

GLOBAL ENVIRONMENT FACILITY  
Small Grants Programme – GEF SGP

# GEF SGP COUNTRY PROGRAMME STRATEGY FOR OP6 - 2015-2018

COUNTRY: GRENADA

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## **GRENADA GEF SGP Country Programme Strategy for OP6, 2015-2018**

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### **Picture Credits**

Cover Page

Left, fisherman holding lionfish in Carriacou @ Caribbean Reef Buddy

Top Right, Biochar plant in operation @ GOAM

Bottom right, farmer using small shredding machine to prepare material for composting at Clozier, St. Johns @ Iva Williams

## EXECUTIVE SUMMARY

The Global Environmental Facility Small Grants Programme (GEF SGP) provides non-governmental and community-based organizations (NGOs/CBOs) in developing countries with grants to enable them to tackle worldwide environmental challenges, while addressing local sustainable development needs. The SGP is a GEF corporate initiative, implemented by the United Nations Development Programme and executed by the United Nations Office for Project Services. The GEF SGP is now in its 6th Operational Phase (OP6), which covers the period 2015 to 2018. At the global level, the SGP OP6 programme goal is to *effectively support the creation of global environmental benefits and the safeguarding of the global environment through community and local solutions that complement and add value to national and global level action*. A key element of OP6 will be the development of landscape/seascape approaches within countries to better focus grant-making, and promote strategic programming and clustering of small grant projects with the aim of achieving greater impact, synergies and opportunities for scaling up. This document presents the Country Programme Strategy (CPS) for implementation of the GEF SGP for the State of Grenada. Developed through a participatory approach, including five (5) parish based and one (1) national consultation, the CPS outlines the priority areas for OP6 within the context of GEF's strategic vision, national development priorities and stakeholders' views.

A review of Grenada's SGP up to OP5 pointed to six (6) important national results and accomplishments focused in the areas of biodiversity conservation; climate change adaptation; land degradation reduction; capacity building for civil society organizations (CSOs); environmental awareness and education at the community level; and increased access and utilization of GEF financing. Clearly, projects implemented through the SGP are playing a major role in helping to achieve global environmental benefits particularly with respect to biodiversity conservation and climate change adaptation. In the case of Grenada, interventions have supported improved management of coastal and marine resources, in particular mangroves, coral reefs and other significant marine ecosystems and habitats. Similarly, a high proportion of projects have increased the use of renewable energy and advanced the momentum of decreasing reliance on fossil energy sources, important for global climate change mitigation benefits. Pursuit of climate smart options, particularly in the agriculture sector has been instrumental in advancing communities' adaptation to the impacts of global climate change. Equally important is the past influence of the GEF SGP in attaining the Millennium Development Goal of environmental sustainability, and the current contribution to the global Sustainable Development Goals relating to combating climate change (Goal 13), conservation and sustainable use of the oceans and marine resources (Goal 14), and sustainable land management (Goal 15). Grenada can also boast the up scaling of select projects, due to the encouraging results achieved through implementation of pilot ventures funded through the GEF SGP.

The State of Grenada which includes the islands of Carriacou and Petite Martinique was identified as the selected landscape/seascape for the OP6 programme, cognizant of its small size. Two main strategic initiatives were prioritized for focus in the new operational period: **Strategic Initiative #1: Community based landscape conservation** and **Strategic Initiative #2: Climate smart innovative agro-ecology**. Both thematic areas are complementary to, and directly related to GEF Focal Areas, and a number of Grenada's national priorities and ratified multilateral environmental agreements. The GEF SGP for Grenada, Carriacou and Petite Martinique during the period 2015-2018 will therefore promote and fund projects that are congruent to the above two strategic initiatives.

Implementation of the CPS is intended to make considerable contributions towards attainment of important national development targets, particularly in the areas of the sustainable land management (SLM), biodiversity conservation, climate change adaptation and mitigation, coastal and marine management, vulnerability reduction, sustainable livelihoods and poverty reduction. Added to this, within the context of Grenada's Nationally Determine Contribution pursuant to Decision 1/COP 21 of the

UNFCCC, the GEF SGP can significantly contribute to Grenada's target to reduce its greenhouse gas emissions by 30% of 2010 levels by 2025 through replication and up scaling of its climate change adaptation and renewable energy projects, and sustainable agro-ecology practices. In like manner, the SGP is anticipated to prevent land degradation and contribute to restoration of 10% of degraded land by 2020, and mitigate the effects of drought and other climate shocks through implementation of its SLM interventions.

To position the SGP for greater effectiveness in OP6, the following are deemed critical cross cutting and supportive strategies:

- Strengthening capacity of CSOs;
- Linking the SGP projects to sustainable development and green growth;
- Prioritizing rural development;
- Promoting children and youth participation;
- Fostering CSO-Government dialogues;
- Promoting social inclusion;
- Improving capacities for knowledge management and communication of the SGP's experiences, lessons learnt and best practices;
- Influencing national policy;
- Monitoring and evaluation at both project and programme levels; and
- Development of an integrated financial mobilization strategy to increase available co-financing for the programme.

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## LIST OF ACRONYMS

ACR	Annual Country Reports
ADM	Archer Daniels Midland Company
BOECS	Barbados and the Organization of Eastern Caribbean States
CARICOM	Caribbean Community
CBD	Convention on Biological Diversity
CBOs	Community Based Organizations
CIDA	Canadian International Development Agency
CITES	Convention on International Trade in Endangered Species
CPS	Country Programme Strategy
CSOs	Civil Society Organizations
FAO	Food and Agriculture Organization
GCCA CCA	Global Climate Change Alliance Climate Change Adaptation
GEF	Global Environment Facility
GFC	Grenada Fund for Conservation
GHG	Green House Gas Emissions
GIDC	Grenada Industrial Development Corporation
GOAM	Grenada Agriculture Organic Movement
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GRENLEC	Grenada Electricity Company
IADGO	Interagency Group on Development Organizations
IAS	Invasive Alien Species
IICA	Inter-American Institute for Cooperation on Agriculture
ICCAS	Integrated Climate Change Adaptation Strategies
JCCCP	Japanese Caribbean Climate Change Partnership
MDG	Millennium Development Goals
MEA	Multilateral Environmental Agreements
MOU	Memorandum of Understanding
NAP	National Action Programme
NBSAP	National Biodiversity Strategy and Action Plan
NCSA	National Capacity Self-Assessment
NGO	Non-Governmental Organization
NSC	National Steering Committee
OP	Operational Phase
RAMSAR	The Convention on Wetlands of International Importance
SGU	St. George's University
SIDS CBA	Small Island Developing States Community Based Adaptation Programme
SLM	Sustainable Land Management
TAMCC	T.A. Marryshow Community College
TNC	The Nature Conservancy
USAID	United States Agency for International Development
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UN MSDG	United Nations Multi-Country Sustainable Development Framework
UNOPS	United Nations Office of Project Services

# GEF SGP COUNTRY PROGRAMME STRATEGY FOR OP6

## COUNTRY [GRENADA]

### OP6 resources (estimated US\$)

a. Core funds: \$ 275,032.46

b. OP5 remaining balance: US\$ 83,348.17

c. STAR funds: US\$ 149,417.31

d. SIDS CBA: US\$ 325,121.37

Other Funds to be mobilized: TBD

### Background:

The Global Environment Facility (GEF) established in October 1991 aims to support the protection of the environment and promote sustainable development, by providing financial and technical assistance to eligible countries to implement projects that benefit the biosphere. At the Rio Earth Summit in 1992, the GEF became the financial mechanism for the United Nations Convention on Biological Diversity (CDB) and the United Nations Framework Convention on Climate Change (UNFCCC). Subsequently, the GEF was also selected to serve as the financial platform for the Stockholm Convention on Persistent Organic Pollutants (2001), the United Nations Convention to Combat Desertification (UNCCD) (2003) and the Minamata Convention on Mercury (2013). The Facility finances projects in biodiversity, climate change, international waters, land degradation, the ozone layer and persistent organic pollutants. These projects link local, national, and global environmental challenges, while promoting sustainable livelihoods. The GEF works closely with governments, Civil Society Organizations (CSOs), the Convention Secretariats, and various international agencies.

The GEF Small Grants Programme (SGP) established in 1992, provides non-governmental and community-based organizations (NGOs/CBOs) in developing countries with grants to enable them to tackle worldwide environmental challenges, while addressing local sustainable development needs. The SGP is a GEF corporate initiative, implemented by the United Nations Development Programme (UNDP) and executed by the United Nations Office for Project Services (UNOPS). The SGP's history can be traced through five operational phases (OP), which correspond to funding replenishments from the GEF. The SGP aligns its OP strategies to that of the GEF, and provides a series of demonstration projects for further scaling up, replication and mainstreaming. Action at the local level by civil society, indigenous peoples and local communities is deemed a vital component of the GEF 20/20 Strategy.

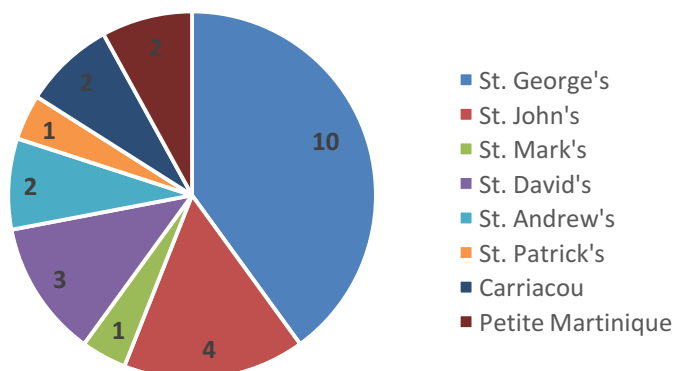
The GEF SGP is now in its 6th Operational Phase (OP6), which covers the period 2015 to 2018. At the global level, the SGP OP6 programme goal is to *effectively support the creation of global environmental benefits and the safeguarding of the global environment through community and local solutions that complement and add value to national and global level action*. A key element of SGP's in OP6 will be the development of landscape/seascape approaches within countries to better focus grant-making, and promote strategic programming and clustering of small grant projects with the aim of achieving greater impact, synergies and opportunities for scaling up. Another major component of the SGP's approach is to enhance its role as a Grant Maker by strategically planning for the provision of services needed to achieve greater portfolio impact. This may be done through the selective use of capacity development grants as well as non-grant support services, networks and partnerships.

