • Control of Invasive species. 	<ul style="list-style-type: none"> • Improved sustainability of protected areas, indigenous and community conservation areas through community-based actions. 	<ul style="list-style-type: none"> • Hectares of PA influenced. • Hectares of significant ecosystems with improved conservation status. • No. of protected areas with increased community involvement in management. • Income in PAs/Value of biodiversity products. 	<ul style="list-style-type: none"> • Project reports. • Field surveys. • Project reports and surveys. • Project reports. 	<ul style="list-style-type: none"> • Minimum of 4 projects in four protected areas.

Objective 2: Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions	<ul style="list-style-type: none"> • Promotion and implementation of the Green Economy. • Promotion and implementation of best practices and GAPs in ecosystem management and Land utilization. • Conservation and Sustainable Use of Biological Diversity. 	<ul style="list-style-type: none"> • Promotion and implementation of a Landscape approach to sustainable agriculture and urban development in rural and urban landscapes. • Protection and management of coastal and terrestrial habitats/ecosystems. 	<ul style="list-style-type: none"> • Mainstreamed biodiversity conservation and sustainable use in production landscapes, seascapes and sectors through community initiatives and actions 	<ul style="list-style-type: none"> • Hectares of landscapes/seascapes applying sustainable practices e.g. GAP. 	<ul style="list-style-type: none"> • Project reports. • Site visit reports. 	<ul style="list-style-type: none"> • At least four projects in separate production landscapes and seascapes.
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Table 7: CLIMATE CHANGE MITIGATION – SGP PRIORITY NICHE AND RESULTS FRAMEWORK
(OP 5 project objectives and outcomes are taken from the GEF SGP OP 5 Programme Document)

SGP PRIORITY NICHE			RESULTS FRAMEWORK			
Op 5 Project Objectives	National Priorities	SGP Niche	Outcomes	Indicators	Means of Verification	Activities
Objective 3: Promote the demonstration, development and transfer of low carbon technologies at the community level	<ul style="list-style-type: none"> The development, adaptation and use of low carbon technologies to facilitate green economic activity. The development of community based renewable energy demonstration sites across Barbados. 	<ul style="list-style-type: none"> Use of alternative energy in production systems at the community level (e.g. agriculture, domestic lighting etc). Introduction of biodiesel, wind and waste heat conversion. Utilizing the design of the built environment to facilitate mitigation. 	<ul style="list-style-type: none"> Demonstration, development and transfer of low- GHG technologies at the community level 	<ul style="list-style-type: none"> Tonnes of CO₂ avoided. Number of community members or production systems using alternative energy. 	<ul style="list-style-type: none"> Project reports. 	<ul style="list-style-type: none"> At least four projects.
Objective 4: Promote and support energy efficient, low carbon transport at the community level	to develop and implement fuel performance, and air and noise pollution standards, improved traffic management, use of mix modes of transports, and	<ul style="list-style-type: none"> Fuel efficiency in the fishing sector (2 strokes to 4 stroke engines). Promotion of Bicycle Riding. Promotion of solar vehicles. 	<ul style="list-style-type: none"> Increased energy efficient, low-GHG transport at the community level. 	<ul style="list-style-type: none"> Tonnes of CO₂ avoided. Low carbon transport practices. Total value of 	<ul style="list-style-type: none"> Project reports. Surveys 	<ul style="list-style-type: none"> At least 4 projects.

	internalization of climate change considerations in transport choices.	<ul style="list-style-type: none"> • More efficient public transport system. • Car pooling. 		energy, technology and transport service provided.		
Objective 5: Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry	<ul style="list-style-type: none"> • Reforestation and slope stabilization within the Scotland District. • Agroforestry. 	<ul style="list-style-type: none"> • Reforestation • Agroforestry 	<ul style="list-style-type: none"> • Conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry 	<ul style="list-style-type: none"> • Hectares of land under improved land use and climate proofing practices. • Tonne of CO₂ avoided through improved land management. 	<ul style="list-style-type: none"> • Project reports. • Site visit reports. 	<ul style="list-style-type: none"> • At least 6 projects.

