



## **THE GLOBAL ENVIRONMENT FACILITY SMALL GRANTS PROGRAMME (GEF SGP)**

### **UNITED NATIONS DEVELOPMENT PROGRAMME**



### **COUNTRY PROGRAMME STRATEGY FOR THE SMALL GRANTS PROGRAMME IN JAMAICA**

**Approved August 3, 2011**

# SGP Country Programme Strategy for Utilization of OP5 Grant Funds

## TABLE OF CONTENTS

	Page
List of Acronyms .....	3
Executive Summary .....	4-5
SGP Country Programme: Summary Background	
1. SGP Country Programme Niche	
1.1 Background .....	6
1.2 Situational Analysis .....	7-9
2. SGP Country Programme Strategy	
2.1 Table 1 – List of relevant conventions .....	9
2.2 SGP Country Programme Niche .....	10-11
2.3 Map 1 – Jamaica’s Protected Areas System.....	12
2.4 Table 2 – OP5 Global Objectives .....	12-14
3. Capacity Development, Poverty Reduction and Gender Results for SGP	
3.1 Capacity Development of Civil Society Organisations .....	14-15
3.2 Poverty Reduction .....	15
3.3 Gender and Indigenous Peoples .....	15-16
4. OP5 Country Outcomes, Indicators and Activities – Table 3 .....	16-19
5. Monitoring, Evaluation and Reporting	
5.1 Monitoring, Evaluation and Reporting Plan .....	19-20
5.2 Stakeholder Participation .....	21
5.3 CPS Results: Impacts and Outcomes .....	22
6. Knowledge Management Plan	
6.1 Utilisation of Lessons Learnt and Good Practices .....	23-24
6.2 Policy Impact .....	24
7. Resource Mobilization Plan	
7.1 Sustainability Strategy .....	25
7.2 Strategic Partnerships .....	25-26
References	

# SGP Country Programme Strategy for Utilization of OP5 Grant Funds

## LIST OF ACRONYMS

ADA	Association of Development Agencies
BD	Biological Diversity
BJCMNP	Blue and John Crow Mountains National Park
CBD	Convention on Biological Diversity
CBO	Community-based Organization
CC	Climate Change
CEPF	Critical Ecosystem Partnership Fund
CIDA	Canadian International Development Agency
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CPS	Country Programme Strategy
CSO	Civil Society Organization
EFJ	Environmental Foundation of Jamaica
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GEB	Global Environmental Benefits
GEF	Global Environment Facility
GOJ	Government of Jamaica
HDR	Human Development Report
IAs	Implementing Agencies (of the GEF)
IDP	International Development Partner
JCDT	Jamaica Conservation and Development Trust
LD	Land Degradation
MoA	Memorandum of Agreement
MDGs	Millennium Development Goals
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Coordinator
NCSA	National Capacity Self-Assessment
NGO	Non-governmental Organization
NSC	National Steering Committee
PIOJ	Planning Institute of Jamaica
PA	Programme Assistant
RMP	Resource Mobilisation Plan
SDC	Social Development Commission
SGP	Small Grants Programme
SIDS	Small Island Developing States
SLM	Sustainable Land Management
STAR	System for Transparent Allocation of Resources
STATIN	Statistical Institute of Jamaica
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services

# SGP Country Programme Strategy for Utilization of OP5 Grant Funds

## EXECUTIVE SUMMARY

The Country Programme Strategy (CPS) is the primary document which articulates the platform for the GEF Small Grants Programme in Jamaica. It is a guide to programme and project development, lays the basis for project implementation, monitoring and evaluation, and is a vehicle for developing and maintaining a results oriented programme. The CPS identifies the project impacts, outcomes and outputs and gives a general idea of which types of projects will be funded if the impacts are to be achieved. The CPS also identifies basic project eligibility criteria and demarcates the indicators that will be used to determine the success of the programme and the lessons learned.