This document presents the Country Programme Strategy (CPS) for implementation of the GEF SGP in OP6 within the State of Grenada. Developed through a participatory approach, the CPS outlines the priority areas for OP6 within the context of GEF's strategic vision, national priorities and stakeholders' views.

## 1. SGP country programme - summary background

During OP4, US\$ 598,010 was invested in the GEF SGP, representative of 23.53% of the total programme investment for Barbados and the Organization of Eastern Caribbean States (BOECS). Grenada moved from been the least performing to the second best performing country after Barbados due largely to the programme becoming a nationally operated venture compared to been managed at the sub-regional level. Funds were utilized primarily in the focal areas of land degradation and biodiversity conservation.<sup>1</sup> In contrast, US\$ 886,651.73 were made available in OP5,<sup>2</sup> of which 90.6% (US\$ 803,303.56) were used to fund 25 projects, reflecting a surplus of US\$ 83,348.17 (9.4%) in available financing. The majority of monies secured through the GEF SGP, which comprise both CORE and STAR funding were invested in climate change (44%) and land degradation (25.6%) related interventions. All financing allocated through the SIDS CBA were utilized for community adaptation projects. Co-financing amounted to US\$ 661,465.51, with a slightly higher component acquired in cash (56.6%) compared to in-kind contribution (43.4%) (Refer to Figure 1 and Table 1).

**Figure 1 : Number of projects implemented in Grenada, by parish in OP5**



**Table 1: GEF SGP financing for Grenada in OP5**

Monies available for OP5/US\$		Monies invested in OP5 from CORE and STAR funding by focal areas/US\$		Percent (%) invested by focal areas
CORE	\$275,032.46	Climate change	\$315,573.37	44.0
STAR	\$441,619.37	Biodiversity	\$119,960.00	16.7
SIDS CBA	\$170,000.00	Land degradation	\$183,118.36	25.6
		Capacity development	\$98,000.00	13.7
<b>Total</b>	<b>\$886,651.83</b>		<b>\$716,651.73</b>	-
<b>Surplus Monies Not Spent From CORE &amp; STAR Financing</b>			<b>US\$ 83,348.17</b>	

1.1. (a) The most important national results and accomplishments achieved to date have been in six (6) main areas: (i) biodiversity conservation, (ii) climate change adaptation, (iii) land degradation reduction, (iv) capacity building for CSOs, (v) environmental awareness and education, and (vi) increased access and utilization of GEF financing.

The GEF SGP contributed significantly to attainment of important strategic priorities of the National Biodiversity Strategy and Action Plan (NBSAP). This was epitomized quite well during implementation of the Grenada Fund for Conservation (GFC) Lower Woburn Mangrove Rehabilitation project in the

<sup>1</sup> Taken from document titled “GEG SGP Grenada CPS for utilization of OP5 grant funds.”

<sup>2</sup> From both GEF SGP and SIDS CBA (Small Island Developing States funding).

southeastern part of the island during OP4. The environmental NGO planted 2500 pre-rooted red and white mangrove seedlings, including other coastal species in an effort to restore the environmental services of the ecosystem, post Hurricanes and Emily. Albeit the low to medium survivability of plants due to challenges of industrial pollution and high temperatures (Roberts, 2014), this intervention began an important *rippling effect of mangrove restoration* throughout the State, with long term positive impacts. Similarly, the technology adopted by the Caribbean Reef Buddy in Carriacou under OP5 aimed at controlling the invasive lionfish, a major threat to coastal and marine resources is commendable. The lessons learnt from this venture can be used to catapult an innovative solution for more effective culling methods of the invasive species (Refer to Photo 1).



**Photo 1:** Great lionfish catch in Carriacou @ Caribbean Reef Buddy

Similarly, a considerable number of projects implemented under OP5 enhanced community’s capacity for climate change adaptation, while maximizing mitigation co-benefits, through increased use of renewable energy and other climate smart technologies. For instance, grantees retrofitted lights at the Beausejour Playing Field, in sub-urban St. George to solar-powered technology, and endeavoured to integrate a *solar wall* to dry cocoa, a major national export. The latter intervention is particularly important due to its role in introducing and developing local expertise in a new energy technology. The solar wall is considered one of the nine best energy innovation of the past two centuries by the American Society of Mechanical Engineers.<sup>3</sup> National proponents of the technology hailed it as a potential cost saving solution to current operation, with added food safety and product quality benefits.<sup>4</sup> Similarly, a rural youth oriented farming organization is investing in hydroponics, in an effort to enhance the climate resilience of its operation. All climate change related projects funded through the GEF SGP are congruent to the vision and strategies of the Climate Change Policy and Action Plan 2007-2011, the National Energy Policy of Grenada, 2011, and the Poverty Reduction Strategy 2014-2018.



**Photo 2:** Removing biochar from the unit @ GOAM

Synergistic to its efforts at biodiversity conservation and climate change adaptation, the GEF SGP has supported attainment of the priorities of the UNCCD National Action Programme (NAP) for Sustainable Land Management (SLM) in Grenada. The programme’s strategic involvement and financing of

<sup>3</sup> Refer to <http://solarwall.com/en/home.php>.

<sup>4</sup> During very wet periods, operators at the Mt. Horne Cocoa Station located in St. Andrew’s typically use diesel to dry cocoa due to low levels of natural sunlight. During the period December to February, the facility spends at least EC\$ 22,000 to purchase diesel to fuel the drying plants. Operators noted that inadequate drying can result in high levels of ochratoxins, which can potentially affect consumer health, and the exportability of the resultant product.

legally registered CSOs in finding solutions for wise use of land is directly linked to the strategic directions of the NAP, in particular Operational Objective 4 (capacity building). The former interventions by the GFC and other grantees during OP4 focused on reducing degradation within the coastal zone in the Grenville Bay Area is relevant in this regard. Correspondingly, through the work of the Grenada Organic Agricultural Movement (GOAM), eight (8) field demonstrations featuring composting, mulching, biodigester and biochar technologies are been installed and commissioned at select farms throughout the country (Refer to Photo 2). This venture is important in addressing concerns of land degradation and hazard vulnerability within the agriculture sector, priority issues at the national level.

Quite notably, the SGP has effectively mobilized and strengthened the capacity of CSOs to proactively take action for environmental protection and conservation, and address issues of national importance. Prior to OP4 very few NGOs/CBOs were involved in active environmental work at the community level. Currently in OP5, 19 grantees are recipients of financing, due in part to the capacity building workshops of the SGP in facilitating the registration of CSOs, thus improving their governance mechanisms to access and utilize financing. This trend is positive, and supportive of key national instruments for environmental protection and conservation.

Grenada’s access and utilization of full size grants from the GEF has its genesis in the advocacy and championing efforts of the previous SGP National Coordinator. Currently the country is reaping the benefits through implementation of the “*Ridge to Reef*” project,<sup>5</sup> its first full size initiative. , with an associated investment of more than US\$ 3 million dollars. The State is now looking to access financing through the GEF 6 portfolio of funds to implement a national project focus on building resilience to climate change in the agriculture sector.

(b) Projects implemented through the SGP are playing a major role in helping to achieve global environmental benefits particularly with respect to biodiversity conservation and climate change adaptation (Refer to Photo 3). In the case of Grenada, interventions have supported improved management of coastal and marine resources, in particular mangroves, coral reefs and other significant marine ecosystems and habitats. Similarly, a high proportion of projects have increased the use of renewable energy and advanced the momentum of decreasing reliance on fossil energy sources, important for global climate change mitigation. Pursuit of climate smart options, particularly in the agriculture sector has been instrumental in advancing communities’ adaptation to the impacts of global climate change. Equally important is the past contribution of the GEF SGP in attaining the Millennium Development Goal of environmental sustainability, and the current contribution to the global Sustainable Development Goals (SDGs) relating to combating climate change (Goal 13), conservation of ocean and marine resources (Goal 14), and sustainable management of lands and other biodiversity (Goal 14).



**Photo 3:** Billboard erected by SPECTO at Levera @ SPECTO

<sup>5</sup> In excess of US\$ 3 million dollars will be invested through this project (Refer to Appendix 1).

Grenada can boast the up scaling of select projects, due to the encouraging results achieved through implementation of pilot ventures funded through the GEF SGP (Refer to Table 2).

**Table 2: GEF SGP up scaled and replicated projects**

<b>GEF SGP Project</b>	<b>Up scaling Achieved</b>	<b>Partnering Agencies</b>
GFC's Mangrove Restoration Project (OP4)	<ul style="list-style-type: none"> <li>▪ Rehabilitated the Calivigny Mangrove Swamp – achieved 90% survival rate</li> <li>▪ Planted &gt;4000 mangroves at Telescope Beach through the <i>At the Water's Edge</i> project</li> <li>▪ Significant transfer of technology in mangrove ecology and restoration to local communities and technicians</li> </ul>	The Nature Conservancy, University of Michigan and CBOs
GOAM Soil Degradation Reduction project (OP5)	<ul style="list-style-type: none"> <li>▪ Expanded the number of composting sites by 200% moving from two (2) to 4 additional sites</li> <li>▪ Plans to expand the biochar demonstration sites from two (2) to six (6) sites on island</li> </ul>	GIZ ICCAS <sup>6</sup> Caribbean Community Climate Change Center

1.2 While no major partnerships are yet in place, the GEF SGP has initiated a strategic relationship with the Ridge to Reef and the Japan Caribbean Climate Change Partnership (JCCCP) projects. The National Coordinator of the GEF SGP sits on the National Steering Committee (NSC) of the former, while the JCCCP plans to utilize the steering committee of the SGP to review its community based proposals. This offers an excellent vehicle for synergy in programming, and improves information and technology transfer, particularly lessons learnt from previously implemented SGP pilot projects. Clearly, there is a high possibility for the SGP to mobilize financing through the Ridge to Reef project for further up scaling and replication of its projects in OP6, with technical assistance from the JCCCP. In addition, implementation of the Integrated Water, Land and Ecosystem Management in Caribbean SIDS (IWEco) project offers tremendous opportunities for the SGP in OP6. The SGP could potentially receive technical support from this project, and take action to mobilize financing for up scaling and replication of its demonstration projects in the core areas of landscape conservation. Representation of the SGP on the NSC of this project should also be pursued (Refer to Table 5). Similarly, some preliminary effort has already been made by the SGP to explore options for collaboration with resident development partners such as the IICA and private sector entities. However, deepened dialogue is required to establish more formalized arrangements for partnership and co-financing, which can range from technical support to pockets of grant funding from private sector companies.

