



**SGP** The GEF  
Small Grants  
Programme



# Country Programme Strategy Country - Grenada



Submitted by:  
**St Andrew's Development Organization**



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## LIST OF ACRONYMS

<b>ACR</b>	Annual Country Report
<b>AMR</b>	Annual Monitoring Report
<b>CARICOM</b>	Caribbean Community
<b>CBOs</b>	Community Based-Organisations
<b>CCI</b>	Caribbean Challenge Initiative
<b>CITES</b>	Convention on International Trade in Endangered Species
<b>CPMT</b>	Central Programme Management Team
<b>CPS</b>	Country Programme Strategy
<b>CRew+</b>	Caribbean Regional Fund for Wastewater Management
<b>CSO</b>	Civil Society Organisations
<b>CSP</b>	Community of Social Partners
<b>FAO</b>	Food and Agricultural Organisation
<b>GCCA CCA</b>	Global Climate Change Alliance Climate Change Adaptation
<b>G-CREWS</b>	GCF Climate Resilient Water Sector Project
<b>GEF</b>	Global Environmental Facility
<b>GFC</b>	Grenada Fund for Conservation
<b>GIDC</b>	Grenada Industrial Development Corporation
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
<b>ICCAS</b>	Integrated Climate Change Adaptation Strategies
<b>IICA</b>	Inter-American Institute for Cooperation on Agriculture
<b>IWEco</b>	Integrating Water, Land and Ecosystems Management Project
<b>IWRM</b>	Integrated Water Resources Management
<b>MEA</b>	Multilateral Environmental Agreement
<b>MOU</b>	Memorandum of Agreement
<b>NAP</b>	National Action Programme
<b>NBSAP</b>	National Biodiversity Strategy and Action Plan
<b>NDC</b>	National Determined Contribution
<b>NGO</b>	Non-Governmental Organisation
<b>NSC</b>	National Steering Committee
<b>OP</b>	Operational Plan
<b>OECS</b>	Organisation of Eastern Caribbean States
<b>RAMSAR</b>	Convention on Wetlands of International Importance
<b>RWH</b>	Rainwater Harvesting
<b>SIDS CBA</b>	Small Island Developing States Community Based Adaptation Programme
<b>SLM</b>	Sustainable Land Management
<b>TNC</b>	The Nature Conservancy
<b>UNCCD</b>	United Nations Convention to Combat Desertification
<b>UNDP</b>	United Nations Development Programme
<b>UNFCC</b>	United Nations Framework Convention on Climate Change
<b>UN MSDG</b>	United Nations Multi-Country Sustainable Development Framework
<b>UNOPS</b>	United Nations Office for Project Services
<b>USAID</b>	United States Agency for International Development



## 1. GEF SGP COUNTRY PROGRAMME STRATEGY FOR OP7

OP7 Financial Resources – SGP Country Programme (estimated US\$ 900,000.00) <sup>i</sup>

Total SGP Grants to date since (2014)	USD \$1,600,000.00
OP7 GEF Core Funds	USD \$400,000.00
OP7 GEF STAR Funds	USD \$500,000.00

### Background

As a corporate programme of the GEF, the GEF SGP, implemented by United Nations Development Programme (UNDP) aligns its Operational Phase strategies with those of the GEF and co-financing partners, and provides a global portfolio of *innovative, inclusive, and impactful* projects that address global environmental and sustainable development issues.

Action at the local level by civil society and community-based organizations, including women groups, indigenous peoples, youth, and persons with disabilities is recognized as essential in forming multi-stakeholder alliances to deliver global environmental benefits and contribute to the GEF-7 Programming Directions, UNDP’s Strategic Plan 2018-2021, and national priorities to achieve the UN Sustainable Development Goals and other international commitments.<sup>1</sup>

Building on its over 26 years of successful operations in total over 133 countries, the 7<sup>th</sup> Operational Phase of the SGP aims “*to promote and support innovative, inclusive and scalable initiatives, and foster multi stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes.*”

The present Country Programme is built around the participation of local communities, non-governmental organisations and civil society as a vital approach to its establishment consistently with the aim of the 7<sup>th</sup> Operational Phase of the SGP which is, inter alia, to “foster multi-stakeholder partnerships”.

All recorded spending is in US Dollars.

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<sup>1</sup> The initial SGP OP7 concept was incorporated into the strategic directions for the overall GEF-7 replenishment negotiations in 2017, and subsequently approved by the GEF Council paper “GEF Small Grants Programme: Implementation Arrangements for GEF-7” (GEF/C.54/05.rev) in June 2018.



## 2. SUMMARY: KEY RESULTS/ACCOMPLISHMENTS

The GEF SGP is in its 7<sup>th</sup> Operational phase after a twenty-year existence financing projects started in Grenada in 2014 through OP4, OP5 and OP6. Since then, it has succeeded in funding and providing technical support for more than **48 grant projects. These investments support the generation of sustainable livelihoods directed towards building capacity and provided leadership in local communities.** The projects coincided with GEF Focal Areas of: Biodiversity Conservation, Climate Change Mitigation and Adaptation, Prevention of Land Degradation, Protection of International Waters, Reduction of the Impact of Chemicals.

By design the GEF Small Grants Programme promotes the strengthening of community groups and have the potential to introduce innovative techniques for resource utilization, energy and climate smart technologies, develop an appreciation for biodiversity conservation through development of open spaces and parks, collaboration with sector agencies, sharing of lessons learnt, capacity building and the establishment of partnerships.

The SGP constitutes an important dialogue platform between Government Ministries and CSO's in the setting of national development priorities and opportunities for securing local solutions to national issues. This will pave the way for a high level of cooperation during OP7 project implementation.

### 3.1 ALIGNMENT WITH NATIONAL PRIORITIES

TABLE 1 \_List of Relevant MEAs and national/regional plans or programmes

<b>Rio Conventions + national planning frameworks</b>	<b>Date of ratification / completion</b>
GEF-7 National Dialogues	January, 2020
Convention on Biological Diversity (CBD)	Ratified on August 11, 1994
CBD National Biodiversity Strategy and Action Plan (NBSAP) (2016-2020)	Completed June 30, 2016
Nagoya Protocol on Access and Benefit-Sharing (ABS)	Nearing completion
UN Framework Convention on Climate Change (UNFCCC)	Ratified 11 August 1994
Grenada National Climate Change Policy and Action Plan	Completed 2007
Kyoto Protocol	6 August 2002
Paris Agreement	Ratified 22 April 2016
Nationally Determined Contributions (NDCs) for Paris Accord	Completed 2016
UN Convention to Combat Desertification (UNCCD)	Ratified 27th May, 1997
UNCCD National Action Programmes (NAP) (Aligned)	Completed May 2015
Stockholm Convention (SC) on Persistent Organic Pollutants (POPs)	Under consideration
SC National Implementation Plan (NIP)	Under consideration

Minamata Convention (MC) on Mercury	Under consideration
UN 2030 Sustainable Development Goals (SDGs)	25 September 2015
Strategic Action Programmes (SAPs) for shared international water-bodies (IW) <sup>2</sup>	CLME+ (2015-2020)
National Environmental Policy and Management Strategy	Completed 2005
GEF National Capacity Self-Assessment (NCSA)	Completed 2006
Land and Marine Management Strategy	Completed 2011
Final Draft Coastal Zone Policy for Grenada	Completed 2015
Draft Land Policy for Grenada, Carriacou and Petite Martinique	Completed September 2018
Cartagena Convention for the Protection and Development of the Marine Environment in the Wider Caribbean Region and its Protocols	Acceded 17 August 1987
Land-based Sources of Marine Pollution (LBS Protocol)	Acceded 5 March 2012

### 3.2 Gaps and Opportunities

Grenada’s National Sustainable Development Plan 2020-2035 has integrated the Sustainable Development Goals (SDGs) which came into effect on January 1, 2016 within its national development framework. In this context, the government of Grenada implements the global environmental goals through its participation in several SDG-related programmes.

The SGP is a significant funding source that is available for CSO’s engaged in environmental management and offers many synergies for mainstreaming environmental management into national development objectives in the country. Two (2) initiatives- the Caribbean Challenge Initiative (CCI) Project and the Global Island Partnership (GLISPA) both of which spotlight marine conservation and building sustainability by utilizing natural resources, provide opportunities for collaboration with funding entities and participating governments themselves. The SIDS Lighthouses Initiative which ends in 2020 is a joint effort of SIDS and development partners. In its design the project encouraged a holistic approach in which policy, technology and market frameworks prompted capacity building opportunities for the communities in which the project was being implemented.

The Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States (IWEco) Project fosters a broad range of synergies and opportunities for strengthening Grenada SGP. Several partners constitute the IWEco Project Partnership. Included are UNDP, UN Environment CAR-RCU, Caribbean Public Health Agency (CARPHA) and United Nations Office for Project Services (UNOPS). SGP will seek out other opportunities to expand the potential for synergies by leveraging these partnerships in the OP7 phase in the course of project development

<sup>2</sup> Please also identify existing IW regional projects and the regional SAPs adopted by countries sharing international waterbodies so as to align SGP local interventions. Please check this website to find some of the SAPs: <http://iwlearn.net/publications/SAP>



Prior to SGP the opportunity for CSOs to work with regional, international and government entities was very limited. Since SGP, this has improved to a noticeable extent. It was manifested during OP5 and OP6 where donors from Australia, CATS Programmes and UNDP partnered with CSOs to deliver environmental projects in the marine area. This constructive happening was not known to have occurred at any time before.

Besides improvements in environmental conservation and stewardship, SGP has financed projects for raising awareness among the youth of Grenada on the impacts of humans on the environment. The Petite Martinique Regatta Committee's Coastal Rehabilitation project to strengthen and replant trees on the Sanchez coastline saw a high level of youth participation. The project created an opening for raising awareness of conservation and climate change amongst youth. Alternative livelihoods and the generation of alternative income streams were also targeted in the project.

However, many of these projects do not recognize women as a different social and less privileged group of participants and beneficiaries. It is often the case that by not placing a special focus on women they are left behind in accessing the projects. In its design SGP OP7 will make provision for the increased participation of women by head count in leadership and decision-making in areas of natural resource management including land, water, forest and fisheries.

It is expected that these collaborations will yield positive results in the grant making and non-grant making role and although SGP projects experience limited funding, available funding could potentially be aligned to externally- funded medium and large GEF projects or large Government projects that have synergies with SGP projects as one method for mobilizing counterpart funding. In OP7 the UNDP Country Office will be a major partner for the SGP programme in the upscaling and enhancement of on-going GEF projects with the Government of Grenada and in promoting the SDG's 2030.

CSOs are represented on the National Steering Committee (NSC) affording them the opportunity to provide leadership on the country programmes to ensure their effectiveness. The NSC has a broad membership of representatives from finance, planning, environment and other national representatives and entities. CSOs are the majority membership. By working together on SGP operational phases, CSOs can strengthen their relationships with the organisations sitting on the NSC including UNDP which is an *ex officio* member of the NSC. A Technical Committee functions as part of the NSC with the portfolio to provide technical advice for the review of proposals and technical guidance in specialized areas of work.

The SGP constitutes an important dialogue platform between Government Ministries and CSO's in the setting of national development priorities and opportunities for securing local solutions to national issues. As an example, the strategies on energy, IWRM and RWH, water conservation practices and water governance that are established in Grenada's First Draft National Sustainable Development Plan 2020-2035 and Draft Water Policy, exhibit synergistic linkages to OP7 Strategic Initiatives set out below. In this exposure as well, CSO awareness of obligations under MEAs and their linkages to national development objectives has substantially increased. SGP too has established partnerships at the individual and project levels with CBO's, NGOs and CSOs which has raised mutual interest and capacity.

### 3.3. OP7 Strategic Priorities of the SGP Country Programme

The Stakeholder Workshops that were held in various locations during the months of January and February 2020 established the foundation for selecting the priority strategic initiatives for OP 7. They are listed below. Criteria for the selection of project activities were drawn from the OP6 documents and presented for discussion to stakeholders. Stakeholder discussions were used to ascertain the relevance of the criteria to the local situation. Fourteen (14) key criteria with different weightings were identified. However, for the purpose of this exercise all fourteen criteria were equally weighted to reduce complexity.

Besides environmental benefits, the project initiatives identified by the participants were poverty reduction and livelihood improvement, capacity development of local civil society organizations, water and waste management, agriculture and food security, gender equality and women's empowerment as key aspects for consideration.

The priority strategic initiatives that resulted from the Stakeholder consultations are:

- Community-based conservation of threatened ecosystems and invasive species management (biodiversity conservation),
- Low carbon energy access co-benefits
- Climate Smart Innovative Agroecology
- Sustainable agriculture and fisheries, and food security
- Community-based conservation of threatened ecosystems and species
- Enhancing Social Inclusion
- Capacity Building for CSOs

The prioritization is generally linked to the national plans and programmes put forward in, *inter alia*, Grenada's First Draft National Sustainable Development Plan (2020-2030), IWeco, CLME+ and GCF Climate Resilient Water Sector Project (G-CREWS). However, women need to be recognized more fully as a special group with regard to these initiatives and in valuing their contributions in decision-making and implementation. The CPS OP7 will assist women in training activities and in their decision-making to enhance their knowledge and abilities.

UNDP set mandatory GEF strategies which will also be addressed in OP7. They are:

- CSO-Government-Private Sector Policy and Planning Dialogue Platforms
- Enhancing social inclusion through capacity building for youth, women and persons living with disabilities

#### OP7 Mandatory GEF Strategies

- ✓ CSO-Government-Private Sector Policy and Planning Dialogue
- ✓ Enhancing Social Cohesion through capacity building
- ✓ Public awareness and training



- Public awareness and training in project preparation and implementation

These cross-cutting strategies contribute indispensable support to the SGP. Wastewater management and climate change adaptation/resilience are discussed in several areas in the Report e.g. grant- making and energy and climate smart technologies.

Table 2 below shows the SGP CPS’s alignment with SGP OP7 strategic initiatives and national priorities. Throughout, SGP Grenada will explore opportunities to strengthen or build synergistic relationships with UNDP, UN Environment, UNCCD, UNFCCC and FAO and collaborate with government programs that coincide with SGP OP7 initiatives.

There are two examples of these synergies. They are:

- The Japan- Caribbean – Climate Change Partnership (JCCP) which, through UNDP funding of two water management projects created partnerships with local communities.
- The IWeco project which offered capacity- building opportunities to communities which is integral to SGP strategy in OP7

**Table2.** SGP Country Programme’s alignment with SGP OP7 Strategic Initiatives and Country Priorities/Projects/Programmes

1	2	3
<p><b>SGP OP7 Strategic Initiatives – Global</b></p>	<p><b>SGP Country Programme’s OP7 Priorities</b></p>	<p><b>SGP Country Programme’s complementarity with GEF, UNDP, and other projects and programmes (identify related projects/ programmes for cooperation)</b></p>
<p><i>Community-based conservation of threatened ecosystems and species</i></p> <p>Key objectives/focus:</p> <ol style="list-style-type: none"> <li>1) Improve management effectiveness of protected areas through ICCAs and shared governance with private sector and government.</li> <li>2) Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g.</li> </ol>	<p><u>NBSAP 2016-2020</u></p> <p>SGP can champion public awareness programme to focus on community development and sustainable livelihoods, leadership, advocacy, applied demonstration, valuation, synergies, linkages and national capacity for the management of biodiversity.</p> <p><u>Integrated Water, Land and Ecosystem Management in Caribbean SIDS (IWeco) Project</u></p> <p>Project promotes, <i>inter alia</i>, integrated approach for water, land and ecosystem management that promotes community-led initiatives for sustainable</p>	<p>In Grenada, UNDP has worked with the government to secure resources to address issues of biodiversity conservation and land degradation through the Global Environment Facility (GEF) under the project “Implementing a ‘Ridge to Reef’ approach to protecting biodiversity and ecosystem functions within and around protected areas in Grenada”. SGP will promote the participation and role of women in decision-making processes.</p>