The CPS also assists the GEF SGP in meeting its primary objectives of environmental sustainability, poverty alleviation and community empowerment. GEF SGP gives grants to Community-based Organisations (CBOs) and Non-Governmental Organisations (NGOs) to work towards these objectives in the five GEF Focal Areas of Biodiversity Conservation, Climate Change Mitigation, Protection of International Waters, Prevention of Land Degradation, and Elimination of Persistent Organic Pollutants. This CPS was based on a review of existing documentation, discussion among National Steering Committee members during a two-day special meeting and subsequent comments from various stakeholders on the draft CPS.

Jamaica is signatory to many international environmental conventions and locally there is a plethora of legislation and several policy documents that target environmental protection. SGP Jamaica will utilize four of these documents in conjunction with the CPS to ensure that OP5 resources will support the achievement of national priorities within the context of GEF-5 Strategic Priorities. The four documents are:

- Vision 2030 Jamaica - National Development Plan (2010-2030) – the Plan articulates the vision and the framework for national development over the next twenty years
- National Biodiversity Strategy and Action Plan, Jamaica (2003) – the Strategy addresses the conservation and sustainable use of Jamaica’s Biodiversity
- Jamaica’s National Energy Policy (2009-2030)
- National Policy for Gender Equality – the Policy addresses gender issues broadly, for example, issues related to women, men and youth

These documents contain the advocated premises of the Government of Jamaica and every effort is being made by the citizens to turn them into actions. As such, the GEF SGP positions itself in this context with a focus to complement the initiatives of the Government and people of Jamaica. Based on extensive review of our National Development Plan and several consultations, it was decided that the CPS for Jamaica would focus on two main priorities – Sustainable Livelihoods and Conservation Areas and Species. This will assist Government and the people of Jamaica in establishing and managing the country’s protected areas. Project implementation in these priority areas will support Outcomes # 10, 13, 14 and 15 of the country’s National Development Plan, while providing Global Environment Benefits within the GEF’s Land Degradation, Climate Change (mitigation) and Biodiversity focal areas.

## **SGP Country Programme Strategy for Utilization of OP5 Grant Funds**

The CPS will have four cross cutting themes based on the challenges and needs observed in Jamaica. They include Capacity Building of NGO/CBOS, Public Awareness and Education, Sustainable Livelihoods and Gender Equality, with the demographic focus on women and young people. All projects will contribute to achieving the Programme goals of environmental sustainability, poverty alleviation and community empowerment/capacity building. Priority will be given to projects that are submitted by women and young people.

SGP Jamaica's main priority will be to fund projects which:-

- fit into the priority themes of the CPS which themselves fit into one or more of the GEF focal areas
- are in keeping with national priorities as articulated in the Vision 2030 Jamaica – National Development Plan
- address environmental management, poverty alleviation and empowerment
- include capacity building, public awareness and education, sustainable livelihoods, and gender equality;

# SGP Country Programme Strategy for Utilization of OP5 Grant Funds

Resources to be invested: **US\$2,188,000.00<sup>1</sup>**

## 1. SGP country programme – summary background (2 pages max)

1.1 Please describe the length of time the SGP country programme has been active within the global SGP and results achieved (i.e. GEF-5 status as a Category 1, 2a, 2b or 2c country programme).

### Background

Jamaica became a GEF SGP member in 2003 as a category 1 country and the Programme was officially launched in June 2005. The work to bring the GEF SGP to Jamaica began in 2002 with preparation and submission of eligibility documents. These included evidence of ratification of the United Nations Framework Convention on Climate Change (UNFCCC) and the Convention on Biological Biodiversity (CBD). This was followed in October 2003 by an appraisal mission to ascertain conditions for programme implementation and to conduct further discussions and consultations with interested organizations and potential partners. Jamaica was subsequently approved as an SGP country in 2003. The Programme office was established in the last quarter of 2004 at the UNDP Country Office, which provided the meeting place for orientation of the National Steering Committee. Later discussions were initiated with potential agencies for establishing links for co-financing.