As the GEF SGP advances into OP6, it is strategically positioned to establish new and strengthen existing partnerships due to the diversity and relevance of its environmental portfolio, and its strong focus on community development. Two main windows of opportunity are available for partnership and co-financing through (i) increased synergies with existing and planned national projects, and (ii) mobilization of resources through Government and local organizations, and external and innovative sources.

Existing and planned projects

The State of Grenada is now benefiting from a diversity of externally funded projects focused on various aspects of environmental management (Refer to Appendix 1). An added feature of these interventions is the focus on community based programming to be led by CSOs. This offers immense opportunities for

<sup>6</sup> Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Integrated Climate Change Adaptation Strategies (GIZ ICCAS)

complementary programming among the various entities, including the SGP, and creates great prospects for partnership and cash-based co-financing for SGP grantees. To streamline the process, the SGP should advocate for a more synchronized and standardized approach to the proposal documentation process among the various projects that increases the efficiency of the application process.<sup>7</sup>

### Local Private Sector and Government

There is a multiplicity of private sector entities in Grenada with a well-established culture of supporting community based interventions of national importance (Refer to Box 1). These represent largely untapped resources for environmental financing in OP6. Correspondingly, the local tertiary academic community<sup>8</sup> with its wealth of capacities and networks in the core areas of the GEF is strategically poised to provide uncommon technical support to grantees, particularly in the areas of biodiversity conservation, climate change adaptation, alternative energy, research, monitoring and evaluation. These entities can be utilized through Memorandum of Understanding (MOU) or other suitable modality to provide technical backstopping support to grantees, particularly those piloting new, and/or emerging technologies. Furthermore, it is highly recommended that the SGP collaborates with select schools and departments at TAMCC and SGU<sup>9</sup> that offer internship/practicum based experiences for students, enhancing grantees in-house capacities for specified periods during the project cycle.

#### **Box 1: Potential private sector partners for the SGP in OP6**

1. Grenada Electricity Services (GRENLEC) Community Partnership Initiative (CPI)
2. ADM Caribbean Agro Industries
3. The Hotel and Hospitality sector
4. Major paint and hardware companies
5. Telecommunication providers

Government while not a direct source of financing for the GEF SGP, can be more effectively engaged to provide technical assistance to grantees that allows for transfer of best practices, and environmentally sustainable interventions. Statutory bodies, such as the Grenada Industrial Development Corporation (GIDC) which have been a prior partner, can be further engaged to support the capacity building ventures of the SGP due to their comparative advantage in this area. Other entities such as the Grenada Bureau of Standards and the Grenada Solid Waste Management Authority are also a very effective sources of technical information in the new programme cycle. Equally important, it is imperative that CSOs are encouraged to participate in the national development planning process to ensure that their needs and views for community development and environmental sustainability are integrated in the policy and strategic planning process.<sup>10</sup> This potentially opens up windows of financing in the medium and long term.

### Technical Cooperation Agencies, External and Innovative Sources

Technical cooperation and development agencies such as the Food and Agriculture Organization (FAO), the Inter-American Institute for Cooperation on Agriculture (IICA), United States Agency for International Development (USAID), Canadian International Development Agency (CIDA), TNC and other similar organizations provide strategic support to Caribbean Governments and CSOs for environmental management. Many of the priority areas for action of these agencies, such as integrated risk management, sustainable agriculture, food and nutrition security, coastal and marine health, and field based demonstration are congruent to the strategic focus of OP6. Portfolio of grant funds, technical

<sup>7</sup> Currently concept notes and full proposal forms vary by programme to programme. This makes it more challenging for CSOs to prepare and submit application to support up scaling and replication of tested projects between programmes and projects.

<sup>8</sup> In particular, the T.A. Marryshow Community College (TAMCC) and the St. George's University (SGU).

<sup>9</sup> Example the Department of Public Health and Preventive Medicine, School of Medicine.

<sup>10</sup> Example in the National Sustainable Development Plan, 2030.

expertise, south-south and north-south technology transfer are possible types of co-financing available through these agencies.

1.3. A number of the OP5 projects have been identified as model interventions due to high national relevance, and the potential for expansion and replicability in other parts of the State and the wider region as shown in Table 3. These interventions offer excellent promise in OP6.

**Table 3: Model OP5 projects with high potential for expansion and/or replication**

Shortened name of project	Grantee	Ideas for expansion/replication
Beausejour Park Lighting	NW Sports Committee	Project concept can be replicated in other community or Government managed recreational fields throughout the State
Solar Crop Dryer for Climate Resilience	Grenada Cocoa Association	Expand technology to other cocoa receiving stations, pending positive results from the pilot phase. Project can also be <i>restructured and expanded into a Strategic Project</i> which incorporates various aspects of building climate resilience in the cocoa and/or spices sector.
Enhancing the Resilience of Petite Martinique Fishers to the impacts of Climate Change	Petite Martinique Fishermen Association	Replicate in other dominant artisan fishing communities that require reliable, cost effective cold storage for fish and fish products
Lionfish Containment Program	Caribbean Reef Buddy	Expand the project to Petite Martinique and other parts of the Grenadines working in collaboration with the Sustainable Grenadines Inc. The intervention can be used as a catalyst to standardize the data collection and management protocols for lionfish control as a secondary co-benefits, cognizant of the current incompatibility of existing tools.
Field Demonstrations to address Soil Degradation and Environmental Pollution	GOAM	Replicate on farmer's holdings in different areas, particularly where farmers are in clusters

## 2. SGP country programme niche

The GEF identified and promoted seven (7) strategic initiatives that guided the CPS development process (Refer to Box 2). The resultant CPS was also influenced by the priorities of multilateral environmental agreements (MEAs), national policies and plans, and stakeholders' perspectives, within the context of GEF priorities.

### 2.1. Alignment with national priorities

Grenada is signatory to a multiplicity of protocols and MEAs. Similarly, the State has made considerable progress in augmenting its systemic capacity for environmental sustainability evidenced by the number of available policies and strategic plans. Table 4 below lists the **main** MEAs, national policies and strategic plans related to environmental sustainability in Grenada, Carriacou and Petite Martinique.

#### Box 2: OP6 Strategic Initiatives for GEF SGP

1. Community landscape conservation
2. Climate smart innovative agro-ecology
3. Low carbon energy access co-benefits
4. Global reach for citizen practice based knowledge programmes
5. Local to global chemical management coalitions
6. CSO-Government policy and planning dialogue platforms
7. Promoting social inclusion

**Table 4. List of relevant conventions, protocols, and national policies and plans**

<b>Rio Conventions + national planning frameworks</b>	<b>Date of ratification /completion</b>
Convention on Biological Diversity (CDB) 1NR <a href="https://www.cbd.int/doc/world/gd/gd-nr-01-en.pdf">https://www.cbd.int/doc/world/gd/gd-nr-01-en.pdf</a> 2NR <a href="https://www.cbd.int/doc/world/gd/gd-nr-02-en.pdf">https://www.cbd.int/doc/world/gd/gd-nr-02-en.pdf</a> 3NR <a href="https://www.cbd.int/doc/world/gd/gd-nr-03-en.pdf">https://www.cbd.int/doc/world/gd/gd-nr-03-en.pdf</a> 4NR <a href="https://www.cbd.int/doc/world/gd/gd-nr-04-en.pdf">https://www.cbd.int/doc/world/gd/gd-nr-04-en.pdf</a> 5NR - <a href="https://www.cbd.int/doc/world/gd/gd-nr-05-en.pdf">https://www.cbd.int/doc/world/gd/gd-nr-05-en.pdf</a> Grenada National Action Plan for the Programme of Work on Protected Areas <a href="https://www.cbd.int/doc/world/gd/gd-nbsap-powpa-en.pdf">https://www.cbd.int/doc/world/gd/gd-nbsap-powpa-en.pdf</a>	Ratified on August 11, 1994 Submitted the following National Reports: 1NR – 15 <sup>th</sup> January, 2000 2NR – 12 <sup>th</sup> December, 2002 3NR – 6 <sup>th</sup> May, 2008 4NR – 22 <sup>nd</sup> October, 2009 5NR – 22 <sup>nd</sup> October, 2014
National Biodiversity Strategy and Action Plan (NBSAP) <a href="https://www.cbd.int/doc/world/gd/gd-nbsap-01-en.pdf">https://www.cbd.int/doc/world/gd/gd-nbsap-01-en.pdf</a>	Completed July 2000
National Biodiversity Strategy and Action Plan 2016-2020 <a href="https://www.cbd.int/doc/world/gd/gd-nbsap-v2-en.pdf">https://www.cbd.int/doc/world/gd/gd-nbsap-v2-en.pdf</a>	Completed June 30, 2016
Cartagena Protocol on Biosafety to the Convention on Biological Diversity	Ratified May 5, 2004
Convention on International Trade in Endangered Species of Wild Fauna and Flora	Accession on 30 <sup>th</sup> August, 1999
World Cultural and Natural Heritage	Last report submitted in 2005
Convention on Wetlands of International Importance (RAMSAR) Grenada designated Levera, St. Patrick's as its Ramsar site.	Accession date: 22 September, 2012
UN Framework Convention on Climate Change (UNFCCC) Grenada Initial National Communication to the UNFCCC <a href="http://unfccc.int/resource/docs/natc/grnnc1.pdf">http://unfccc.int/resource/docs/natc/grnnc1.pdf</a>	Ratified 11 August 1994 October 2000
Grenada National Climate Change Policy and Action Plan <sup>11</sup>	Developed 2007
Grenada National Determine Contributions <sup>12</sup>	Prepared 2016
Draft National Adaptation Plan	Work is ongoing in 2016
Kyoto Protocol to the UNFCCC	Accession 6 <sup>th</sup> August, 2002
Vienna Convention for the Protection of the Ozone Layer	Accession 31 <sup>st</sup> March, 1993
Montreal Protocol on Substances that Deplete the Ozone Layer London Amendment to the Montreal Protocol Copenhagen Amendment to the Montreal Protocol Montreal Amendment to the Montreal Protocol Beijing Amendment to the Montreal Protocol	Accession 31 <sup>st</sup> March, 1993 Accession see above Accession 7 <sup>th</sup> December, 1993 Accession 20 <sup>th</sup> May, 1999 Accession 12 <sup>th</sup> January, 2004
United Nations Convention on the Law of the Sea	Ratified 25 <sup>th</sup> April, 1991
International Convention for the Safety of Life at Sea (SOLAS)	Accession 28 <sup>th</sup> June, 2004
Protocol on Marine Pollution from Land Based Sources and Activities (LBS Protocol)	Accession 4 <sup>th</sup> April, 2012
UN Convention to Combat Desertification (UNCCD)	Ratified 27 <sup>th</sup> May, 1997 Submitted the following National Reports NR1 – 2000; NR2 – 2002; NR3 – 2006; NR4 – 2010