<p>agriculture, fisheries, forestry, tourism, infrastructure, etc.)</p> <p>3) Enhance community led actions for protection of threatened species</p>	<p>livelihood, capacity building and information sharing.</p> <p>SADO Harvest 2030 Project Rainwater harvesting (RWH) activities conducted by SADO can be enhanced to consider water resources within the broad IWRM framework and the integration of social and environmental considerations into water management</p> <p>Caribbean Reef Buddy Lionfish Containment Project implemented a Lionfish culling program that collected data usable by international scientific community, promoted lionfish hunting to local fishers, trained new hunters and promoted public awareness of Lionfish to schools and the general public, Monitoring skills is suited for upscaling to consider mechanisms for invasive species management of new or existing invaders.</p> <p><u>Sustainable Land Management Project</u> Project successes can be replicated to strengthen capacity in government, civil society and private sector institutions for integration of sustainable land management into national development policies, plans and regulatory frameworks.</p> <p><u>Integrated Climate Change Adaptation Strategy (ICCAS) Project</u> Outputs included the development of a Coastal Zone Policy and Management Plan; capacity development in water and coastal resource (GIZ); increased adaptive capacity of communities through the implementation of concrete community-based adaptation activities and incentives in the islands of Grenada, Carriacou and Petit Martinique. (Overseen by UNDP). Lessons learned from projects on biodiversity friendly practices etc. and actions for protection of species</p>	
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	<p>can be useful to OP7. SGP can promote synergies between environment, climate change, resilience and economic development as a cross-cutting strategy in project formulation.</p> <p><u>Vision 2030 Goal 4</u> National Sustainable Development Plan 2020-2035 establishes national policies and plans on environmental sustainability and conservation.</p>	
<p><b><i>Sustainable agriculture and fisheries, and food security</i></b></p> <ol style="list-style-type: none"> <li>1) Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, SIDS, etc.).</li> <li>2) Increase diversification and livelihood improvement</li> <li>3) Remove deforestation from supply chain and expanded restoration of degraded lands.</li> </ol>	<p><i>The GEF SGP program will aim to</i></p> <ul style="list-style-type: none"> <li>- Build capacity towards achieving sustainable farming practices</li> <li>- Develop projects aimed at sustainable ground farming practices</li> <li>- Introduce new forms of farming such as hydroponic and aquaponic farming</li> <li>- The realization of sustainable livelihood through agriculture</li> </ul>	<p>The GEF SGP program will collaborate with the ICCAS and SLM projects to maximize synergy opportunities. As well as work with the Ministry of Agriculture to achieve its priority of ensuring food security for its population.</p> <p>Education, awareness and capacity building on climate change (MOA)</p> <p>Synergies will also be built with the UNDP Ridge to Reef Project and the UNDP Climate resilient agricultural workshop</p>
<p><b><i>Low-carbon energy access co-benefits</i></b></p> <p>Support implementation of Paris Agreement and the NDCs</p> <ol style="list-style-type: none"> <li>1) Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods.</li> <li>2) Promote off-grid energy service needs in rural and urban areas.</li> </ol>	<p>i) Introduction of the solar energy to reduce energy costs and establish irrigation system to produce crops and vegetables year-round. Promote involvement and training for youth, (NEWLO); ii) waste to energy to support sustainable livelihoods for persons with disabilities (GNCD)</p> <p>SGP will further the objectives of Grenada's: (a) <u>Clean Energy Policy and Energy Efficiency Program</u> through increased reliance on, <i>inter alia</i>, solar technologies while also contributing to the NDC.</p>	<p>GEF SGP will collaborate with the Climate Promise project expected to start in 2021 which is being implemented by the UNFCCC.</p> <p>Work will be aligned in conjunction with the Energy Division in its execution of the clean energy policy</p>

	<p><u>(b) GEF Energy for Sustainable Development in Caribbean Buildings Project</u></p> <p>Synergies for the review of the Grenada NDC 2020 will be looked at</p>	<p>Sustainable Development Goal # 7- Affordable and Clean Energy</p>
<p><b><i>Local to global coalitions for chemicals and waste management</i></b></p> <ol style="list-style-type: none"> <li>1) Reduce and promote alternative to mercury use in artisanal and small-scale gold mining</li> <li>2) Promote plastics/solid waste management and circular economy</li> <li>3) Reduce/remove use of chemicals in agriculture</li> <li>4) Enhance local to global coalitions on chemicals, waste and mercury management</li> </ol>	<p>Synergies with Grenada CDB Waste Management Project will be identified to include working with schools on recycling.</p> <p>Support national efforts towards phasing out single use plastics through targeted knowledge exchanges at the community level</p> <p>Grenada is a participating country in the Basel Convention Regional Centre-Caribbean (BCRC-C) Minamata Initial Assessment (for the Minamata Convention on Mercury) Project to discharge 3) and 4)</p>	<p>SGP priority is consistent with UNDP activities for Grenada to take steps to accede to the Minamata Convention on Mercury and implement its obligations.</p> <p>SGP will partner with CO to support awareness and capacity building at the community level</p>
<p><b><i>Catalyzing sustainable urban solutions</i></b></p> <ol style="list-style-type: none"> <li>1) Improved capacities to promote community-driven, socially inclusive and integrated solutions to address low-emission and resilient urban development</li> <li>2) Demonstrated innovative socially-inclusive urban solutions/ approaches (including waste and chemical management, energy, transport, watershed protection, ecosystem services and biodiversity)</li> <li>3) Implement public-private partnership approach for low</li> </ol>	<p>The role of the SGP in CSO-Government Dialogue Platform will be;</p> <ul style="list-style-type: none"> <li>- Facilitating the development and implementation of urban solutions to waste and water management</li> <li>- Developing and implementing public - private partnerships for low carbon energy access for marginalized urban communities with GCIC</li> <li>-</li> </ul>	<p>Through Grenada's Blue Growth, UNDP Smart Cities Project synergies will be established with the EU's Smart Cities Lighthouse Projects, Integrated Solid Waste Management Project and the <i>Geothermal Risk Mitigation Programme for the OECS</i></p>

<p>carbon energy access for marginalized urban communities</p>		
<p><b>CSO-Government-Private Sector Policy and Planning Dialogue Platforms</b></p> <p>1) Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues</p>	<p>SGP will maintain dialogue with key government and UN partners relevant to priority SGP project areas (environment, education, social and economic development, planning and policy). SGP will dedicate an annual meeting with partners in which communities can participate. <u>Community of Social Partners</u> Long-standing multi-stakeholder partnership for national development. Stakeholders include CSOs and SGP grantees. Important that their membership be kept. Women, as a special group will be provided policy-level training opportunities to help them participate in decision-making forums.</p> <p>The GEF SGP will also mainstream social inclusion in all projects also through capacity development in this area for CSO's.</p>	<p>To improve dialogue SGP will pursue opportunities for dialogue with government, Regional &amp; International Organisations, UNDP and communities.</p> <p>Joint workshops with grantees and other partners for example political and operational focal point.</p>
<p><b>Enhancing social inclusion (mandatory)</b></p> <p>1) Promote targeted initiatives</p> <p>2) Mainstream social inclusion in all projects (e.g. women/girls, indigenous peoples, youth, and persons with disabilities)</p>	<p><b>Enhancing social inclusion</b></p> <ul style="list-style-type: none"> <li>- Promote targeted initiatives by facilitating project developments sessions with interest groups</li> <li>- Mainstream social inclusion in all projects through capacity development</li> <li>- Secure gender balance in NSC membership</li> </ul>	<p>Collaboration will be made with;</p> <ul style="list-style-type: none"> <li>- Ministry of Social development, Division or Co-operatives and the UNDP Climate Resilient Agriculture project.</li> <li>- Aspire – Caribbean Development Bank funded to include youth</li> <li>- Spotlight project – funded by the European Union and United nations, to included young women</li> </ul>

<p><b>Knowledge Management (mandatory)</b></p> <ol style="list-style-type: none"> <li>1) Capture knowledge and lessons from projects and activities</li> <li>2) Improve capacities of CSOs/CBOs</li> <li>3) Conduct South-South Exchanges to promote technology transfer and replication of good practices</li> </ol>	<p><b>Knowledge Management</b></p> <ol style="list-style-type: none"> <li>4) Capture knowledge and lessons from projects and activities</li> <li>5) Improve capacities of CSOs/CBOs</li> <li>6) Conduct South-South Exchanges to promote technology transfer and replication of good practices</li> <li>7) Promote knowledge-sharing among grantees</li> <li>8) Convene dialogue CSOs and government entities, private sector and other relevant parties</li> <li>9) Promote knowledge sharing on innovative community initiatives</li> </ol>	<p>SGP and UNDP will collaborate in efforts to promote success stories for SGP projects.</p> <p>Partner with other conferences, exhibitions and fairs such as the Coalition of services trade fairs, The ministry of Agriculture world food day festival etc.</p>
<p><b>Results Management, Monitoring &amp; Evaluation (mandatory)</b></p> <ol style="list-style-type: none"> <li>1) Administer new M&amp;E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms</li> </ol>	<p><b>Results Management, Monitoring &amp; Evaluation</b></p> <ol style="list-style-type: none"> <li>1) Administer new M&amp;E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms</li> <li>2) Strengthening partnerships with communities in the selected landscape/seascape areas by partnering with other individuals and institutions including government, private sector and academia in areas of similar interests</li> </ol>	<p>GEF SGP will establish synergies with Government agencies to conduct M &amp; E for projects which contribute to local SDG commitments</p>

It is essential that OP7 priorities consider cross-cutting themes for all projects. They are:

- social inclusion,
- capacity-building
- training
- gender balance
- public awareness and education and knowledge management.

As a key strategy, the projects will specifically address the participation and enhancement of women and youth, gender balance and persons living with disabilities in planning and community-led initiatives as a mechanism



to promote successful project implementation. Where community groups lack the capacity for including these groups in project implementation, training will be offered in mechanisms for factoring the cross-cutting themes mentioned above within the projects and in fostering the adequate consideration of these groups.