Table 8: LAND DEGRADATION – SGP PRIORITY NICHE AND RESULTS FRAMEWORK
(OP 5 project objectives and outcomes are taken from the GEF SGP OP 5 Programme Document)

SGP PRIORITY NICHE			RESULTS FRAMEWORK			
Op 5 Project Objectives	National Priorities	SGP Niche	Outcomes	Indicators	Means of Verification	Activities
Objective 6: Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities	<ul style="list-style-type: none"> The promotion of organic agriculture and other forms sustainable agriculture. The stabilization of the Scotland District by structural engineering, reforestation and establishing food forests. The promotion of Sustainable Land Management. 	<ul style="list-style-type: none"> Animal Waste Management. Rain Water Harvesting. Capacity building of Local Communities as it relates to assessment restoration and rehabilitation of Forests Ecosystems and Land Development. Product Development and Marketing. (Micro enterprise development) 	<ul style="list-style-type: none"> Maintenance or improvement in flow of agro-ecosystem and ecosystem services to sustain livelihoods of local communities 	<ul style="list-style-type: none"> Hectares of land restored and rehabilitated. Number of communities demonstrating sustainable land and forest management practices. 	<ul style="list-style-type: none"> Project reports. Site visit reports. Reports from the Ministry of Agriculture. 	<ul style="list-style-type: none"> A least 10 projects .
Objective 7: Reduce pressures at community level from competing land uses (in the wider landscapes)	<ul style="list-style-type: none"> Improved resource efficiency. Facilitate a greater return to investment to mitigate the impact of competing land uses Capacity building of CSOs 	<ul style="list-style-type: none"> Establishment of Buffer Zones (Reforestation & Afforestation). River bank and slope stabilization. Capacity development of CSOs. 	<ul style="list-style-type: none"> Reduction of pressures at community level from competing land uses (in the wider landscapes) 	<ul style="list-style-type: none"> Hectares of land restored and rehabilitated. Hectares of land applying forest, agricultural and water management practices 	<ul style="list-style-type: none"> Project reports. Site visit reports. Reports from the Ministry of Agriculture 	<ul style="list-style-type: none"> A least 10 projects .

Table 9: INTERNATIONAL WATERS – SGP PRIORITY NICHE AND RESULTS FRAMEWORK
(OP 5 project objectives and outcomes are taken from the GEF SGP OP 5 Programme Document)

SGP PRIORITY NICHE				RESULTS FRAMEWORK		
Op 5 Project Objectives	National Priorities	SGP Niche	Outcomes	Indicators	Means of Verification	Activities
Objective 8: Support transboundary water body management with community-based initiatives	<ul style="list-style-type: none"> • Stock assessment/impact assessment of fisheries resources. • Fishing Technology enhancement. • Invasive species management. • Pollution control and reduction from land base sources on water resources. • Marine Protected Areas Establishment and Management. 	<ul style="list-style-type: none"> • Research and development of FADs with CBOs. • Exploratory fishing. • Agro-processing. • Capacity development. • Technology transfer. Training and Public Education. • Effective management of MPAs. • Conservation and rehabilitation of Coral reefs and Mangroves. 	<ul style="list-style-type: none"> • Sustainable transboundary water body management with community-based initiatives 	<ul style="list-style-type: none"> • Hectares of marine/coastal areas or fishing grounds managed sustainably. • Tonnes of land-based pollution avoided. 	<ul style="list-style-type: none"> • Project Reports. • Reports from varies Ministries (Agriculture & Health). 	<ul style="list-style-type: none"> • At least 4 projects .