<sup>11</sup> <http://www.lse.ac.uk/GranthamInstitute/law/national-climate-change-policy-and-action-plan-draft-plan-2007-2011/>

<sup>12</sup> <http://www4.unfccc.int/ndcregistry/PublishedDocuments/Grenada%20First/Grenada%20INDC.pdf>

<b>Rio Conventions + national planning frameworks</b>	<b>Date of ratification /completion</b>
Completed the UNCCD National Action Programme (NAP) and the Aligned NAP <a href="http://www.unccd.int/ActionProgrammes/grenada-eng2006.pdf">http://www.unccd.int/ActionProgrammes/grenada-eng2006.pdf</a>	Developed November 2005 and May 2015
Submitted the Grenada Land Degradation Neutrality National Report to the UNCCD	
Poverty Reduction Strategy Paper (PRSP) 2014-2018	Developed 2014
National Water Policy	Completed October 2007
National Energy Policy of Grenada <a href="http://www.gov.gd/egov/docs/other/GNEP_Final_Nov_23_2011.pdf">http://www.gov.gd/egov/docs/other/GNEP_Final_Nov_23_2011.pdf</a>	Completed November, 2011
An Alternative Growth and Poverty Reduction Strategy for Grenada, Non State Actors Panel	Developed March 2012
National Environmental Policy and Management Strategy	Developed 2005
GEF National Capacity Self-Assessment (NCSA)	Completed in 2006
Land and Marine Management Strategy	Completed in 2011
The National Energy Policy of Grenada	Completed in 2011
Final Draft Coastal Zone Policy for Grenada	Developed in 2015
Hazard Mitigation Policy	Completed in 2003
Land Policy Carriacou and Petite Martinique	Completed 2013
Draft Land Policy for Grenada	September 2015

2.2. Clearly, there are excellent opportunities provided for community and CSOs involvement in national environmental management, as evidenced by the strategic actions and directions of national instruments (Refer to Table 3). At the heart of many of the country's priorities are the principles of social inclusion and participation, communities' empowerment and resilience, and enhanced action at the local level. Many of these instruments prioritize meaningful engagement of communities and CSOs as joint partners in (i) public awareness, education and advocacy<sup>13</sup> (ii) community based conservation of environmental resources (iii) development, review, and update of policies, legislation, and strategic plans, and (iv) data collection and analysis to inform reporting obligations to the various Conventions. Building the capacity of CSOs for sustained action is therefore a key underpinning of the national agenda.

Within the context of the importance of CSOs and social partners in collaborative environmental programming, coupled with the need to ensure the successful implementation of Grenada's actions for the GEF SGP in OP6, it is crucial that the following actions be pursued:

- Intensify the cooperation and networking among civil society and local authorities.
- Organize interventions to augment the capacity among CSOs in the core areas of environmental programming critical to the State's development, including in green technologies and businesses.
- Facilitate greater financial allocation to support CSO environmental programming at the community level.

<sup>13</sup> Outcome 3, Operational Objective 1 of the Aligned NAP for the UNCCD supports this: "CSOs and the scientific community are increasingly engaged as stakeholders in the Convention processes, and land degradation and drought are addressed in their advocacy, awareness raising and education initiatives (MALFFE, 2015). Similarly, Strategic Priority 1 of the Revised NBSAP 2015-2030 includes as a key action, "Build capacity of local institutions (e.g. CBOs, NGOs, Clubs) for sustained biodiversity programming, enhanced collaboration, integration, mainstreaming and participatory planning and decision making (Thomas, 2016).

- Foster more effective synergies between environmental management and sustainable livelihoods.

2.3. Very profound synergies exist between the Country’s OP6 Strategic Initiatives and Government’s ongoing programming in SLM, biodiversity conservation, climate change adaptation and mitigation, coastal and marine management, vulnerability reduction, sustainable livelihoods and poverty reduction (Refer to Section 3). In fact, implementation of the programme in OP6 is likely to make significant contributions towards attainment of the specific outcomes of key national instruments as listed in Table 2 above. Within the context of Grenada’s Nationally Determine Contribution pursuant to Decision 1/COP 21 of the UNFCCC, the GEF SGP can significantly support Grenada’s target to reduce its greenhouse gas (GHG) emissions by 30% of 2010 levels by 2025 through replication and up scaling of its climate change adaptation and renewable energy projects. In like manner, the SGP is anticipated to prevent land degradation and contribute to restoration of 10% of degraded land by 2020, and mitigate the effects of drought and other climate shocks through implementation of its SLM and sustainable agriculture related projects,<sup>14</sup> supporting Grenada’s commitment under the UNCCD.

Further to this, significant resources have been mobilized through leadership of Government officials to maintain and improve where possible stocks of biodiversity and provision of important ecosystem services, such as climate regulation. Many of these projects complement and are synergistic to the priority initiatives for the CPS in the 6<sup>th</sup> phase. Added to this, the interventions implemented through the community based SGP will advance attainment of Priorities 1 (An inclusive equitable and prosperous Caribbean) and 4 (A sustainable and resilient Caribbean) under the United Nations Multi-Country Sustainable Development Framework (UN MSDF), 2017-2021.<sup>15</sup> The strategic focus of the SGP in OP6 directly complements the focus of the UN MSDF particularly in the areas of improved sustainable economic opportunities, climate change adaptation, disaster risk reduction, and universal access to clean and sustainable energy. Table 5 summarizes the main synergies between the SGP OP6 programme, the national agenda and the UNDP country programme.



**Photo 4:** Part of the Grenville Bay Area, one of Grenada’s geographical areas most vulnerable to climate change @ Dianne Roberts

<sup>14</sup> Grenada national target for SLM compliant to its commitment under the UNCCD in-line with Decision 3/COP 8.

<sup>15</sup> The UN MSDF defines how the UN will jointly achieve development results in 18 Caribbean countries and Overseas Territories for the period 2017-2021.

**Table 5. 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 <sup>16</sup> relevant to national priorities/other agencies <sup>17</sup>	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 services that it provides to society</i>	<ul style="list-style-type: none"> <li>▪ NBSAP 2016-2020</li> </ul> <p>The SGP can play a lead role in organizing public awareness and education campaigns on the importance of Grenada’s biodiversity, and support strategic actions in the NBSAP such as (i) forest replanting and restoration (ii) building the capacity of fisher folks, farmers, community activists in soil and water conservation, sustainable livelihoods and sustainable production and consumption (iii) implementation of demonstration projects on biodiversity conservation, and (iv) participate in the development, review and update of policies and legislation.</p> <ul style="list-style-type: none"> <li>▪ The Global Climate Change Alliance Climate Change Adaptation (GCCA CCA) and SLM Project<sup>18</sup></li> </ul> <p>Potential for SGP grantees to participate in consultation aimed at developing and/or revising the following legal instruments: Land Enabling Act and Regulations; Environmental Management Bill and Regulations; and Forest, Wildlife, and Protected Area Act and Statutory Rules and Orders.</p> <ul style="list-style-type: none"> <li>▪ Integrated Climate Change Adaptation Strategy (ICCAS) project<sup>19</sup></li> </ul> <p>The work undertaken through this initiative can provide important project ideas, technologies and lessons learnt for implementation of projects relating to landscape conservation and climate smart agriculture in OP6. Grant financing in OP6 can be used to upscale and replicate successful ICCAS projects for grantees that meets the requirements of the SGP.</p>	Consistent with Priority 4 of the UN MSDF.

<sup>16</sup> Niche refers to the role or contribution that the Country Programme is best fitted to perform, and for which the other stakeholders agree with.

<sup>17</sup> Describe only for those OP6 strategic initiatives which will be programmed by the SGP country programme.

<sup>18</sup> Funded by the European Union in collaborating with the OECS Commission.

<sup>19</sup> Implemented by the Government of Grenada and the GIZ.