## 4. OP7 PRIORITY LANDSCAPES/SEASCAPES & STRATEGIC INITIATIVES

### 4.1. Grantmaking Within the Priority Landscape/Seascapes<sup>4</sup>

#### a) *Process for selecting priority landscapes and seascapes*

The Grantee undertook a comprehensive review of national policies and strategic plans, background documents pertaining to the SGP, previous SGP projects, past successes and failures and lessons learned from Grenada SGP 2014 – 2016 (focusing on OP5 and OP6) to gain an understanding of project objectives. A review of GEF focal areas to determine their harmonization with OP7 initiatives was also done.

A fundamental principle of the Grenada SGP is the full and effective participation of stakeholders and partners. In furtherance, stakeholders took an active part in the baseline assessment for the selection of the landscape/seascape and priority-setting for OP7. To ensure a geographical spread and sharing of the benefits to be derived from the projects, the location of the project by parish and where it was most needed were critical selection criteria.

National policy documents and lessons learned from past projects were referred to in the consultations. They included guidance documents relevant to SGP landscape/seascape selection and assessments. Policy documents prepared by SGP Grenada, UNDP, UNOPS and relevant government departments were also duly considered. A List of References is situated at the end of this document.

A total of four (4) consultations were held one of which was held in Carriacou and Petit Martinique. Attendees came from a wide cross-section of groups and individuals each having a uniquely diverse interest. They included CSOs, CBOs, NGOs and individual youth and women that were not aligned with a particular group. The consultations were coordinated by St Andrews Development Organizations and held over an extended period (between January and February 2020). This gave time to the communities to formulate their interventions prior to the actual meeting being held. The majority of community stakeholders have been exposed to the OP4, OP5 and OP6 operational phases. In many cases, participants were actually engaged in previous GEF SGP projects. This has resulted in an extremely high level of understanding among community stakeholders about the SGP and its value to project implementation in the areas that were proposed.

Due to the country's small size, the community group stakeholders were familiar with each other even if they had not actually worked together. This will pave the way for a high level of cooperation during OP7 project implementation. The list of stakeholder participants is at [Appendix 1](#). The GEF SGP gave valuable support and guidance on the several critical issues that were raised during the consultations.

A common thread in all the consultations were proposals for the involvement of women, youth and persons with disability, training for CSO's in project management and legal requirements, youth training and the promotion of volunteerism (or "for the love of it") approaches in the environmental sphere. Crosscutting



strategies proposed a tourism focus to food and nutrition through such activities as a Fish Festival, the establishment of a fish centre for tourists and the conduct of educational marine tours.

The results of the consultations held in Grenada in February, 2020 appeared to coincide with the priorities presented in the Carriacou January meetings. The meeting was well attended with representation of both men and women, young and old. As a strategy, the group proposed activities that placed sustainability at the centre of each project by combining both economic and environmental targets to sustain livelihoods.

Examples include alternative energy, organic farming, waste management, climate smart agriculture involving solar-powered shade houses, waste to beneficial use which, for example, uses scrap metal to create farm tools and the creation of green spaces.

*b) Selected Landscapes/Seascapes for OP7*

**Map: Showing communities and OP7 Landscape and Seascape Target Areas**

Grenada is one of the smallest SIDS in the western hemisphere, the island being a mere 21 miles (34 km) long and 12 miles (19 km) wide. It also comprises the southern Grenadines largest island Carriacou which measures 13 square miles and Petite Martinique to form a three-island country. Because of its geographical makeup and for the purposes of Grenada SGP landscape/seascape priorities are proposed for the whole country. As such the projects, can be implemented in any of the parishes in Grenada, Carriacou and Petite Martinique.





Map : Map of Grenada showing parishes

The national consultations prioritized four strategic initiatives. They are depicted in [Table 3](#) below.

**Table 3: Landscape/Seascape Projects for Prioritization under OP7**

<b>Community</b>	<b>OP\ Strategic Initiative/Component</b>	<b>Focal Area</b>	<b>Description</b>
Birch Grove, St. Andrews	Low-carbon energy access co-benefits	Capacity Development, Climate Change, social inclusion, gender balance	Implementation of 30kW community micro hydropower plant to reduce greenhouse gases
Grenada Community	Community landscape/Seascape conservation	Capacity Development, Land Degradation, Climate Change, Social inclusion, Gender, Youth	To increase cocoa production, improving resilience of cocoa crop
Multiple	Low-carbon energy access co-benefits	Waste management, Food security and Climate Smart agriculture, Climate Change, Capacity Development, Social inclusion, Gender, Youth	Conversion of waste to methane for use in facility baking, cooking
Palmiste, St. John's	Low-carbon energy access co-benefits	Climate Change, Capacity Development, Climate Smart agriculture, Social Inclusion, Gender, Youth	Upgrade and expansion of facility programme for transition from non-renewable energy to solar energy

The prioritization is primarily linked to the national development agenda established in the First Draft National Sustainable Development Plan 2020-2035; the NBSAP, Grenada Climate Change Policy and Action Plan among others. Experiences in OP6 by CSOs were also determined to be of value in the areas of biodiversity, low carbon energy access and especially for crosscutting issues such as social inclusion and gender, youth and persons with disabilities and were considered.

The results of the consultations were the main mechanisms used to determine consensus for the priorities and strategies that were set to achieve OP7 outcomes. The discussions produced broad priority areas for OP 7 ranging from -

- biodiversity conservation in the parish of St. Patrick,
- coastal erosion due to sand mining in Sauteurs Bay and Telescope Beach
- wastewater disposal and recycling with particular reference to the Chambord area, and
- Integrated waste resources management and RWH in St. Andrews
- Food and nutrition in Petit Martinique.



The meeting in Carriacou had a substantial agricultural and fisheries focus which included the introduction of new farming methods such as aquaponics, intercropping, soil and livestock management, the building of Fish Aggregating Devices (FADS) and associated training and the setting up of fish marketing depots.

As a key strategy, participants voiced a preference for the replication/upscaling of existing projects, taking account of past project experiences and lessons learned to ensure that OP7 programmes could be most effective and successful.

*c) OP7 Strategic Initiatives in the landscapes/seascapes*

OP7 strategic initiatives took account of the prioritizations that were proposed at the stakeholder consultations and linkages to the benefits that could be derived from adopting them. The strategies comprised the following:

**Community-based conservation of threatened ecosystems and species**

The management of biodiversity in Grenada is of great importance for which emphasis have been placed for locals to learn and gain the qualifications and certification as coral gardeners. These coral gardens will in turn take on the mandate of restoring corals at various locations throughout Grenada Carriacou and Petite Martinique.

Efforts will also be placed on the use of natural resources such as the vetiver grass to assist farmers and other land users in dealing with issues related to land degradation.

Awareness and education will also be shared on the proper use of land based on location.

**Sustainable agriculture and fisheries and food security**

With the Covid 19 pandemic on the rise, the government of Grenada has seen the effects of decreased trade within the islands as well as the international countries which has affected the food security of the nation. With this in mind, the Ministry of Agriculture has made food security one of its top priority to ensure that the population can feed itself. This is expected to increase the livelihoods of many as a result of the economic growth that will be derived.

**Low-carbon energy access co-benefits**

Countries are now seeing the need to reduce their reliance on the use of fossil fuels and oils to using alternative forms of energy which are often at a cost to the many vulnerable groups throughout Grenada. The strategic initiative will assist Grenada in achieving its NDC goals of having more persons use the sun, wind or water to produce energy. The GEF SGP program will provide support to promoting the use of LED and energy efficient technologies.

**Local to global coalitions for chemicals and waste management**

At present the Grenada Solid Waste authority is running out of land space at the land fill. As such, efforts will be made to find suitable alternative use of plastics that are generally discarded into the environment.



The GEF SGP will work with cycle 6 grantees to upscale the plastic related projects and will also work along with the Ministry of the environment in the fight to ban single use plastic bags.

Efforts will also be made to raise awareness on how to properly discard of harmful substances such as mercury, old ink cartridges and old computer parts.

### *Catalyzing sustainable urban solutions*

With the negative effects of Climate Change, Grenada has seen an increase the amount of flooding events due heavy rainfalls which is further exacerbated by improper drainage throughout the urban areas. As such, support will be provided to CSO's to assist in finding solutions to alleviate these challenges. Awareness sessions will be held to showcase ways the community can consider greening the urban areas.

## **4.2 Grant making Outside the Priority Landscapes/Seascapes**

Effective CSO-government dialogue is integral to successful project implementation. GEF SGP Grenada has maintained dialogue with government agencies that are responsible for priority SGP project areas in particular *environment, education, social and economic development, planning and policy*. It is important to maintain and strengthen this cooperation. In furtherance, SGP will construct or maintain dialogue with government entities on an ongoing basis. Institutional arrangements for furthering CSO-government dialogue are represented in two entities.