Table 10: CHEMICALS – SGP PRIORITY NICHE AND RESULTS FRAMEWORK
(OP 5 project objectives and outcomes are taken from the GEF SGP OP 5 Programme Document)

SGP PRIORITY NICHE			RESULTS FRAMEWORK			
Op 5 Project Objectives	National Priorities	SGP Niche	Outcomes	Indicators	Means of Verification	Activities
<u>Objective 9:</u> Promote and support phase out of POPs and chemicals of global concern at community level	<ul style="list-style-type: none"> Reduction in stockpiles Phasing out of HFCs. Promoting HACCP Standards. Capacity Building in GAPs. Reduction in the use of harmful agro-chemicals Facilitation of the proper disposal, reduction, re-use and recycling of waste where possible (e.g electronic waste) 	<ul style="list-style-type: none"> Public Awareness and Training. Alternative Organic Pesticides and Technology through demonstration (taking into account sustainability and replicability). Organic farming such as (Urban agriculture; Urban green space; food Security Square Foot Farming) 	<ul style="list-style-type: none"> Phasing out the of POPs and chemicals of global concern at community level. 	<ul style="list-style-type: none"> Kilograms of harmful chemicals avoided from being used or burnt. 	<ul style="list-style-type: none"> Project reports. Field reports. Reports from Ministry of Agriculture. 	<ul style="list-style-type: none"> At least four projects.

Table 11: CAPACITY DEVELOPMENT – SGP PRIORITY NICHE AND RESULTS FRAMEWORK
(OP 5 project objectives and outcomes are taken from the GEF SGP OP 5 Programme Document)

SGP PRIORITY NICHE			RESULTS FRAMEWORK			
Op 5 Project Objectives	National Priorities	SGP Niche	Outcomes	Indicators	Means of Verification	Activities
Objective 10: Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends	<ul style="list-style-type: none"> To facilitate the strengthening of governance structures of CSOs Strengthen the capacity of local organizations (CBOs and NGOs) to facilitate citizens participation in decision-making processes Increase influence of NGOs and CBOs on national policy Development and decision-making To build greater awareness and understanding of the RIO-Conventions. 	<p>Capacity development of CSOs in collaboration with other partners in the following areas:</p> <ul style="list-style-type: none"> Facilitation of Training: <ul style="list-style-type: none"> Project Development and Management. Micro Enterprise. Advocacy. Environmental Ethics. Financial Resource Mobilization. Group Management. Conflict Resolution and Management. Networking Knowledge Management & Sharing. Monitoring and Evaluation Community based 	<ul style="list-style-type: none"> Enhance and strengthen capacities of community-based and nongovernmental organizations to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and enhance capacities of CBOs and CSOs to monitor and evaluate environmental impacts and trends 	<ul style="list-style-type: none"> Number of Community Groups that participated in training. Number of groups whose capacity has increased. Number of local and/or national policies influenced. Number of CSOs formed. 	<ul style="list-style-type: none"> Project Reports. Media reports. Workshop reports Evaluation reports. Reports on mentoring system. 	<ul style="list-style-type: none"> At least 4 major projects for different sections of the island.

		<p>environmental monitoring systems.</p> <ul style="list-style-type: none"> • The development Mentoring System for CSOs. • The development of NGO clusters and networks. <p>Improve regional collaboration among CSOs from Barbados and the OECS.</p>				
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Table 13: CROSS CUTTING THEMES – SGP PRIORITY NICHE AND RESULTS FRAMEWORK
(OP 5 project objectives and outcomes are taken from the GEF SGP OP 5 Programme Document)

SGP PRIORITY NICHE				RESULTS FRAMEWORK		
Op 5 Project Objectives	National Priorities	SGP Niche	Outcomes	Indicators	Means of Verification	Activities
Poverty reduction & Livelihoods	<ul style="list-style-type: none"> The promotion of sustainable livelihoods especially in rural areas. The promotion and facilitation of sustainable micro-enterprises at the community level that contribute to the green economy. 	<ul style="list-style-type: none"> Micro enterprise developed and supported at the community level. 	<ul style="list-style-type: none"> Sustainable community enterprises established. 	<ul style="list-style-type: none"> Number of enterprises established. Number of persons employed (men and women). Total income generated. 	<ul style="list-style-type: none"> Project Reports. 	<ul style="list-style-type: none"> For all projects as required.
Gender equality promoted and achieved in all projects.	<ul style="list-style-type: none"> The promotion and facilitation of Gender equality and women's empowerment. (MDG 3) 	<p>The integration of gender equality and equity principles in all projects, capacity building and ME frameworks:</p> <ul style="list-style-type: none"> Development of a gender sensitive project evaluation framework Applying gender equality in the provision of grants to NGOs Building capacity for gender sensitivity among NGOs and in particular project applicants 	<ul style="list-style-type: none"> Gender equality principles applied and measured for all projects. 	<ul style="list-style-type: none"> % of project participant and beneficiaries which are men or women. Amount of benefits to men and women. % of youth engages in projects and receiving benefits (boys and girls) 	<ul style="list-style-type: none"> Project Reports. 	<ul style="list-style-type: none"> For all projects as required.