1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	3 Briefly describe the SGP Country Programme niche <sup>20</sup> relevant to national priorities/other agencies <sup>21</sup>	4 Briefly describe the complementation between the SGP Country Programme UNDP CO strategic programming
Community landscape/ seascape conservation (Cont'd)	<i>Maintain globally significant biodiversity and the ecosystem services that it provides to society (Cont'd)</i>	<ul style="list-style-type: none"> <li>▪ The “<i>Ridge to Reef</i>” <i>Approach to Protecting Biodiversity and Ecosystem Functions within and around Protected Areas in Grenada</i></li> </ul> <p>Grantees interested in implementing projects in the Beausejour Watershed can mobilize financing through the community based component of this project for soil and water conservation, reforestation, invasive species removal, and value added forms of agricultural production related interventions. These activities are in sync with OP6 focus on landscape conservation.</p> <ul style="list-style-type: none"> <li>▪ United Nations Environment Programme Ecosystem Based Coastal Adaptation (EBA) project</li> </ul> <p>Project aims at building resilience and adaptive capacity of communities that depend on coastal ecosystem services. Grantees could acquire technologies and best practices for implementation of demonstration projects focused on restoration of coral reefs and mangroves, beach erosion and storm water control. Likely to benefit from technical collaboration and co-financing.</p> <ul style="list-style-type: none"> <li>▪ Integrated Water, Land and Ecosystem Management in Caribbean SIDS (IWeco)<sup>22</sup></li> </ul> <p>Project focuses on demonstration of sustainable solutions, capacity building of communities, information sharing at the local, national and regional levels.</p>	Consistent with Priority 4 of the UN MSDF.

<sup>20</sup> Niche refers to the role or contribution that the Country Programme is best fitted to perform, and for which the other stakeholders agree with.

<sup>21</sup> Describe only for those OP6 strategic initiatives which will be programmed by the SGP country programme.

<sup>22</sup> Jointly implemented by UNEP (US\$ 19.2 million) and UNDP (1.5 million) in 10 Caribbean countries – Refer to <http://www.cep.unep.org/gef-iweco-1/gef-iweco>.

1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	3 Briefly describe the SGP Country Programme niche <sup>23</sup> relevant to national priorities/other agencies <sup>24</sup>	4 Briefly describe the complementation between the SGP Country Programme UNDP CO strategic programming
Innovative climate smart agro-ecology	<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>	<ul style="list-style-type: none"> <li>▪ Land Degradation Neutrality Project  Funded by the UNCCD Secretariat and the Republic of South Korea, this venture established targets for land degradation neutrality, while testing select best practices at the local level through collaboration with a former SGP grantee, Grenada Community Development Agency (GRENCODA). In OP6, it is possible for GRENCODA to share its experiences, and upscale and/or replicate these practices if deemed effective.</li>   <li>▪ Japan Caribbean Climate Change Partnership (JCCCP) project  Share lessons learnt from the SGP programme to facilitate more impactful community projects funded through the JCCCP. Potential for grantees to visit implemented projects under the SGP, and explore the possibility of adding value and/or replicating in other similar geographic areas.</li>   <li>▪ Coastal Protection for Climate Change Adaptation in Small Island States in the Caribbean (KfW)<sup>25</sup>  Project seeks to contribute to reduction of climate change induced risks for Caribbean small island states. Component 1 plans to invest in sustainable improvements of coastal ecosystems, while component 2 focuses on the provision of assistance to prepare and implement Local Adaptation Measures. The SGP should collaborate with this venture and explore co-financing to (i) protect and foster sustainable management of coastal ecosystems, and (ii) dissemination of project best practices and lessons learnt.</li> </ul>	Consistent with Priority 4 of the UN MSDF.

<sup>23</sup> Niche refers to the role or contribution that the Country Programme is best fitted to perform, and for which the other stakeholders agree with.

<sup>24</sup> Describe only for those OP6 strategic initiatives which will be programmed by the SGP country programme.

<sup>25</sup> Funded by the German Development Bank (KfW) and the Caribbean Community Climate Change Center through the CARICOM Secretariat plans to implement this intervention in four (4) countries, namely Grenada, Jamaica, St. Lucia and St. Vincent and the Grenadines. Refer to <http://www.caribbeanclimate.bz/ongoing-projects/2014-2019-coastal-protection-for-climate-change-adaptation-in-the-small-island-states-in-the-caribbean-kfw.html>

1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	3 Briefly describe the SGP Country Programme niche <sup>26</sup> relevant to national priorities/other agencies <sup>27</sup>	4 Briefly describe the complementation between the SGP Country Programme UNDP CO strategic programming
Community landscape/seas cape conservation	<i>Promotion of collective management of trans-boundary water systems and implementation of full range of policy, legal and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services</i>	<ul style="list-style-type: none"> <li>▪ The GCCA CCA and Sustainable Land Management Project</li> </ul> <p>As noted previously, completion of planned legislative reform will contribute immensely in promoting sustainable use and maintenance of ecosystem services, particularly those provided by forest and non-forested lands.</p>	Consistent with Priority 4 of the UN MSDF.
CSO- Government dialogue platforms	<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national sub- national policy, planning and legal frameworks</i>	<ul style="list-style-type: none"> <li>▪ Community of Social Partners</li> </ul> <p>A multi-stakeholder coalition comprising public sector officials, CSOs, and the private sector established by the incoming Government administration in 2012, as a mechanism to promote participatory management. Current SGP grantees are represented on this platform. It is imperative to maintain CSO representation to ensure that their needs as it relates to community based environmental management are taken onboard in the development agenda.</p>	Consistent with Priority 1 of the UN MSDF.

### 3. OP6 strategies

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

The following are important cross cutting strategies to effectively position stakeholders to implement the initiatives in OP6 programme, while allowing for social inclusion and meaningful project outcomes.

##### Strategy 1: Develop and strengthen the capacity of CBOs and NGOs

It is apparent that considerable interest for community based programming exists, as evidenced by the number of groups that are continually formed. Notwithstanding the motivation for local action, many of these groups are not formalized and/or registered as legal entities within the State of Grenada. Further to

<sup>26</sup> Niche refers to the role or contribution that the Country Programme is best fitted to perform, and for which the other stakeholders agree with.

<sup>27</sup> Describe only for those OP6 strategic initiatives which will be programmed by the SGP country programme.

this, they lack the administrative and management framework that allows for efficiency and effectiveness. These conditions are compounded by the limited and/or non-existent involvement of professionals with relevant technical competencies and skills in these associations. Moreover, the decision making board of community groups are sometimes family oriented, and lack the diversity of skills and protocols for accountability and transparency required for holistic operation. These conditions seriously constrain functioning of these organizations, and therefore their ability to mobilize resources and maintain sustainable programming.

The latter issue of financial sustainability demands attention. Many CBOs and NGOs are supported by a strong volunteer base, and struggle to generate resources that facilitate sustainable programming. In light of this, stakeholders were concern with the limited allocation (10%) by the GEF SGP for administrative support, which they noted is insufficient to recruit suitable technical assistance to implement projects. It was recommended that the capacity building activities targeting CBOs and NGOs under OP5 be continued and expanded under OP6 to allow for greater impact. Emphasis on the following areas is deemed important:

1. Business registration;
2. Development and application of leadership skills;
3. Recruitment of team members and strategic partners;
4. Financial sustainability.

#### Strategy 2: Link project ideas to sustainable development and green growth

It is imperative that grantees interventions are shown to contribute to the national agenda on sustainable development, poverty reduction and green growth. Demonstration of pilot projects that can provide long term sustainable livelihoods, through environmental conservation and green enterprises are highly regarded. It increases the opportunities for co-financing to augment and/or replicate pilot ventures. The national office should circulate to grantees information of forums where these matters are discussed to allow for greater integration of such concepts and solutions in submitted projects and programmes.

#### Strategy 3: Encourage rural development

Cognizant of the disproportionate higher levels of unemployment, particularly among youths and women in non-urban communities, a drive for preparation of projects in these areas are encouraged.

#### Strategy 4: Promote youth development

To more effectively mainstream the SGP programme in national development, a strategic decision to mobilize greater youth involvement in community programming and environmental management is key. Fostering dialogue with, and tapping into the resources of the Ministry of Youth, academic institutions, and established youth organizations to mobilize youth interest and participation in the SGP is an important action in OP6 (Refer to Section 3.2.3).

#### Strategy 5: Sharing the work of the SGP

The GEF SGP in Grenada is implementing some very innovative and relevant projects at the community level. The technologies and practices utilized are in some cases novel, and the impacts are predicted in most cases to be positive with medium to long term implications on environmental sustainability, energy security, poverty reduction, and adaptation to climate change. Operational Phase 6 requires a more effective communication and public relations plan to disseminate the excellent work of the SGP. It is important “to get the word out” using media that are relevant and effective (Refer to Sections 3.2.4 and 3.2.5).

#### Strategy 6: Increase participation in the national development agenda

It is imperative that CSOs participate effectively in the national development agenda. The SGP through the office of the National Coordinator should where feasible advocate for grantees participation in

planned consultations to discuss matters pertaining to national development and environmental management specifically. These include inter alia review of the National Sustainable Development Plan, 2016-2030; policy and legislative reviews and updates; proposed new development pathways; and national budget preparation processes.

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

#### 3.2.1 *Methodology for Determining Focus of OP6*

An interactive, participatory based approach informed selection of the landscape/seascape, and the CPS priorities for OP6. Key national policies and strategic plans with relevance for the SGP were examined to identify the country’s medium to long term development trajectory. This was coupled with a review of the GEF’s key areas and the strategic initiatives for OP6. Potential synergies and complementarities were documented.

Stakeholder consultation formed a central part of the CPS development process. The Consulting Team working in collaboration with the National SGP Office convened a series of consultations to foster greater input of diverse views. Five (5) parish based consultations were held in St. Mark’s and St. John’s, St. Patrick’s, St. David’s, St. Andrew’s and Carriacou and Petite Martinique. Civil society organizations and community leaders were engaged to mobilize community stakeholders for these sessions, which proved effective in most cases. Overall, almost 200 persons were consulted during elaboration of the CPS, including ten (10) grantees under the OP5 programme (Refer to Appendix 2). A total of 20 face to face interviews were undertaken with diverse stakeholders including members of the NSC, public sector officials and OP5 grantees. The majority of stakeholders were females (52.7%) with slightly less males (47.3%). This inclusive strategy provided an excellent medium to educate stakeholders about the role and opportunities available through the GEF SGP. Further to this, the active participation of the National Coordinator for the SGP at these meetings were instrumental in clarifying issues, and engendering interest among community based entities to access and utilize available financing in OP6 and beyond.