### *a)CSO-Government-Private Sector Dialogue Platform*

Private sector entities have expressed an interest in SGP however so far projects have not been synched to the products or activities in which they are involved or has a clear path been established for them in areas such as climate change. The need to take steps to promote their participation in Grenada SGP was underscored by participants. Under OP7 opportunities to encourage private sector involvement in SGP will be sought.

### b) Promoting Social Inclusion

Grenada has relatively high statistics when it comes to the participation of women in SGP project activity. Realistically women occupy many leadership roles and memberships on CSOs, CBOs and NGOs. However, at the policy implementation level there exists an unequal representation of women resulting in low-level impacts in this area.

Social inclusion with particular regard to the involvement of youth has been a central focus of the majority of projects under OP6. Examples of this approach include GFC Educational projects that have conducted annual fisheries and forestry summer camps for youths, SADO's Grenada Harvest 2030 Project which offered training to youths including girls on rainwater harvesting techniques and the TAMCC Environment Stewards Training Project that developed as many as fifteen (15) modular courses for an Associate/Bachelor Degree Programme have all witnessed a high involvement of young girls and boys (youth).



SGP will provide strategic inputs for the involvement of women, youth and persons with disabilities in OP7. In so doing SGP will:

- make a concerted effort to ensure that women are not marginalised by giving them access to training and effective participation in project activities
- ensure gender and age balance on the NSC
- integrate both men and women in the planning and implementation of project activities at project implementation level
- creating opportunities from (alternative) sustainable livelihoods and income-generation opportunities such as conservation, rehabilitation and restoration actions for women
- develop education and awareness raising and capacity building programmes on climate change adaptation and natural disaster management for women and girls.
- Set a vision and strategic direction for projects that include working with persons living with disabilities
- Ensure that persons living with disabilities are incorporated in meaningful activities and not as tokenism

In 2016 the Government of Grenada established a Community of Partners and related Social Compact between Non-State actors and Government. The CSP seeks to maintain ongoing dialogue between CSOs and Government. To add to the efficacy of the CSP the following actions are proposed:

- SGP has an accumulation of on-the-ground knowledge of practices, technologies and challenges that can contribute to the government sustainable development agenda. Therefore, there should be a greater involvement by SGP in the setting of meetings and the agenda and in obtaining a copy of the Minutes beforehand.
- CSOs should be involved in a wider array of government policy and planning initiatives to increase their contribution to key development issues that coincide with OP5 and OP6 SGP programmes such as environmental awareness, climate change, land degradation and biodiversity conservation
- Government should genuinely consider the views and recommendations of CSOs including women that are presented at the dialogues

#### i) Sustainable Development Council (SDC)

Grenada is the only one of the original six Capacity 21 Caribbean SIDS that still has a functioning SDC. The Council meets on a regular basis keeping the door open for continuous CSO-government dialogue on SGP issues and provide linkages to local policy development. Remarkably the SDC celebrated its 150<sup>th</sup> anniversary in early 2019 and concluded its 157<sup>th</sup> meeting in February 2020. Despite the challenges of the pandemic to host the meetings face to face the SDC meeting are now held virtually.



The SDC was established in 1996 as an institutional strategy to follow up and implement Agenda 21- the Plan of Action for Sustainable development. It has a diverse membership comprising CSO's, government, private sector and academia as stakeholders. Grenada's National Sustainable Development Plan 2020 – 2030 validates the work of the SDC and the 2030 Global Agenda for Sustainable Development (Sustainable Development Goals or SDG'). To strengthen the SDC and avoid duplication in the creation of an additional entity, it is a proposal that the SDC be transformed into a formal structure in a Sustainable Development Commission. The CPS will seek to rectify gender imbalances in the reformed SDC. The discussion is still at a preliminary stage and has not yet received the full endorsement of the existing SDC.

#### ii) National Committees for MEAs

A general trend practiced by government is to assign the responsibility for MEA implementation to a relevant national committee. For example, a committee is established for each of the United Nations Conventions e.g. UNCCD, and the UNFCCC and its Protocols. CSO's are represented on these committees and are involved in the preparation of responses to the national reports that are submitted to the respective MEA Secretariats. Through this involvement CSOs have an opportunity to ensure the achievement of benefits and effective implementation of MEAs. An important concern relates to the multiplicity of committees and the lack of adequate technical capacity with the knowledge to contribute to them.

#### *c) Knowledge Management*

SGP is a global incubator of innovative ideas and solutions developed by civil society to achieve the SDG's and global environmental benefits. It is a social inclusion platform that has 25 years of experience working to empower women to leadership and improve the skills of indigenous peoples, youth and persons with disabilities. It is therefore a unique mechanism that commits to bringing the voices of civil society to national and international platforms which is to be shared with government, UNDP and other agencies and the general public to achieve the greatest impact and successful implementation.

GEF SGP will continue to strengthen capacity among SGP projects. Grantees will be expected to develop and submit knowledge products, including a final project fact sheet, contributing stories, case studies and video documentary that summarizes project activities and achievements for inclusion in the SGP global database. The SGP will therefore allocate resources for the generation and sharing of lessons learned and practices for this purpose.

## **5. COMMUNICATION PLAN**

Strong partnerships with key stakeholders including CSOs, CBO's and NGO's are the key to the project's success, sustainability and replication. Those relationships must therefore be sustained although for OP7 they should be widened to include national institutions and academia to ensure the effective implementation of the CPS. This will be achieved by:



### Dissemination Activities

- Disseminating background materials, other relevant materials and information on outcomes to stakeholders via social media (e-bulletins), national radio and television in suitable format
- Establishing an on-line web-based platform for information gathering, exchange and dissemination
- Hosting talk shops about the CPS on national television and radio networks, schools, churches and other fora
- Holding a logo or mascot competition will provide an opportunity to further disseminate information on the CPS. These activities will establish the CPS as a national agenda
- Advertising the holding of meetings via social media and products such as flyers, videos and brochures that will be posted in local shops and markets, billboards and other places where the public frequents. In consideration of far flung areas and for overall dissemination loudspeakers will also be used
- In-person and electronic meetings e.g. WhatsApp, Go-to Meeting, Skype Zoom, Google Meet,
- Kick-off activity to launch the CPS
- Visibility of the CPS to the national priorities, GEF programming and UNDP strategies by developing a logo or mascot to be stamped on everything the CPS does e.g. publications.

### Participation Activities

- Involving key stakeholders including CSOs, CBO's and NGO's in the development of the Communication Plan.
- Encouraging the participation of a wider group of stakeholders to include academia, universities and technical institutes, private sector organisations and churches
- Ensuring gender and youth balance in leadership roles
- Briefing and updating government on SGP outcomes for their implementation in national policies and programmes

## **6. RESOURCE MOBILIZATION AND PARTNERSHIP PLAN**

The OP7 Resource Mobilization and Partnership Plan will require the co-financing from key stakeholders including the project grantee as an eligibility criterion to ensure sustainability of the CPS. Local funds for environmental management are very limited. Therefore, the co-financing efforts must be strategic and specific in order to attract potential funders. The co-financing will strengthen both the grant making and non-grant making role of the SGP in Grenada.

### 6.1 Secured and planned cash and in-kind co-financing

The SGP CPS Grenada raised a total of USD\$285,158.00 in co-financing (cash value of \$20,500.00, and in-kind support of \$264,658.00) in OP6.

Co-financing efforts in OP 6 was successful. This bodes well for OP7 which will seek to increase cash and in-kind co-financing at the following levels:

Project level: the initial approach has been to use SGP funds to leverage external sources of funding such as IWECO project. There has been reasonable success in adopting this strategy.



Landscape/seascape level: By coordinating the landscape/seascape areas in Grenada with global environmental activities and other donors are already collaborating, the likelihood of attracting co-financing is enhanced.

Country level: Several national development and planning agencies of government are potential sources for joint programming and sources of co-financing particularly for global environmental programmes such as climate change and biodiversity. Government agencies that operate in areas of agriculture, science and technology rural development programmes should also be approached on this basis. SGP has in the past approached these entities to examine potential initiatives within their landscape for cash and in-kind co-financing possibilities. These activities can be considered part of resource mobilisation as there is increased flow of resources to SGP stakeholders through its support.

Private sector: Private sector entities can be approached to provide supplemental funding for the country programme. During the project development phase GEF SGP will also explore opportunities for matching funding from private sector and other development partners. The Chamber of Commerce has shown interest in the UN SDG 2030 Goals and in providing this kind of support. Other areas of interest include solar energy projects to reduce their energy costs.

## 6.2 Co-financing Opportunities

In addition, the SGP can pinpoint opportunities for collaboration with UN agencies such as UNEP and UNDP to implement specified projects that coincide with the programme. This will increase the funds that are available to the programme.