5.0 MONITORING & EVALUATION PLAN

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 (Bamberger et al, 1986). Evaluation provides a valuable asset to SGP after the project has been completed in the form of lessons learnt from the project outcomes that can 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.
 - Input indicators are quantified and time-bound statements of resources to be provided.
 - Process indicators measure what happens during implementation.
 - Output indicators show the immediate physical and financial outputs of the project.
 - 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.

Monitoring reports will be submitted quarterly or as deemed necessary depending on the duration of the project. 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. At the programme level, for the end of the programme cycle in 2014 a major participatory evaluation session will take place which will be the basis for planning for the next programme cycle.

Table 14: M&E PLAN AT THE PROJECT LEVEL

SGP INDIVIDUAL PROJECT LEVEL		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantees	Duration of project
Baseline Data Collection²⁵	Grantees, NC	At project concept planning and proposal stage
Two or Three Project Progress and Financial Reports (<i>depending on agreed disbursement schedule</i>)	Grantees, NC, PA	At each disbursement request
Project Workplans	Grantees, NC, PA	Duration of project
NC Project Proposal Site Visit (<i>as necessary / cost effective²⁶</i>)	NC	Before project approval, as appropriate
NC Project Monitoring Site Visit (<i>as necessary / cost effective</i>)	NC	On average once per year, as appropriate
NC Project Evaluation Site Visit (<i>as necessary / cost effective</i>)	NC	At end of project, as appropriate
Project Final Report	Grantees	Following completion of project activities
Project Evaluation Report (<i>as necessary / cost effective</i>)	NC, NSC, External party	Following completion of project activities
Prepare project description to be incorporated into global project database	PA, NC	At start of project, and ongoing as appropriate

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.

²⁵ Capacity-development workshops and M&E trainings may be organized in relation to innovative techniques for community monitoring, including new technologies (i.e. GPS-enabled cameras, aerial photos, participatory GIS, etc.); as well as in response to guidelines for “climate proofing” of GEF focal area interventions; REDD+ standards; and/or other specific donor/co-financing requirements.

²⁶ To ensure cost-effectiveness, project level M&E activities, including project site visits, will be conducted on a discretionary basis, based on internally assessed criteria including (but not limited to) project size and complexity, potential and realized risks, and security parameters.

- **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 15: M&E PLAN AT THE PROGRAMME LEVEL

SGP Country Programme Level		
M&E Activity	Responsible Parties	Timeframe
Country Programme Strategy Review	NSC, NC, CPMT	Start of OP5
Strategic Country Portfolio Review	NSC, NC	Once during OP5
NSC Meetings	NSC, NC, UNDP CO	Minimum twice per year
Performance and Results Assessment (PRA) of NC Performance	NC, NSC, UNDP CO, CPMT, UNOPS	Once per year
Country Programme Review resulting in Annual Country Report²⁷	NC presenting to 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.

²⁷ The annual Country Programme Review exercise should be carried out in consultation with the national Rio Convention focal points and the associated reporting requirements.