**Figure 2: Approach used for CPS development**

The main findings of the aforementioned research activities coalesced at a national consultation, which brought together representation from multi-stakeholder groups including resident CBOs & NGOs. The session aimed to validate the preliminary findings, obtain additional information to finalize the CPS, and increase stakeholder involvement and ownership of the process. This activity proved very useful in ensuring objectivity and transparency of the final output (Refer to Figure 2).

### 3.2.2 Strategic Initiatives for OP6 in Selected Landscape/Seascape

The State of Grenada which includes the islands of Carriacou and Petite Martinique was identified as the selected landscape/seascape for the OP6 programme, cognizant of its small size (Refer to Figure 3).



**Figure 3: Map of the State of Grenada showing significant loss of vegetative cover in Madame Pierre Petite Martinique (top right), and coastal erosion in Telescope, St. Andrew's (bottom right) (fernandocandido.com; MoALFEE, 2015 & TNC, N.D.)**

### 3.3.3 Specific Strategy

Two main strategic initiatives<sup>28</sup> were prioritized for focus in the new operational period to create greater impact within the context of available resources. Both thematic areas are complementary to, and directly related to GEF Focal Areas, and a number of Grenada's national priorities as outlined in Table 2 above. The GEF SGP for Grenada, Carriacou and Petite Martinique during the period 2015-2018 will therefore promote and fund projects that are congruent to the following two strategic initiatives:

<sup>28</sup> A few stakeholders also identified low carbon energy access co-benefits and global reach for citizen practice base knowledge programme as possible strategic initiatives for OP6. However, these were in the minority. Cognizant of the financing that could be potentially available, stakeholders agreed to invest in fewer strategic areas to increase impact at the community level.

- **Op6 Strategic Initiative #1: Community based landscape conservation:** The current degraded state of the landscape particularly in forested, residential and coastal areas were identified as a major concern. Issues of eroded and polluted coastal zones,<sup>29</sup> severe loss of vegetative cover due to poor land use practices aggravated by climate variability and change,<sup>30</sup> and inadequate solid waste management were raised by community stakeholders. Importantly, recently completed national documents such as the NAP for the UNCCD, the Coastal Zone Policy among others concurred with the above assessment made by stakeholders. This Strategic Area endeavours to engage grassroots organizations to identify, analyze, design and implement projects at the community level aimed at landscape and/or ecosystem conservation.
  
- **OP6 Strategic Initiative #2: Climate smart innovative agro-ecology:** Climate proofing the agriculture sector, inclusive of the livestock<sup>31</sup> and fisheries subsectors was viewed as a necessary focus of OP6. This was within the context of the vulnerability of the industry to climatic and non-climatic shocks, and its importance to national and community development, food and nutrition security, and sustainable livelihoods.

Box 3 summarizes the sub-thematic focus of the types of projects to be funded during OP6. Consistent with OP5, all proposed projects should outline clear strategies for capacity building, public awareness and education, monitoring and evaluation, and the development and/or enhancement of sustainable livelihoods. With respect to capacity building, planned interventions should be project specific, and informed by the needs of the proposed grantee and the beneficiary community/s. Cognizant of the limited technical expertise among CBOs/NGOs in the areas outlined in Box 2, it is of paramount importance that grantees collaborate with public and/or private sector professionals throughout the project’s lifecycle to ensure that outputs are of a high standard, and are consistent with national priorities and best practices for natural resource management.

<b>Box 3: Sub-thematic focus of the types of projects to be funded, 2015-2018</b>	
<b>Community based landscape conservation</b>	<b>Climate smart innovative agro-ecology</b>
<ul style="list-style-type: none"> <li>▪ Sustainable land management to include:               <ul style="list-style-type: none"> <li>- Coastal zone management</li> <li>- Solid waste management, with an emphasis on waste minimization, and utilization for employment generation,</li> <li>- Reforestation.</li> </ul> </li> <li>▪ Integrated water resource management and riverine ecosystem health;</li> <li>▪ Invasive species management;</li> <li>▪ Biodiversity conservation and amenities enhancement;</li> <li>▪ Heritage conservation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Disaster risk reduction;</li> <li>▪ Value added forms of agriculture production;</li> <li>▪ Use of renewable energy technologies;</li> <li>▪ Utilization of information and communication technologies (ICT) in agriculture;</li> <li>▪ Documentation and application of indigenous technologies; &amp;</li> <li>▪ Research and development</li> </ul>

Stakeholders did not prioritize specific geographical areas or ecosystems to be targeted in OP6. Rather, it was agreed that proposed projects would be funded based on merit, and compliance with the Strategic Initiatives and guidelines set out in the CPS. Therefore, all CSOs legally registered, with an established track record in community development, and the requisite fiduciary structures can potentially access funding through the OP6 window for environmental projects.

<sup>29</sup> Attributed to inadequate public policy, sand mining, inadequate investment in coastal rehabilitation and the impacts of disaster and climatic events.

<sup>30</sup> Example as seen in Belle Vue South Carriacou and Madame Pierre, Petite Martinique.

<sup>31</sup> The poultry subsector was viewed as central to this thrust due to the high importation of such products, and the potential for creating consider sustainable employment with an expanded local industry.

3.3.4 It is imperative to foster synergies between the different initiatives through collaboration and sharing of proposed ideas. The following are instructive:

- Create opportunities for grantees to share project concepts and finalize proposals through a unified platform. This limits duplication of efforts, stimulates new and innovative project ideas, and allows increased opportunities for collaboration among grantees. The National SGP Office can create<sup>32</sup> an electronic platform that facilitates communication among past and present grantees. Participants can be encouraged to among other things to ask questions, post pictures and details about projects, including important lessons learnt. This engenders camaraderie and a sense of belonging, instrumental in motivating teams to higher heights.
- The National Office can where feasible encourage and fund projects which (1) build on the outputs of another and (2) are implemented within the same community, site or landscape with the potential to magnify the outcomes of individual interventions.<sup>33</sup>

3.3.5 All of the allocated financing for OP6 will be utilized for projects within the islands of Grenada, Carriacou and Petite Martinique. Funding will be utilized to finance the diversity of projects that are complementary to the strategic areas as outlined in Box 2 above. Possible project ideas as shared by stakeholders include water harvesting, adoption of renewable energy technologies to improve efficiency of agriculture and manufacturing operations, use of ICT to manage irrigation at the farm level, invasive species containment programmes, improvement of natural resources and social amenities at Sandy Island Carriacou, and anti-litter campaigns for the transportation sector.

### 3.3. *Grant-maker+ strategies*<sup>34</sup>

#### 3.3.1. *CSO-Government Dialogue Platform*

While the SGP itself would not lead the process of organizing CSO-Government dialogues, it recognizes the importance of these platforms as a main pillar for inclusive growth. As an entity, the national SGP through its Coordinator or other assigned member of the NSC will participate in CSO dialogues with Government, once invited. The following are the main platforms for CSO-Government dialogues:

- **Community of Social Partners (CSP)** - Further to the establishment of the CSP in June 2016, the **Social Compact** which outlined an ambitious sustainable path for the State of Grenada built on good governance was signed between Non-State actors and Government. This bringing together of development partners provides avenues for ongoing dialogues between civil society and Government. To improve functioning of the CSP, the following are recommended:
  1. More concerted effort among CSOs leaders to share the minutes and key messages of national dialogue to their constituents at the community level through organized formal and non-formal forums.
  2. Greater reflection of the views and recommendations of CSOs in the outputs of the national development planning process, e.g. in National budgets and policies.
- The **Sustainable Development Council** provides an opportunity for unrestricted monthly discussion on matters pertaining to environmental management and sustainable development in

<sup>32</sup> Not including email technology.

<sup>33</sup> Example, multiple organizations working along the eastern coastline, from Marquis to Conference Bay.

<sup>34</sup> The OP6 Grant-maker+ strategies and related activities may either be outside of the selected landscape/seascapes, or promote partnership building, networking and policy development within the target areas.

Grenada. Civil society, youth, and the public and private sectors are major target groups invited to participate in these sessions. The SGP can utilize this platform to disseminate the results of its projects, while also encouraging grantees participation in organized monthly meetings.

- A number of **national committees** are established as part of the State’s commitment to meeting its obligations under the various MEAs. The National Coordinating Body for the UNCCD and the National Climate Change Committee are two such entities. Similarly, for most national projects, multi-stakeholder steering committees are commissioned to provide strategic direction for implementation. Community’s involvement through a registered CSO/NGO is central to the operation of these guiding bodies.
- **Preparation of national reports for MEAs** typically requires input from CSOs to allow for reporting on indicators that pertain to community’s involvement in the Conventions. This offers another excellent opportunity for CSO-Government dialogue. It is recommended that a more holistic approach be adopted to complete these reports that brings together stakeholders representing the various Conventions, and a wider cross section of Non-State Actors.

### 3.3.2. *Policy influence*

The SGP Country Programme recognizes the importance of influencing policy at the national level as part of its role as Grant Maker in OP6. It therefore commits to these actions:

- Strategic dissemination of the experiences, lessons learnt and best practices of the SGP to a wide audience, including policy makers.
- Advocating that members of the NSC champion the contribution of the SGP in achieving the national targets of environmental management in their circle of influence, including to senior Government officials. Similarly, members should keep the National Coordinator abreast of Government’s actions, and windows of opportunity for SGP collaboration and financing.
- Convening of an annual forum which brings together grantees, public sector officials, the private sector, youths and other key stakeholders to report on the work of the GEF SGP. This provide an effective avenue to seek clarification among grantees and raise the profile of the SGP as a major policy player in the national landscape. This can be a standalone event or can be coupled with another complementary activity.
- Advocate that the Permanent Secretary with responsibility for the Environment include as an agenda item the GEF SGP at least twice each year in the meetings of the Management Board. Programme briefs and/or presentation can be made by the SGP to facilitate this process.