Following the establishment of the operational procedures for SGP Jamaica, a National Coordinator (NC) was appointed. By then, the National Steering Committee (NSC) was already established and doing the preparatory work for the implementation of the Programme. GEF SGP Jamaica was officially launched in June 2005 during Jamaica's National Environmental Awareness Week. This followed two consultative workshops with stakeholders from across the island, drawn from academia, government, private sector and civil society. The first call (for proposals/concepts) was issued in September 2005 and another in February 2006.

Jamaica ratified the Convention on Biological Diversity (CBD) (1995), the United Nations Framework Convention on Climate Change (UNFCCC) (1995) and the Stockholm Convention on Persistent Organic Pollutants (POPs) (2007). Based on several workshops and meetings held which included representatives from Government and Civil Society Organisations (CSOs), the three main areas of interest for Jamaica are Biodiversity (BD) Conservation, Climate Change (CC) mitigation and prevention of Land Degradation (LD). In addition to these, multi-focal areas are also of national importance, including cross-cutting issues linking two or all three of the chosen focal areas (i.e. CC, BD and LD) as well as Integrated Eco-systems Management

---

<sup>1</sup> The level of SGP OP5 resources is an estimated total of the GEF core grant allocation (USD1.2m), proposed STAR resources (USD558,000), as well as other sources of third party co-financing. (Christian Aid – USD80,000, FCF – USD300,000 and EFJ – USD50,000)

## SGP Country Programme Strategy for Utilization of OP5 Grant Funds

1.2 Please update key baseline considerations for the SGP country programme Strategy, major partnerships, and existing sources of co-financing (including from government, bilateral and other sources).

### Situational Analysis

#### *Economic and Political Situation*<sup>2</sup>

Jamaica is the third largest island in the Caribbean Sea, with an area of 10,991 km<sup>2</sup>. The island's population is estimated at 2.7 million (2010) with a projected annual growth rate of 0.3%. Approximately 48% of the population lives in rural areas. The country was ranked 80<sup>th</sup> out of 169 on the Human Development Index in 2010, with an annual growth rate of .35% in social development as shown by a number of indicators including the percentage of the population living in poverty (18.7 in 2008), the adult literacy rate (86% in 2009) and life-expectancy at birth (72.3 years in 2010). Jamaica has been classified as an upper middle income country with a Gross National Income (GNI) of US\$4,326.2 per capita in 2009 but remains highly indebted with an increasing debt to GDP ratio of 129.3% (financial year 2009/2010). The country has made good progress in eight of the fourteen MDG targets for 2015 but remains lagging in the areas of gender equality, child and maternal mortality and environmental sustainability. The GDP growth rate for 2009 was 1.1% (Statistical Institute of Jamaica) and the point to point inflation rate was 10.2%. The leading economic sectors are Tourism, Mining and Agriculture

Jamaica has a democratic form of government organized on the Westminster model and the Country has been a stable democracy since gaining its independence in 1962.

#### *Environmental Situation*

Jamaica, like other Small Island Developing States (SIDS), faces a number of environmental challenges that require significant policy implementation and long-term investments of resources to reduce and ultimately reverse the negative impacts. In the area of biodiversity protection, problems include high rates of deforestation, unplanned development and poor land management, unsustainable farming and fishing practices, contamination of fresh water supplies, degradation of lands used for mining and misuse of threatened or endemic species and ecosystems. Areas where there are high concentrations of endemic or threatened species are scattered across the island and so BD conservation is centered in different locations. Conservation efforts are highly dependent on the cooperation of communities in these locations.

Watershed management is a critical environmental issue in Jamaica. All of the island's 26 watersheds are degraded and 17 urgently need remedial action to return them to normal function. Land degradation is a serious problem in most of the island's watersheds. Further, environmental vulnerabilities are intensified by susceptibility to natural hazards.

---

<sup>2</sup> Social and Economic data: Planning Institute of Jamaica

## **SGP Country Programme Strategy for Utilization of OP5 Grant Funds**

In the area of climate change mitigation, there are only limited investments in renewable energy and energy efficiency, so that a number of opportunities exist for action in this area.