6.0 KNOWLEDGE MANAGEMENT PLAN

In the 21st Century, knowledge is the new currency of sustainable development. Knowledge Management (KM) plays an integral role in environmental protection, economic development and social empowerment. SGP since its inception has sought to be repository for knowledge and lesson learnt in civil society projects addressing global environmental issues linked to economic and social development objectives to ensure sustainability. Therefore, it is correct to say that SGP is a learning programme that evolves harnessing the knowledge acquired throughout the life of the programme. The major components of SGP Barbados KM programme are as follows:

1. Knowledge Creation: i.e., gathering and documenting data and information as well as explicit and tacit knowledge. This includes information generation through projects and programmes and the careful documentation of that information.
2. Knowledge storage and retrieval: i.e., archiving or storing the information for ease of access and retrieval.
3. Knowledge application: i.e., analysis and synthesis of information to arrive at conclusions, generalizations and knowledge which can guide and influence future decisions.
4. Knowledge transfer: i.e., analysis and synthesis of information to arrive at conclusions, generalizations and knowledge which can guide and influence future decisions.

Table 16: KM Strategy for Barbados

KEY OBJECTIVES	TARGET AUDIENCE	KNOWLEDGE PRODUCTS	DISSEMINATION STRATEGY	MONITORING		EVALUATION
				INDICATORS	MEANS OF VERIFICATION	
To change or influence policy. To facilitate changes To increase awareness	<ul style="list-style-type: none"> Decision Makers 	<ul style="list-style-type: none"> Succinct proposals. Letters Educational TV Series with individual DVD package. Discussion papers News Releases Cultural products e.g. Song/Poetry Competition & Showcase 	<ul style="list-style-type: none"> Success Stories & Project Site visits. Presentations to the National Green Economy Steering Committee. Make the Prime Minister the champion. Inform the public via primetime TV series (grantees will be encourage to us this option to highlight their projects) and build support via social media. 	<ul style="list-style-type: none"> Responses State of the policy (has it changed? has it been introduced?) Public references to SGP work. 	<ul style="list-style-type: none"> Statements of commitment. Action taken. 	<ul style="list-style-type: none"> Impact of the policy or change. Upscaling of SGP projects to national projects.
To increase cash or in-kind co-funding.	<ul style="list-style-type: none"> Government Private Sector Other Donors 	<ul style="list-style-type: none"> Case studies Annual reports Audits Educational TV Series with individual DVD package. 	<ul style="list-style-type: none"> Learn and meet the donor's conditions. Build relationships Negotiate Publicise successes. 	<ul style="list-style-type: none"> Amount of cash and in-kind available. 	<ul style="list-style-type: none"> Amount of funds and in-kind support actually received. 	<ul style="list-style-type: none"> Total increase in funds and in-kind contributions to projects.
To increase awareness and change attitudes.	<ul style="list-style-type: none"> Media professionals Immediate community. Other groups and organisations. 	<ul style="list-style-type: none"> Briefing paper. Press releases. Educational TV Series with individual DVD package. Web-sites. 	<ul style="list-style-type: none"> Site visits. Organise discussion fora. 	<ul style="list-style-type: none"> Number of news releases. Level of community discussion. Number of enquiries. 	<ul style="list-style-type: none"> Print and electronic media. Survey 	<ul style="list-style-type: none"> Changes in people's level of awareness and attitude over time.

7.0 RESOURCE MOBILIZATION PLAN

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.

RM should result in *In-Kind* and/or *Cash* and take place at three levels targeting the GOB and its various Ministries²⁸, the Private Sector, Bi-lateral and Multilateral donors and where possible wealthy persons living in the country. The new GEF RAF is also one avenue through which the GOB can allocate funds to local projects in the Biodiversity and Climate Change Focal Areas. 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 RM strategies are context specific and cannot be generalised as each potential donor has different requirements. There are however a menu of general guidelines which can be adapted to various contexts, all of which are in one way or the other linked to the credibility of the programme. These guidelines include:

- *Effective Promotions of SGP:* i.e.; using various media forms to promote the SGP in the country and to disseminate the Lessons Learned from projects.
- *Knowledge of the Donor:* i.e., 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

²⁸

We were informed by officer of the Ministry of Energy and the Environment that many ministries have funds allocated for community work.

of time and patience. Very importantly, one must ensure that the donor is not involved in projects or programmes that contradict the principles and values of the UN and SGP.

- *Knowledge of Organisation:* i.e., one must know 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:* i.e., 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:* i.e., receiving a grant is one successful step in a two-step process which includes the management of the funds and the project activities. If a grant will add responsibilities to 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:* i.e., 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.