GEF SGP can assist stakeholders and new communities to develop proposals to access other donors and funding facilities. These include FAO (smart agriculture, hydroponics, sustainable livelihoods), and ecotourism projects promoting green spaces and parks (UN Habitat).

## 7. GRANT MAKER PLUS & PARTNERSHIP OPPORTUNITIES

In the “Grant-maker+” role, the SGP team including the NSC can assist stakeholders and communities in developing skills to develop proposals to access other donors and funding facilities. While the funds may not go directly to SGP, this activity can be considered part of resource mobilization as there is increased flow of resources to SGP stakeholders through its support. The team will conduct stakeholder training workshops with the aim of promoting their understanding of their roles in relation to the project and in sourcing funding. To meet SDG goals, SGP will ensure that women, youth and challenged persons are given a balanced opportunity to participate in programme activities.



## 8. RISK MANAGEMENT PLAN

The risk management plan will provide SGP with possible occurrences that could affect the successful implementation of the CPS. The identifiable risks for OP7 are described in [Table 4](#):

Table 4. Description of risks identified in OP7

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
<b>Social Risk</b>			
Low interest in CPS. Limited ownership by stakeholders	Low-medium	Low – medium	Enlist support of key stakeholders to promote activities. Introduce relevant aspects of communication strategy
Limited participation of women, youth and people with disabilities	Low –Medium	Low-medium	Project to attract the participation of women, youth and people with disabilities
<b>Environmental Risk</b>			
Low level awareness of national and global environmental issues	Low-medium	Low-medium	Ensure that partners understand regulatory frameworks. Continuous review by NC and NSC to ensure compliance
Limited knowledge of implementation and enforcement requirements in environmental regulations applicable to projects	Low-medium		
<b>Climate-related risk</b>			
Extreme weather conditions e.g. hurricanes, excessive flooding, storms could impact project results	Medium-high	Medium-high	Site selection for projects should be at optimum to consider climate risk. As well as screening of the project proposal for climate risk. NC to monitor significant changes or potential impacts
<b>Capacity Risk</b>			

Stakeholder communities demonstrate weakness in cooperation techniques, awareness of environmental issues, limited capacity to develop and implement project concepts and proposals, reports; limited experience in knowledge transfer,	High medium - High	High medium - High	Early implementation of training initiatives via Workshops and seminars in project management and areas mentioned in Column 1
Weakness in project and financial management and reporting by grantees  Limited cooperation between divisions/departments/agencies and GEF-SGP CSOs, CBOs, NGOs	Medium  Low	Medium  Low	Training in financial management and reporting  NC to promote and support partnerships during OP7 and provide regular updates on progress
<b>Financial Risk</b>			
Low level efforts to obtain co-financing for SGP project from partners and local entities	Low	Medium	NC to assist by identifying additional partners including government entities or diversify partners to obtain additional funds for grantees.  Grantees to organize meetings with potential partners, coordinators and stakeholders about SGP and projects.

The risks mentioned in [Table 4](#) will be rigorously tracked at the Annual CPS review and AMR preparation. The report on risk management for the entire project should be made once every 6 months, however. On the basis of the report, NSC members will discuss the risk solutions for the entire SGP. Taking performance into account and as a guarantee to financiers, the NSC may adjust or incorporate new risks with appropriate



mitigation measures identified. Collaborations will be sought from other agencies such as UNDP to assist in conducting M & E.

## **9. MONITORING AND EVALUATION PLAN**

Monitoring and Evaluation (M&E) plans are developed to keep track of progress and results of project implementation so that decisions on revisions may be made in a timely manner. The process must be documented to provide lessons learned for the project. An M&E plan is required in GEF SGP approved project proposals according to the indicators and targets including detailed activities, timeframe and criteria for assessment established in [Table 4](#) below.

### 9.1 M&E at Project and Country Level

The Project level is concerned with the development of the Annual Work plan which establishes the activities that will be undertaken under the CPS and linking them to achievement of project outcomes. The Work plan also contains timelines by which specified targets and milestones will be met. The Annual Work plan will be submitted to the NSC for approval. To ensure that targets and milestones are being met updates in the form of quarterly project reports will be submitted to the NSC, UNOPS and CPMT for their review. This report is important in ensuring that the progress being made is harmonized with the achievement of national objectives and the GEF SGP project document. The targets and indicators set out in Table 5 will be used to track overall progress of the CPS.

Prior to the commencement of project activities baseline data on the profile of targeted areas and communities, as well as the status of the environmental problem in the GEF focal area will be collected. Where additional data or verifications of already collected, data are required pre-site visits will be conducted. Project impacts will be measured against the base-line data. Members of NSC, community members, independent consultants and relevant stakeholders will participate in the monitoring and evaluation process.

Site visits are important to ensuring that the project schedule is being maintained. They will be taken at least bi-annually and where necessary increased visits will be conducted. One of the visits will be scheduled midway project implementation and the final visit will be undertaken within three months of the end of the project activities. Other members of the NSC are not precluded from joining them. These visits make on site assessment of projects and note any challenges or foreseeable setbacks that may occur during project implementation.

Grantees will submit reports on the progress of the project. To ensure submission payments are not made to grantees until the reports are submitted and reviewed by the NC. Final reports containing (a) detailed financial report (b) lessons learned and (c) digital photographic library of project activities (d) M & E report are to be submitted to the NC for acceptance and approval. The SGP Secretariat, NSC members, stakeholders and grantees will conduct evaluation exercises after project completion. The report will include a detailed progress report on the indicators and targets achieved, the financial report and the schedule for monitoring and evaluation plan.



Each project will invest between 4-5% of the total grant amount on project level M&E. The funds may also be utilized towards submission of project progress reports, including monitoring of GEF-7 indicators and project evaluation where it is part of the grantee M&E plan.

Several actions will be undertaken to strengthen M&E. Foremost M&E will be strengthened by strengthening partnerships with communities in the selected landscape/seascape areas. Adequate funding will be provided in the project budget for site visits, for ensuring that reporting protocols and overall M&E effectiveness is maintained.

Results from project M&E are to be shared among all project stakeholders including agencies for monitoring and evaluation, government entities for mainstreaming into local programmes for sustainability and replication/upscaling. The reports will provide recommendations/suggestions on project sustainability and replication/upscaling.

It is important to partner with other individuals and institutions including government, private sector and academia in areas of similar interests e.g. training, social inclusion and research and development to strengthen M&E. A framework for stakeholder feedback will also be formulated. [Table 5](#) (below) describes the M&E procedures that will be applied.

A notable weakness which negatively impacts CSO project participation exists in the areas of project identification and proposal writing. SGP Grenada will host on-site trainings for community stakeholders with considerations given to women, youth and persons living with disabilities on the monitoring of indicators designed at the project level. These trainings will be commenced early in the commencement of the project.

In continuation of that trend, grantees will be required to submit on a quarterly basis - *Work plan that summarizes project objectives, activities and achievements and discloses how outputs will be achieved. The Work plan can be included in the SGP global database.* As needed, but not less than quarterly, the NC and NSC will conduct field visits to monitor compliance with the Work plan. Resources will be set aside for conducting monitoring visits.

NSC meetings are essential to assess the effectiveness of projects, portfolios/strategic initiatives and approaches of both landscape and grant maker+. The meetings will be held at least twice per annum.

Impact Reviews will be conducted annually as this will establish an evidence-based knowledge production of results for the entire operational phase and will be conducted as part of the M & E plan. This will include specific results on strengths such as social inclusion, broader adoption (scaling up, replication, mainstreaming and policy influence), delivery mechanism etc.

The results of each individual project will be assessed in a range of criteria matrix and the cumulative progress of each criterion will be reported. To increase the effectiveness of the project monitoring and implementation, the NC will act as a monitoring specialist to provide overall support to the grantees within the grouping of projects within each thematic area of OP7. The Results will be reported in the Annual Country Report (ACR).

Ethical guidelines are compiled within M&E activities. It includes administering all actions with a 'do no

harm' approach. It will include due regard to the welfare, beliefs, and customs of those involved or affected, avoiding or disclosing any conflict of interest, and acknowledging the influence of culture within and across groups.