### ***Relevant Environmental Conventions and Treaties***

Jamaica made a commitment to the conservation and sustainable use of its biological diversity by ratifying several Conventions (see table 1 below). SGP Jamaica will support the Government's efforts to achieve the objectives of the Conventions as well as to implement some of the major recommendations for action. SGP initiatives will be undertaken in areas linked to the climate change, land degradation and biodiversity focal areas. The details will be taken from the first and second National Communications to the United Nations Framework Convention on Climate Change (UNFCCC), the draft Sustainable Land Management (SLM) Policy and the National Biodiversity Strategy and Action Plan (NBSAP).

SGP Jamaica is well positioned to advance most of the objectives of these documents given its focus on protected areas and biodiversity resource management, development of community-based models of sustainable forestry management, community development, and public awareness.

### ***Institutional and Governance Framework***

Progress has been made in the enactment and implementation of environmental legislation at the national level. The following is a list of such policies. Details given were sourced from the National Environmental and Planning Agency (NEPA).

- Natural Resources Conservation Authority (NRCA) Act: provides for the management, conservation and protection of Jamaica's natural resources.
- The Land Development and Utilisation Act
- The Beach Control Act (1956): concerns proper management of Jamaica's foreshore and the water column as well as the establishment of marine protected areas.
- The Watersheds Protection Act
- The Wildlife Protection Act: addresses protection of specific species of fauna.

Challenges associated with the implementation and effectiveness of the listed legislation vary significantly. Lack of financial resources acts as a significant constraint to getting more immediate actions and the realisation of more tangible results. Delays in review processes have also impeded speedy amendment where necessary in a few cases.

### ***Major Partnerships and Sources of Co-financing***

There are several major International Development Partners (IDPs) operating in Jamaica, as well as a series of local donors, some of whose core funding is provided by the Government of Jamaica as part of debt swap agreements. To date, co-financing for SGP projects has been committed by both local and international donors and there is evidence that more local donor partners could become a source in the near future. The most highly favoured mechanism is that of parallel financing. Under this arrangement, donors join with SGP Jamaica in a common programme, but administer their resources separately.

## SGP Country Programme Strategy for Utilization of OP5 Grant Funds

Donor funds do not enter the UNDP accounts. These agreements are developed by participatory dialogue with the NSC and UNDP CO and confirmed through Memoranda of Agreement (MoA) between SGP Jamaica and donor agencies.

Due to the extensive publicity that the work of SGP Jamaica has received, several organisations, especially from the private sector, have expressed interest in and given support to the Programme. To date SGP Jamaica has managed to successfully negotiate co-financing agreements with five major donors. These are the United Nations Development Programme (UNDP), the USAID Rural Enterprise Agriculture and Community Tourism (REACT) Project, Christian Aid (CA), Forest Conservation Fund (FCF) and the Environmental Foundation of Jamaica (EFJ). Under the System for Transparent Allocation of Resources (STAR) the Government of Jamaica (GoJ) has proposed that US\$558,000 be committed to SGP Jamaica for GEF-5. In addition various individuals, organizations and other groups within communities tend to support the CBOs and NGOs both in cash and kind. Taken collectively, these co-financing agreements will allow SGP to make more funding available to potential grantees and allow others with no co-financing to leverage funds.

### 2. SGP Country Programme Strategy (6 pages max)

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

Table 1. List of Relevant Conventions and National/Regional Plans or Programmes

<b>Rio Conventions + national planning frameworks</b>	<b>Date of ratification / completion</b>
UN Convention on Biological Diversity (CBD)	Jan 6, 1995/ April 6, 1995
CBD National Biodiversity Strategy and Action Plan (NBSAP)	May 2003
UN Framework Convention on Climate Change (UNFCCC)	Jan 6, 1995/ April 6, 1995
UNFCCC National Communications (1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> )	Nov 2001 (1 <sup>st</sup> NC) Dec 2010 (2 <sup>nd</sup> NC)
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	Not applicable to Jamaica
UN Convention to Combat Desertification (UNCCD)	Nov 12, 1997/March 10, 1998
UNCCD National Action Programmes (NAP)	February 2006
Stockholm Convention (SC)	June 1, 2007
SC National Implementation Plan (NIP)	June 2005
GEF National Capacity Self-Assessment (NCSA)	October 2004
GEF-5 National Portfolio Formulation Exercise (NPFE)	Not yet conducted
Strategic Action Programmes (SAPs) for shared international water-bodies	*Jamaica has not prepared any SAPs.