It is of critical importance that consistency and clarity of message is maintained in each component of the RM strategy. Therefore, directing adequate time and resources toward RM is essential to ensure that confusion and misinterpretation is avoided.

ANNEX: GEF SGP OP5 PROJECT LEVEL INDICATORS

SGP OP5 RESULTS INDICATORS	
Biodiversity (BD)	
BD1	<ul style="list-style-type: none"> ○ Hectares of indigenous and community conserved areas (ICCAs) influenced ○ Hectares of protected areas influenced ○ Hectares of significant ecosystems with improved conservation status
BD2	<ul style="list-style-type: none"> ○ Hectares of production landscapes / seascapes applying sustainable use practices ○ Number of significant species with maintained or improved conservation status ○ Total value of biodiversity products/ecosystem services produced (US dollar equivalent)
Climate Change (CC)	
CCM1	<ul style="list-style-type: none"> ○ Tonnes of CO₂ avoided by implementing low carbon technologies: <ul style="list-style-type: none"> ▪ Renewable energy measures (please specify) ▪ Energy efficiency measures (please specify) ▪ Other (please specify) ○ Number of community members demonstrating or deploying low-GHG technologies ○ Total value of energy or technology services provided (US dollar equivalent)
CCM4	<ul style="list-style-type: none"> ○ Tonnes of CO₂ avoided by implementing low carbon technologies: <ul style="list-style-type: none"> ▪ Low carbon transport practices (please specify) ○ Total value of transport services provided (US dollar equivalent)
CCM5	<ul style="list-style-type: none"> ○ Hectares of land under improved land use and climate proofing practices ○ Tonnes of CO₂ avoided through improved land use and climate proofing practices
Land degradation (LD) & Sustainable Forest Management (SFM)	
LD1	<ul style="list-style-type: none"> ○ Hectares of land applying sustainable forest, agricultural and water management practices ○ Hectares of degraded land restored and rehabilitated
LD3	<ul style="list-style-type: none"> ○ Number of communities demonstrating sustainable land and forest management practices
International Waters (IW)	
IW	<ul style="list-style-type: none"> ○ Hectares of river/lake basins applying sustainable management practices and contributing to implementation of SAPs ○ Hectares of marine/coastal areas or fishing grounds managed sustainably ○ Tonnes of land-based pollution avoided
Persistent Organic Pollutants (POPs)	
POPS	<ul style="list-style-type: none"> ○ Tons of solid waste prevented from burning by alternative disposal ○ Kilograms of obsolete pesticides disposed of appropriately ○ Kilograms of harmful chemicals avoided from utilization or release
Capacity Development, Policy and Innovation (all focal areas)	
CD	<ul style="list-style-type: none"> ○ Number of consultative mechanisms established for Rio convention frameworks (please specify) ○ Number of community-based monitoring systems demonstrated (please specify)

	<ul style="list-style-type: none"> ○ Number of new technologies developed /applied (please specify) ○ Number of local or regional policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5) ○ Number of national policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5) ○ Number of people trained on: project development, monitoring, evaluation etc. (to be specified according to type of training)
Livelihoods, Sustainable Development, and Empowerment (all focal areas)	
Cross-cutting	<p>Livelihoods & Sustainable Development:</p> <ul style="list-style-type: none"> ○ Number of participating community members (gender disaggregated) (Note: mandatory for all projects) ○ Number of days of food shortage reduced ○ Number of increased student days participating in schools ○ Number of households who get access to clean drinking water ○ Increase in purchasing power by reduced spending, increased income, and/or other means (US dollar equivalent) ○ Total value of investments (e.g. infrastructure, equipment, supplies) in US Dollars (Note: estimated economic impact of investments to be determined by multiplying infrastructure investments by 5, all others by 3). <p>Empowerment:</p> <ul style="list-style-type: none"> ○ Number of NGOs/CBOs formed or registered ○ Number of indigenous peoples directly supported ○ Number of women-led projects supported ○ Number of quality standards/labels achieved or innovative financial mechanisms put in place