**Table 5. M&E Plan at Country Programme Level**

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
Country Programme Strategy elaboration	Framework for action including identification of community projects.	NC, NSC, country stakeholders, grantees	A SGP planning grant to engage consultants may be used to update OP7 CPS.	At start of OP7
As part of NSC meetings, ongoing review of project results and analysis. This includes an Annual CPS Review.	Assess effectiveness of projects, country portfolio; learning; adaptive management.	NC, NSC, UNDP Country Office. Final deliberations shared/ analyzed with CPMT colleagues.	Staff time, Country Operating Budget	At least annual review <sup>3</sup> to ensure OP7 CPS is on track to achieve its results and make timely and evidence-based modifications to CPS as may be needed <sup>4</sup> .
Annual Monitoring Report Survey <sup>5</sup>	Enable efficient reporting to CPMT and GEF. It serves as the primary tools to record and analytically present results to donors.	NC/PA in close collaboration with NSC. CPMT provides technical guidance support and receives final country submission for further action.	Staff time	Once per year in June- July
Country Portfolio Review	Methodological results capture of the portfolio at a given point to note impact level change as	NC, NSC	SGP planning grant to engage consultants may be used to undertake previous operational cycles	Once per operational phase

<sup>3</sup> It is recommended that the Annual CPS review is done close to AMR submissions for both processes to benefit from each other (suggested timeframe is May- July).

<sup>4</sup> Please note OP7 CPS will be regarded as a dynamic document and can be updated by the SGP country team and NSC on a periodic basis to reflect any necessary adjustments to ensure maximum impact. This CPS update process should be part of the Annual CPS Review.

<sup>5</sup> Timely and quality country level submissions to *Annual Monitoring Process* are mandatory. As a Global Programme, it enables aggregated reporting by CPMT to GEF, UNDP and other stakeholders.

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
	well as broader adoption. The goal is to support reporting to stakeholders, learning, and support to strategic development/ implementation of CPS.		impact review and utilize lessons for both OP7 CPS development and its implementation.  Global technical M&E support can be expected.	
SGP Database	Ensure recording of all Project and Country Programme inputs in SGP database.	NCs, PAs,	Staff time	Throughout the operational phase. Ensure quality assurance and completion of data prior to annual monitoring cycle (May-June of every year).
Audit	Ensure compliance with project implementation/ management standards and norms.	UNOPS / External Contractor. NC/ PA to provide requisite support.	Global Operating Budget	Annually for selected countries on risk-assessment basis

## 9.2. CPS RESULTS FRAMEWORK

**Table 6: Results Framework of SGP OP7 Country Programme Strategy**

Alignment with SDGs
<ul style="list-style-type: none"> <li>- Goal 6 Clean Water and Sanitation: By harnessing hydropower the project targets the supply of freshwater to reduce water scarcity and the number of people suffering from water scarcity by 2030</li> <li>- Goal 7 Affordable &amp; Clean Energy: project activities introduce a solar energy alternative to fossil-fueled energy to reduce the high energy and operating cost while targeting an overall goal of providing universal access to affordable, reliable and modern energy services by 2030.</li> <li>- Goal 9 Industry Innovation and Infrastructure: project activities for harnessing hydropower, converting waste to energy, solar crop drying target the greater adoption of environmentally sound technologies and industrial processes establish targets for building Grenada’s capacity in this area by 2030.</li> <li>- Goal 13 Climate Action: The solar drying technology is developed in response to the change in weather patterns attributable to climate change. Solar drying for cocoa. The activity targets the raising of capacity or effective climate change-related planning, management and adaptation in Grenada by 2030.</li> </ul>

- Goal 15: Life on Land: 2020 activities that target the reduction and prevention of the cocoa crop from threat of extinction are significant to the farming community of Grenada. Also, reduces the economic impacts of climate change on the cocoa crop.
- 

**Synergy with UNDP Country Programme Document (CPD):**

- The CPS is synergized with Priority 4 of the UN MSDF
- EU-UNDP Spotlight Project to eliminate violence against women and girls (2019) will address cross-cutting issues of gender and capacity-building for youth, women and girls
- The Japan-Caribbean Climate Change Partnership (JCCP) through UNDP funding included two water management projects, a Rainwater harvesting project and refurbishment of the Grand Bay Community Cistern offer opportunities for joint work and improved coordination.

**OP7 SGP Programme Goal:** *Promote and support innovative, inclusive and impactful initiatives, and foster multi-stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes.*

1 OP7 SGP CPS Strategic Initiatives	2 OP7 CPS Indicators and Targets (Identify relevant targets)	3 Means of verification
<p><u>Strategic Initiative 1:</u></p> <p><i>Community-based conservation of threatened ecosystems and species</i></p> <p>Key objectives/focus:</p> <ol style="list-style-type: none"> <li>1) Improve management effectiveness of protected areas through ICCAs and shared governance with private sector and government.</li> <li>2) Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.)</li> <li>3) Enhance community led actions for protection of threatened species</li> </ol> <p><u>NBSAP 2016-2020</u></p> <p>SGP can champion public awareness programme to focus on community development and sustainable livelihoods, leadership, advocacy, applied demonstration, valuation, synergies, linkages and national capacity for the management of biodiversity.</p> <p><u>Integrated Water, Land and Ecosystem Management in Caribbean SIDS (IWeco) Project</u> Project promotes, <i>inter alia</i>, integrated approach for water, land and ecosystem management that promotes community-led initiatives for sustainable livelihood, capacity building and information sharing.</p> <p>SADO Harvest 2030 Project Rainwater harvesting (RWH) activities conducted by SADO can be enhanced to consider water</p>	<p><u>Target areas- Grenada, Carriacou and Petite Martinique</u></p> <p>Biodiversity: Land degradation; Sustainable land management Other important areas of focus can include building resilient technology in the cocoa and nutmeg industry and creating resilient infrastructure to increase the production of cocoa also crosscutting measures such as training, increased involvement of women.</p> <p>Communities can be taught about the problem of invasive species and trained to conduct activities in invasive species management and monitoring techniques to control invaders.</p> <p><b>Indicators</b></p> <p>One (1) hectare of landscapes under improved management to benefit biodiversity (GEF core indicator 4.1)</p> <p>One (1) hectare of Marine protected areas under improved management effectiveness (GEF core indicator 2.2)</p> <p>One (1) hectare of marine habitat under improved practices to benefit biodiversity; excluding protected areas (GEF core indicator 5)</p> <p>One (1) hectare of landscape/seascape covered under improved community</p>	<p>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</p> <p>Baseline assessment comparison variables (use of conceptual models and partner data as appropriate)</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>

<p>resources within the broad IWRM framework and the integration of social and environmental considerations into water management</p> <p>Caribbean Reef Buddy Lionfish Containment Project implemented a Lionfish culling program that collected data usable by international scientific community, promoted lionfish hunting to local fishers, trained new hunters and promoted public awareness of Lionfish to schools and the general public, Monitoring skills is suited for upscaling to consider mechanisms for invasive species management of new or existing invaders.</p> <p><u>Sustainable Land Management Project</u> Project successes can be replicated to strengthen capacity in government, civil society and private sector institutions for integration of sustainable land management into national development policies, plans and regulatory frameworks.</p> <p><u>Integrated Climate Change Adaptation Strategy (ICCAS) Project</u> Outputs included the development of a Coastal Zone Policy and Management Plan; capacity development in water and coastal resource (GIZ); increased adaptive capacity of communities through the implementation of concrete community-based adaptation activities and incentives in the islands of Grenada, Carriacou and Petit Martinique. (Overseen by UNDP). Lessons learned from projects on biodiversity friendly practices etc. and actions for protection of species can be useful to OP7. SGP can promote synergies between environment, climate change, resilience and economic development as a cross-cutting strategy in project formulation.</p> <p><u>Vision 2030 Goal 4</u> National Sustainable Development Plan 2020-2035 establishes national policies and plans on environmental sustainability and conservation.</p>	<p>conservation and sustainable use management systems</p> <p>Two (2) landscapes/seascapes with community-oriented approaches established</p> <p>Two (2) projects target socio-economic benefits and services for women</p>	
<p><u>Strategic Initiative 2:</u></p> <p><i>Sustainable agriculture and fisheries, and food security</i></p> <p><i>GEF 6 and GEF7 priorities under UNCCD Land Degradation, will address these. Synergies will be identified.</i></p> <p>Support farmers, land owners and communities in their efforts to prevent and reverse land degradation through application of sustainable land management and IWRM practices.</p>	<p><b><u>Target areas- Grenada, Carriacou and Petite Martinique</u></b></p> <p>Institute Integrated water resources management (IWRM) strategies to coordinate and improve the management of water and resources by also involving local communities including women in decision-making on land and water issues.</p> <p>Landowners can be trained in measures to control the impact of invasive species on their lands. Local communities can also help landowners manage invasive plants.</p> <p><b>Indicators</b></p>	<p>Individual project reporting by SGP country teams (<i>as part of midterm and final Progress reports</i>)</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p> <p>Socio-ecological resilience indicators for</p>