## **SGP Country Programme Strategy for Utilization of OP5 Grant Funds**

\* Although Jamaica has not prepared any SAPs, the country has participated in regional projects for protecting shared international waters, such as the Integrated Watershed and Coastal Area Management (IWCAM) Project and the Caribbean Large Marine Ecosystem (CLME) Project.

2.2 Please describe how the SGP country programme will use OP5 resources to support implementation of national priorities in relation to GEF-5 Strategic Priorities. How will civil society and community-based projects be facilitated and coordinated to help the country achieve its priorities and achieve the objectives of the global conventions?

### ***SGP Country Programme Niche***

Jamaica is signatory to many international environmental conventions and locally there is a plethora of legislation and several policy documents that address various issues relating to the environment. SGP Jamaica will utilize four of these documents in conjunction with the CPS to ensure that OP5 resources will support implementation of national priorities in relation to GEF-5 Strategic Priorities. The four documents are:

- Vision 2030 Jamaica - National Development Plan (2010-2030) which articulates the vision and the framework for national development over the next twenty years
- National Biodiversity Strategy and Action Plan (2003) which outlines strategies for the conservation and sustainable use of Jamaica's Biodiversity
- Jamaica's National Energy Policy (2009-2030)
- National Policy for Gender Equality

There is increasing competition among CBOs and NGOs for grant funding, especially by those that are small or emerging, as very few agencies are willing to provide funding for agencies with limited experience in project management and implementation. As such, the SGP Jamaica could, within the next four years (2011-2014), become the programme of choice that supports environmental community-level projects for marginalized CBOs and NGOs. It is important for all grantees (potential and actual) to note the strategic focus of the SGP and align their projects to conform. Without this synchrony, SGP Jamaica could end up merely funding a series of unrelated projects in disparate locations. This would make it difficult for the country programme to attain global environmental benefits and hinder SGP from making any significant contribution to the solution of the major environmental problems in Jamaica.

From 2011-2014, the Programme will seek to synchronize its operations with other donors, to give NGOs/CBOs the best chance of securing co-financing. Efforts will also target securing maximum funding available from other agencies, and improving project delivery, monitoring and evaluation. This will be done through continued consultation with relevant stakeholders, as well as a process of iterative and participatory alterations of the country programme based on the annual assessments and national priorities. These activities will be aimed at highlighting the work and progress of the SGP in Jamaica, identifying emerging needs and facilitating stocktaking of the impact of the programme and the likelihood of attaining its strategic targets.

## SGP Country Programme Strategy for Utilization of OP5 Grant Funds

In Jamaica, sites where the greatest global environmental benefits can be attained are those rich in species of flora and fauna including biodiversity hotspots, protected areas and forest reserves. These areas are not neighbouring but scattered across the 10,991 km<sup>2</sup> of the island's land area. Although projects will have a country-wide geographic focus, special emphasis will be placed on working in protected areas, (see map below for *Jamaica's Protected Areas System*), national terrestrial and marine parks and other locations defined as biodiversity hotspots. Listed among these areas are the Blue and John Crow Mountains National Park which covers some 196,000 acres (79,321 hectares) and houses the watershed for the capital city of Kingston, Cockpit Country, Black River Morass (upper and lower), Portland Bight, Palisadoes National Park, Dolphin Head Mountains, Negril Marine and National Parks, Ocho Rios Bay and Port Antonio Marine Parks. To the extent possible, SGP Jamaica will encourage project development in themes and geographic locations where other donors are operational and/or have common interests. This could *inter alia* make it (potentially) easier for CBOs/NGOs to secure project co-financing.