### 3.3.3. *Promoting social inclusion*

Promoting women’s empowerment and gender equality in the State of Grenada during implementation of projects under OP6 is an imperative for the SGP. The following are planned activities to attain this end.

- Maintain women representation on the NSC.
- Use the results of gender analysis for project design and implementation. The Ministry of Social Development can provide gender analysis training to grantees and the NSC as needed.
- Maximize opportunities for transfer of technology and education of women through funded projects.

- Encourage grantees to promote greater involvement of women in the decision making processes relating to the organization.
- Organize an award ceremony to identify, recognize and promote SGP CSO champions.

Similarly, involvement of children and youths in the country portfolio programming is high on the agenda for OP6. While the National Office has made great strides in engaging youths in the programme, example through organized school groups such as the 4H and the Parent Teachers Association, there is need for expansion of this thrust. The following are important value added pursuits in OP6.

- Secure youth participation at the NSC.
- Collaborate with the Ministry with responsibility for youth development, academic institutions and CSOs, including those with a strong youth orientation (e.g. SPECTO) to share the messages of the GEF SGP through organized forums or community based events. Giveaways of SGP paraphernalia at these events or sessions are encouraged.
- The SGP should consider offering full or part sponsorship to youth activities such as sports, reading competitions, environmental activity or other suitable interventions to increase its brand recognition, and trust worthiness among the youthful populace.

#### **3.3.4. Knowledge management plan**

The SGP is committed to increasing awareness and visibility of its brand, and the excellent, and in some cases innovative work undertaken by grantees. This is viewed as a fundamental mainstay to the continued success and expansion of the programme. The following are the main proposals for capturing and disseminating good practices and lessons learnt:

- The National Office commenced a documentation initiative, which involved assigning a videographer to each grantee. The aim is to document each project, and prepare a 30 minutes documentary to be disseminated to local, national, regional and international networks and partners. This practice should be maintained in OP6. Videos can be disseminated through social media, local schools, media houses, CSOs,<sup>35</sup> Government ministries, and development partners. Videos can also be showcased at organize capacity building workshops planned by the SGP or its partners.
- Organize in collaboration with CBOs/NGOs, Parent Teacher's Associations (PTA), churches and other suitable entities, movie nights at the community level to showcase the documentaries prepared for the SGP, and other relevant environmental movies that resonate with community stakeholders, and complement the strategic priorities of OP6.
- Maximize the use of social media through establishment of:
  - A You Tube channel to disseminate its videos;
  - Facebook account, and other possible media (e.g. Instagram), depending on available human resources to manage same.
- Prepare a quarterly newsletter of the work undertaken by grantees and the programme and share through local, regional and international networks.<sup>36</sup>

<sup>35</sup> To be incorporated into their environmental awareness, education and advocacy programming.

<sup>36</sup> Refer to example of an SGP newsletter: [file:///Users/dianneroberts/Downloads/Barbados\\_SGP\\_Green\\_Reporter\\_Issue\\_%232\\_June\\_2015.pdf](file:///Users/dianneroberts/Downloads/Barbados_SGP_Green_Reporter_Issue_%232_June_2015.pdf)

- Utilize established demonstration sites of select projects as a learning tools. This presents an interesting opportunity to engage and motivate interest among youths and children in the SGP.
- Prepare fact sheets on different aspects of the SGP, including grantees works, and disseminate at strategic locations, including at organized workshops and events.
- Host at least one major environmental competition targeting youths and children, working in collaboration with the Ministry of Education, Human Resource Development and the Environment.
- Collaborate with organizers of environmental camps<sup>37</sup> to plan and host these events targeting children and youths.

### 3.3.5. *Communications Strategy*

The SGP recognizes this as an area for development in OP6, and plans to develop and implement a Communication and Outreach Strategy aimed at enhancing communication and engagement of key stakeholders to promote participation and articulate the contribution of the SGP to national priorities. The following are important critical components of the strategy:

- Increase media presence – the SGP in collaboration with its NSC and grantees intends to maximize the opportunities available through the media, particularly for public service programming, as offered through the Government Information Service and select programmes on private broadcast networks. This can be used as a forum to share information by the National Coordinator, members of the NSC, grantees, and community beneficiaries. It also presents a unique opportunity to showcase the perspectives and innovative work undertaken by women, youth, and vulnerable groups who ordinarily might not be in the media. Routine submission of press releases as is currently done through the assigned videographer is also noteworthy.
- Organize an annual forum for all stakeholders, inclusive of grantees and partners to showcase the work undertaken by the SGP during the period under study, including innovative ventures, lessons learnt and insights from grantees and beneficiary communities. This should be coupled with the dissemination of a project brief<sup>38</sup> which summarizes the key information generated at the forum.
- Working in collaboration with the private sector, Government, civil society and academic institutions, organize an **Environmental Knowledge Fair** that features cutting edge technology in environmental conservation and management relevant to diverse sectors (e.g. agriculture, transportation, energy). For instance, companies such as GRENLEC can showcase their green transportation and renewable energy technologies; grantees such as GOAM, Caribbean Reef Buddy, the Grenada Cocoa Association can showcase their innovative work. Event should consider integration of the winners of the National School Science Fair and other interested individuals and groups.
- Install billboards throughout the State to draw attention to demonstration ventures and work undertaken by the SGP.

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<sup>37</sup> Typically held during the summer vacation.

<sup>38</sup> Exact name to be determined.

#### 4. Expected results framework

4.1. The results framework outlined in Table 6 shows the national level CPS targets, activities and indicators for each of the relevant integrated OP6 strategic initiatives that Grenada SGP has agreed to focus on.

**Table 6. Consistency with SGP OP6 global programme components**

<b>1</b> <b>OP6 project components<sup>39</sup></b>	<b>2</b> <b>CPS targets</b>	<b>3</b> <b>Activities</b> Approx. # and typology of projects <sup>40</sup>	<b>4</b> <b>Indicators</b> Target # of hectares	<b>5</b> <b>Means of verification</b>
<p><u>SGP OP6 Component 1:</u> <i>Community Landscape and Seascape Conservation:</i></p> <p>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</p>	<p><i>Projects can support all three islands within the State: Grenada, Carriacou and Petite Martinique</i></p>	<p>At least 5 projects in this area, spanning the sub-thematic areas outlined in Table 2 above.</p>	<p>10-15 hectares impacted</p>	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review (NSC inputs)</p>
<p><u>SGP OP6 Component 2:</u> <i>Climate Smart Innovative Agro-ecology:</i></p> <p>2.1 Agro-ecology practices incorporating measures to reduce CO2 emissions and enhancing resilience to climate change tried and tested in protected area buffer zones and forest corridors and disseminated widely in at least 30 priority countries</p>	<p><i>Proposed agro-ecology practices to be implemented: Organic farming, innovative, low cost clean technologies, housing and livestock feed storage and management practices, drought risk reduction practices</i></p>	<p>3-6 projects</p>	<p>10 hectares</p>	<p>Individual project reporting by SGP country teams</p> <p>Socio-ecological resilience indicators for production landscape (SEPLs)</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review (NSC inputs)</p>

<sup>39</sup> Refers to the global project components and targets.

<sup>40</sup> The estimated number of OP6 projects should distinguish between the utilization of OP^ core grants (which apply across GEF focal areas) and non-core GEF STAR resources (which need to be directly linked to the relevant GEF focal areas). In accordance with the GEF Steering Committee decision (March 2010), up to 20% of non-core GEF resources mobilized may be used for secondary focal areas.

## 5. Monitoring & Evaluation Plan

5.1 The GEF SGP has in place a well-established monitoring and evaluation programme aimed at tracking grantees performance, while also monitoring compliance with SGP guideline. Monitoring and evaluation activities are undertaken at two levels: programme and project levels as detailed below.

At the project level, grantees are expected to include a monitoring and evaluation plan outlining achievable and realistic indicators during the project life cycle, including key deliverables. A budget line should be included in each Concept Note submitted to the SGP to ensure adequate resources are made available for implementation. Once projects are approved, grantees are expected to prepare and submit reports to the SGP on receipt of first and last tranche of financing using standardize monitoring and evaluation templates/ reports. The National Coordinator would also monitor and evaluate projects through direct communication and/or site visits at both design and implementation phases to ensure congruence with planned and expected outputs and budgets. Reports emanating from the above are also submitted. The third level of monitoring at the project level is undertaken by the NSC through its routine site visits of grantees operations at specific intervals during project design and implementation. This integrated approach fosters greater efficiency and effectiveness of implementation, and can more prudently identify and rectify potential challenges.

At the programme level, the information and indicators reported on by grantees are coalesced at the national office and summarized in an Annual Country Reports (ACR). The outcomes of the programme’s monitoring and evaluation efforts are systematically communicated to the NSC and the UNOPS.

5.2 The undermentioned lists important actions to be taken to enhance the monitoring and evaluation activities in OP6.

- Organize training sessions for grantees on monitoring and evaluation.
- The NSC should monitor projects at least three times during project design and implementation; at project design stage, mid-point during project implementation and on project closure. Feedback is critical at all stages to allow for adaptive planning.
- Strengthen partnership with the Ministry of Agriculture, Lands, Forestry, and Fisheries; GIZ; Physical Planning Unit; and other agencies as needed.
- Explore working with the Inter-Agency Group on Development Organization (IADGO) to mainstream monitoring and evaluation and overall capacity development in their training sessions. (Refer to Table 7 for the country programme level M&E tools and templates available).