<p>Integrate the various aspects of LDN into the NAP.</p> <p>Assess and remove policy, legal and institutional barriers to SLM and establish IWRM frameworks to ensure water quality &amp; supply.</p> <p>Acquire and apply knowledge of the biophysical, climatic and socio-economic factors contributing to land degradation and drought mitigation in affected areas.</p> <p>Address the problems of land degradation in the hot spots identified in the Grenada and Carriacou through effective actions</p>	<p>hectares of landscapes under sustainable land management in production systems (GEF core indicator 4.3)</p> <p>1.5 hectares of degraded agricultural lands restored (hectares) (GEF core indicator 3.1)</p> <p>Fifty (50) small-holder farmers supported towards the achievement of national Land Degradation Neutrality (LDN) targets</p> <p>120 ha of land to implement soil conservation measures by 2030</p> <p>580 ha of cropland increased fertility and productivity by 2030</p> <p>100 ha of degraded forests in Grenada and Carriacou rehabilitated by 2030.</p> <p>800 ha of abandoned cropland into agroforestry by 2030</p>	<p>production landscapes (SEPLs)</p>
<p><u>Strategic Initiative 3:</u></p> <p><i>Low-carbon energy access co-benefits</i></p> <p>Support implementation of Paris Agreement and the NDCs</p> <ol style="list-style-type: none"> <li>1) Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods.</li> <li>2) Promote off-grid energy service needs in rural and urban areas.</li> </ol> <p>i) Introduction of the solar energy to reduce energy costs and establish irrigation system to produce crops and vegetables year-round. Promote involvement and training for youth, (NEWLO); ii) waste to energy to support sustainable livelihoods for persons with disabilities (GNCD)</p> <p>SGP will further the objectives of Grenada's:          (a) <u>Clean Energy Policy and Energy Efficiency Program</u> through increased reliance on, <i>inter alia</i>, solar technologies while also contributing to the NDC.</p> <p>(b) <u>GEF Energy for Sustainable Development in Caribbean Buildings Project</u></p> <p>Synergies for the review of the Grenada NDC 2020 will be looked at</p>	<p>Indicators</p> <p>180,000+ kWh f installed renewable energy capacity from local technologies (e.g. on types of renewable energy technology biomass, small hydro, solar)</p> <p>1 typology of community-oriented, locally adapted energy access solutions with successful demonstrations or scaling up and replication</p> <p>Production of gas for on-site consumption and sale from waste produced at facility</p> <p>1 community-oriented, locally adapted energy access solutions with successful demonstrations for scaling up and replication</p> <p>Utilization of solar energy for irrigation system and upgrade and expand facilities</p> <p>20 average of households achieving energy access, with co-benefits estimated and valued</p> <p>Additional country specific indicators and targets based on landscape/seascape baseline assessment (TBD)</p>	<p>Individual project reporting by SGP country teams (<i>as part of midterm and final Progress reports</i>)</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Strategy Review (NSC inputs)</p>
<p><u>Strategic Initiative 5:</u></p>	<p>One (1) community-based urban solutions/ approaches (including chemical and waste management, energy, transport, watershed</p>	<p>Individual project reporting by SGP country teams</p>

<p><i>Catalyzing sustainable urban solutions</i></p> <p><i>Synergies will be identified to look at Grenada's Blue Growth, Smart Cities Project</i></p>	<p>protection, ecosystem services and biodiversity) deployed.</p> <p>Four (4) communities with improved capacities to promote community-driven integrated solutions for low-emission and resilient urban development.</p>	<p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>
<p><u>Strategic Initiative 6:</u></p> <p><i>CSO-Government-Private Sector Policy and Planning Dialogue Platforms</i></p> <p>1) Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues</p> <p>SGP will maintain dialogue with key government and UN partners relevant to priority SGP project areas (environment, education, social and economic development, planning and policy). SGP will dedicate an annual meeting with partners in which communities can participate.</p> <p><u>Community of Social Partners</u> Long-standing multi-stakeholder partnership for national development. Stakeholders include CSOs and SGP grantees. Important that their membership be kept.</p>	<p>Five (5) CSO-government-private sector dialogues convened to support community voice and representation in national/ sub-national policy development.</p> <p>Sixty-two (62) representatives from social inclusion group (indigenous people, women, youth, persons with disability, farmers, other marginalized groups) supported with meaningful participation in dialogue platforms.</p> <p>Twelve (12) Public-Private Partnership on key global environmental issues promoted</p>	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR), global database</p> <p>Country Programme Review</p>
<p><u>Strategic Initiative 7:</u></p> <p><i>Enhancing social inclusion</i></p> <p>1) Promote targeted initiatives</p> <p>2) Mainstream social inclusion in all projects (e.g. women/girls, indigenous peoples, youth, and persons with disabilities)</p> <p>3) Promote targeted initiatives</p> <p>4) Mainstream social inclusion in all projects</p> <p>5) Secure gender balance in NSC membership</p>	<p>Forty-four (44) direct beneficiaries disaggregated by gender as co-benefit of GEF investment (GEF core indicator 11)</p> <p>50 indirect project beneficiaries disaggregated by gender (20 male and 30 female)</p> <p>Gender equality is built into all SGP projects commencing from project identification to SGP projects (three (3) led by women and/or mainstream concrete mechanisms for increased participation of women.</p> <p>Three (3) projects improve the participation and decision-making of women in natural resource governance</p> <p>Executive members (men and women) attend planning meetings, women offered training in project management and monitoring and evaluation</p> <p>Three (3) SGP projects that demonstrate appropriate models of engaging youth Youth involvement in planning and learning technologies</p>	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>

	<p>One (1) SGP project that demonstrate models of engaging persons with disability. Suitable tasks are given to persons with disability</p>	
<p>Strategic Initiative 8:</p> <p>Monitoring and Evaluation and Knowledge Management</p> <ol style="list-style-type: none"> <li>1) Capture knowledge and lessons from projects and activities</li> <li>2) Improve capacities of CSOs/CBOs</li> <li>3) Conduct South-South Exchanges to promote technology transfer and replication of good practices</li> </ol> <ol style="list-style-type: none"> <li>1) Administer new M&amp;E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms</li> <li>2) Strengthening partnerships with communities in the selected landscape/seascape areas by partnering with other individuals and institutions including government, private sector and academia in areas of similar interests</li> </ol>	<p><b>Indicators</b></p> <p>Four (4) projects administering results management modalities in programme design, implementation and overall decision making using participatory mechanisms</p> <p>Frequency of updating SGP database for effective data collection, management and analysis supporting gains in programme performance and learning. Quarterly</p> <p>1 south to south exchanges at regional levels to transfer knowledge, replicate technology, tools and approaches on global environmental issues</p>	<p>Individual project reporting by SGP country teams</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>



**National Steering Committee Endorsement**

*Note: The signature of NSC members are required as endorsement of the complete final CPS duly reviewed and agreed at the National Steering Committee meeting.*

<b>NSC members involved in OP7 CPS development, review and endorsement</b>	<b>Signatures</b>
(Add more rows as necessary)	



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## ANNEX 1

### List of Stakeholder Participants in CPS Development

Participant Name	Related Organisation
Royan Charles	SADO President
Kadijah Edwards	GEF SGP Grenada National Coordinator
Hillary Gabriel	GNCD
Trevor Thompson	Ministry of Agriculture
Kwame McGuiness	GSDTF
Norris Henry	SADO
Lymon Tobias	SADO
Dilma Wickham	GRENEED
Dr. Dessima Williams	GRENEED
Jessel Grant	RGPF
Roy Nelson	RGPF
Aaron Thomas	RGPF/BCDC
Mina Booker	SADO
Joan Charles	Clozier Development Organisation
Akarda Ventour	SADO
Shiloni Joseph	Rotary Grenada East
Dwayne Adonis	SADO
Brent Alexander	SPYO
Paul Philip	National Climate Change Committee
Brian Whyte	Carriacou Fisherfolk
Jimmy Adams	Carriacou Fisherfolk
Clyne Augustine	Carriacou Fisherfolk
Akeisha Clarke	PMWG
Ea Goldhill	PMWG
Cathy ann Bethel	PMWG
Randolph Joseph	Carriacou Fisherfolk
Mauldy Coy	PMWG
Jarel Mc Neil	PMWG
Shawndell Joseh	SPYO
Amonie Holas	SPYO
Brent Alexander	SPYO/SPECTO
Lynsly Phillip Sylvester	SPYO
Levona Noel	SPYO

<sup>i</sup> The level of SGP OP7 resources is an estimated total of: (i) the GEF7 core grant allocation (to be reviewed annually by CPMT on the basis of performance, co-financing and strategic partnerships, demonstrated NSC commitment rates, and UNOPS



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delivery); (ii) approved STAR resources; as well as (iii) other sources of third party cost sharing & co-financing (country, regional and/or global levels). SGP countries with remaining OP6 balances that have not been pipelined will be expected to use these balances in line with the OP7 strategic approach in order to be coherent in terms of SGP programming and results expected.