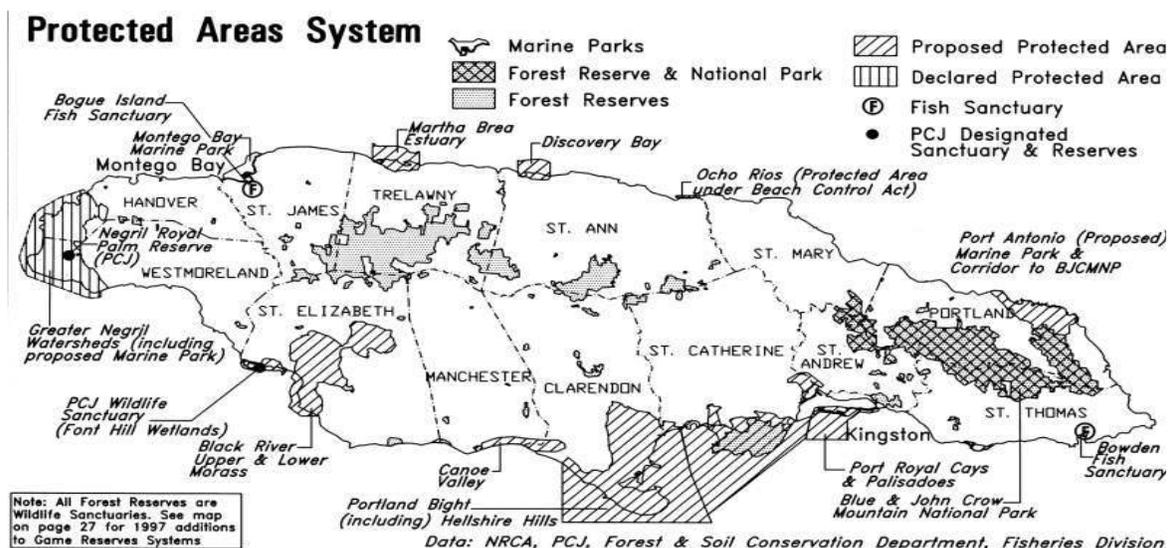
The use of, and reliance on, fossil fuels in Jamaica has increased. Among the factors driving this increase are electricity generation, combustion of domestic and industrial waste and a rapidly increasing transport sector, which is largely dominated by imported used vehicles. The environmental adverse impacts include increased pollution and adverse impacts on human health. As such activities in the climate change focal area, will concentrate on increasing the use of renewable forms of energy.

Given the disparate locations where important environmental sites are located, efforts will be made to focus activities within a number of these areas on a phased basis in the GEF-5 period (2011-2014) for maximizing the achievement of global environmental benefits. Since chief environmental problems are related to more than one focal area, a country-wide geographic focus with 30% for thematic focus has been selected. In this way a portion of the country's grant allocation will be used for grant-making country-wide in areas where maximum global benefits can be attained and the remainder of the allocation oriented towards priority themes as determined (and periodically revised) by the National Steering Committee.

# SGP Country Programme Strategy for Utilization of OP5 Grant Funds

2.3 Please insert or annex a map of the region indicating a geographic focus, if relevant.

*Jamaica's Protected Areas System – Source: Google Image*



2.4 Please fill in the table below detailing the target OP5 global project objectives described in the GEF CEO endorsement documents. SGP country programmes are invited to establish the SGP niche for grant-making in relation to the national priorities as applicable, outlined above, and the OP5 project objectives for the focal areas, as relevant.

Table 2. Consistency with National Priorities

OP5 Project Objectives	National Priorities	SGP Niche
<p><u>SGP OP5 Immediate Objective 1:</u>                      Improve sustainability of protected areas and indigenous and community conservation areas through community-based actions</p>	<p><u>Vision 2030 Outcome 13:</u>                      Develop and implement mechanisms for biodiversity conservation and eco-systems management</p> <p>Reduce species loss and degradation of habitats due to unsustainable socio-economic activities and practices</p>	<p>Participatory management of protected areas by local community groups;                      Development of potential eco-tourism sites</p> <p>Restoration of habitat for flora and faunal species; community empowerment through training and generation of alternative livelihoods from project activities</p>
<p><u>SGP OP5 Immediate Objective 2:</u>                      Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions</p>	<p><u>Vision 2030 Outcome 13:</u>                      Sustainable management of marine resources of the wider Caribbean sea basin and within already existing national marine parks</p>	<p>Enhance conservation activities and initiate/support activities geared towards behaviour change in important sea-bordered fishing communities including fish sanctuaries and</p>