**Table 7: M & E plan at the country programme level**

<b>M&amp;E Activity</b>	<b>Purpose</b>	<b>Responsible Parties</b>	<b>Budget Source</b>	<b>Timing</b>
Country programme strategy elaboration	Framework for identification of community projects	NC, NSC, country stakeholders and grantee	Covered under preparatory grants	At the start of the operational phase
Annual Country Programme Strategy Review	Learning, adaptive management	NC, NSC, CPMT	Covered under country programme operating	Reviews will be conducted on an annual basis to ensure CPS is on track in achieving its targets, and to allow for adaptive management

<b>M&amp;E Activity</b>	<b>Purpose</b>	<b>Responsible Parties</b>	<b>Budget Source</b>	<b>Timing</b>
NSC meetings for ongoing review of project results and analysis	Assess effectiveness of projects, approaches and adaptive management	NC, NSC, UNDP	Covered under the 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)	Enable efficient reporting to the NSC	NC presenting to the NSC	Covered under the country programme operating costs	Once per year in June
Annual Monitoring Report (AMR) Survey (based on ACR)	Enable efficient reporting to CPMT and GEF, presentation of results to donor	NC submission to CPMT	Covered under the 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 the country programme operating costs	Once per operational phase

## 6. Resource Mobilization Plan

The SGP requires that each project funded by the GEF provides a counterpart funding to cover important baseline project costs. Typically, SGP contributes 50% of the required financing, and matches the remainder through 50% in-kind and cash contribution from grantees. Using an integrated financial mobilization strategy, SGP will seek raise additional financing as previously mentioned in Sections 1.2 and 1.3.

- Leverage financing from the local private sector through dialogue and proposal submission.
- Maximize opportunities for grant funding through planned and currently implemented externally funded projects (e.g. Ridge to Reef).
- Share potential project ideas that require scaling up with public sector officials and technical cooperation agencies to include in the Technical Cooperation Programme and other application for funding modalities.
- Continue to leverage UNDP TRAC funds in addition to the STAR allocation not only for environmental programming, but also funds available under poverty reduction, disaster risk reduction and related thematic areas.
- Tap into private sector financing.
- Maximizing opportunities for co-financing through approved donor funded projects.

- Opportunities available through the diaspora community can also be explored. The creation of a database of available organizations within the diaspora, inclusive of profit, non-profit and philanthropy, represents an important first step.
- Establish a Financial Resource Mobilization Committee within the NSC. This subcommittee with leadership and administrative support provided by the National Coordinator will endeavour to raise financing through partnership with local, regional and international entities. A realistic annual work plan, with targets should be developed to drive this process. Recruiting private sector consulting support can augment in-house capacities to implement the work plan, particularly in the area of proposal development.

## 7. Risk Management Plan

Table 8 below summarize the main risks associated with implementation of the portfolio of projects in OP6. Risk mitigation measures are also outlined. Risks will be tracked during the implementation of the OP6 CPS and reviewed during the CPS Annual review process led by the National Coordinator and NSC. Degree of risks and likely probability could be adjusted at that stage. In addition, new risks not identified during the CPS development process could also be added allowing for adaptive management.

**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
Change in Government policy due to new administration	Medium	Medium	Advocate current administration and opposition representatives of the importance of environmental sustainability. Showcase the work and utility of the GEF SGP as previously presented.
Extreme weather and disaster events	Medium	Medium	Mainstreaming disaster risk reduction principles and climate change consideration in design of all project infrastructure, including demonstration projects.  Preparation of contingency plan for the Grenada programme to support recovery subsequent to such events.
Loss of interest in project by grantee and/or community	Low	Low	Involvement of community in all aspects of project development and where possible implementation; capacity building of grantees in project management and leadership
Insufficient funds to complete projects	Moderate	Low	Capacity building for grantees in effective budgeting, and monitoring at the project level
Low capacity among grantees to implement and operate introduced technologies	Moderate	Moderate	Establishment of strategic partnerships with the requisite capacities to implement and operate introduced technologies, particular those that are new to the Caribbean region.

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
<p>Limited allocation for project administration (10%). Within the context of the financial challenges faced by CSOs, this makes it difficult to recruit suitable expertise for project implementation. In addition, it can result in grantees under estimating the actual costs of products and services, and/or undervaluing their in-kind contribution.</p>	<p>High</p>	<p>High</p>	<p>For budgeting, use project costs to accommodate inflation as oppose to actual, current cost during project design. Stream line project interventions to only what is deemed important and anticipated to create the greatest impact for the investment. Consider partnering with retired professionals who are willing to provide some services at reduced rates.</p>
<p>Low project implementation among grantees</p>	<p>Medium</p>	<p>Medium</p>	<p>Effective implementation of the monitoring and evaluation strategy.</p>



<b>Names</b>	<b>Representing Organization/Community</b>
Kinda De Bellotte	St. Andrew Leo Club
Margaret Wilson	SVP
Winifred Teague	Munich, St Andrew's
Jerome Mitchell	St. Andrew's
Royan Charles	SADO
Rupert Charles	Mirabeau
Lavern Thompson	St. Giles Anglican PTA
Maryam Tawfiq	Farm-in
Andrea Lewis	SADO
Georgina Lewis	GCA PTA
Charmaine Joseph	GRENEED
Kimberly Cornwall	GAPP
Jesse Houston	<b>-B</b>
Ashley Calliste	Dunfermline Sports @ Cultural organization
Amiesha Persaud	Leo Club St. Andrew
Livingston Nelson	Tivoli
Kevin Edwards	La Digue
Shilom Joseph	Rotary Club Grenada East
Alvin Lagoo	GSS PTA
Aden Forteau	TNC
Lynn Stephen	Tivoli R.C School
Desmond Lewis	St. Michael's R.C.
Pamela Fortune	Telescope Primary Sch
Jacqueline Smith	St. Giles Ang.
Lymon Tobias	SADO
Cosmos Joseph	GOAM
Myrna Julien	Salisbury Rd
Dr. Reginal Buckmire	Parris Pharmacy
Joan Peters	Telescope Primary Sch PTA
Bernard Alexander	SSVP
Royan Isaac	Grenville Fad Fishers Assoc.
Akima Ambrose	Leo Club of St. And
Hurorn Hopkin	Plant Tech Nursery
Alberta Bain	Assoc. of Retired Teachers
Kelly Calliste	SDCSS
Dexter Miller	PM Fishers
Tobias Rock	PM Fishers
Nyan Bethel	PM Youth Group
Joseann DeRoche	PM Regatta/Youth
Angela Russell	Bogles Comm. Dev. Group
Verna Cox	Bogles Comm. Dev. Group
Michael Frank	Bogles Comm. Dev. Group
Davon Baker	Ministry
Heather Adams	C'cou & PM Cancer Society
Dexter Leggard	Carriacou Regatta Committee
Dane Lewis	CFF
Kisha Mc Larene	C'cou Culture Drama Group

<b>Names</b>	<b>Representing Organization/Community</b>
Georgina Ray	C'cou Culture Drama Group
Wallace Mc Leod	CPMCS
Osbert Felix	PM
Judy Joyete	C'cou Farmers Association
Brian White	C'cou Fisher Folk
Phillicka DeRoche	PM Affairs
Maxanne Francis	PM Affairs
Vastra Wal	PM Affairs
Rholda Quamine	Bishop's College
Linda Maturine	C'cou Farmers Association
John Lawrence	C'cou Farmers Association
Joshua Clement	C'cou Fisher Folks
Kimberley John	St. David's
Jeanette Charles	St. David's
Kimlin Victor-Cadoo	St. David's
Glena Bain	St. David's
Isaac Thomas	St. David's
Mykie Munro	St. David's
Joseph Ragbasighn	St. David's
Rose Ann McMillan	St. David's
Benedict Newton	St. David's
Petra Williams	St. David's
Gillion Steele	Fish Friday member, Gouyave
Annie Pierre	Craft instructor, Victoria
Kelvin Taylor	Gouyave Estate
Mitch Phillip	ZBM Sunset Furniture, Victoria
Hazle-Ann Tavinier	Dried fruits, Coast Guard
Negra Ferguson	Gouyave Estate
Iva Williams	Clozier
Aveline Teka	Clozier
Carol Nathaniel	Clozier
Kersha Roderique	Clozier
Kenisha Roderique	Clozier
Elva Johnson	Clozier
Jenny Ragbarsingh	Clozier
C Khalfan	St. Mark's Farmer Organization
P Khalfan	Gouyave
Ann Duncan	Douglaston
Deserie Mark	Diamond
Judlyn Richards	Farmer, Bonair
Imhotep Mawuto	Clozier Youth Farmer
Richard Julien	CDGO
George Wilson	Farmer
John Wells	GRENCODA
Sheniel Julien	St. Mark's CYA
Jimmy Fraser	Coast Guard CYA
Desmond Gill	Gouyave Fisher Men Cooperative
Asheba Williams	-

<b>Names</b>	<b>Representing Organization/Community</b>
Rapheal Paul	St. Marks
Abgail Edwards	-
Varlerie Williams	Gouyave
Nellisha Richard	SYC, St Patrick's
Seville Francis	MYCEDO, St. Patrick's
Jodi Alexander	MYCEDO, St. Patrick's
Adeltris Roberts	Young Leaders
Des Andrew	St. Patrick's
Rawle Roberts	TAMCC
Thelma Alexander	Snell Hall, La Fortune and Madeys Group
Valdon Paul	SPECTO
Spencer Thomas	Private Consultant
Paul Phillip	St. Patrick's
Vincent Mitchell	SPECTO
Vacyl Sanderson	SYC, St. Patrick's
Cudyn Thomas	SYC, St. Patrick's
Glenda Williams	LEAF International
Velma Hamilton	St. Patrick's
Jean Farray	LLYO, St. Patrick's
Sabrina Alexander	LLYO, St. Patrick's
Shawndell Joseph	SPYO, St. Patrick's
Clara Thomas	Gouyave
Keemo Vincent	Gouyave
Anthony Cadore	Blackbay
Charlon Mark	Diamond estate
Kelvin Maphie	Gouyave
Matthew Joseph	Florida
Amanda Baldeau	Clozier
Glenroy Vincent	Gouyave
Benny Langaine	GRENCODA
Alec Mathura	St. Patrick's
Florisha Mitchell	St. Patrick's
Algie Sylvester	St. Patrick's
Fulyn Henry	St. Patrick's
Esther	St. Patrick's
Oliva Isaac	MYCEDO, St. Patrick's
Ikashae Hamlet	St. Patrick's