## SGP Country Programme Strategy for Utilization of OP5 Grant Funds

OP5 Project Objectives	National Priorities	SGP Niche
		or marine parks
<u>SGP OP5 Immediate Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level	<u>Vision 2030 Outcome 10:</u> Contribute to the effort to reduce the global rate of climate change	Support the implementation of renewable energy technologies in local communities.
<u>SGP OP5 Immediate Objective 4:</u> Promote and support energy efficient, low carbon transport at the community level	<u>Vision 2030 Outcome 10:</u> Promote energy diversification in the transport sector to include the use of ethanol and other renewable fuels for motor vehicles	Support the implementation of project activities to influence behaviour change towards the use of energy-efficient transportation
<u>SGP OP5 Immediate Objective 5:</u> Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry	<u>Vision 2030 Outcome 14:</u> Improve resilience to all forms of hazards Develop measures to adapt to climate change	Strengthen capacity development activities, to assist communities in climate proofing of land use. Support the implementation of reforestation and agro-forestry initiatives at the community level
<u>SGP OP5 Immediate Objective 6:</u> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities	<u>Vision 2030 Outcome 15:</u> Promote growth of rural communities while protecting the environment	Enhance the use of good agricultural practices by supporting demonstration projects in sustainable agriculture and forestry that can be replicated
<u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)	Create vibrant and diversified rural communities	Support the implementation of sustainable land management techniques.
<u>SGP OP5 Immediate Objective 8:</u> Support transboundary water body management with community-based initiatives	Not applicable	Not applicable
<u>SGP OP5 Immediate Objective 9:</u> Promote and support phase out of POPs and chemicals of global concern at community level	Not applicable	Not applicable
<u>SGP OP5 Immediate Objective 10:</u> Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes; apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends	<u>Vision 2030 Outcome 15:</u> Strengthen the capacity of local organisations (CBOs and NGOs) to facilitate citizens participation in decision-making processes; Facilitate and strengthen local governance structures of CSOs; Increase influence of NGOs and CBOs on national policy development and decision-making	Work directly with and support grassroots communities with limited experience in project preparation and implementation  Support and improve networking and creating channels for sharing and accessing information and providing feedback among stakeholders
<u>Cross-Cutting Results:</u> Poverty reduction, livelihoods and gender	<u>Vision 2030 Outcome 15:</u> Increase sustainable livelihoods for both males and females, especially those living in the	Support the development of sustainable livelihoods for vulnerable groups

## SGP Country Programme Strategy for Utilization of OP5 Grant Funds

OP5 Project Objectives	National Priorities	SGP Niche
	vicinity of protected and forest ecosystem areas. Expand opportunities for the poor to engage in sustainable livelihoods	Facilitate access to and provision of technological innovations for local communities

### 3. Capacity Development, Poverty Reduction and Gender Results for SGP (1 page max)

3.1 Please describe how the SGP country programme in the preparation and review of projects, and later in their implementation, will produce positive results in the development of capacity of civil society organizations (i.e. national NGOs, CBOs, or indigenous peoples organizations); improving livelihoods and local benefits; as well as addressing gender and indigenous peoples' considerations so as to achieve global environmental benefits.<sup>3</sup> Please also provide details how the capacity developed will be retained within different organizations and communities.

#### 3.1 *Capacity Development of Civil Society Organizations*

Today, there are over 4,000 CBOs (*Social Development Commission, 2011*) and over 2,000 NGOs (*Department of Cooperatives and Friendly Societies, 2011*) operating in Jamaica. Capacity development through the provision of technical assistance and training is facilitated by a number of agencies, including the Rural Agricultural Development Agency (RADA), Jamaica Social Investment Fund (JSIF), Environmental Foundation of Jamaica (EFJ), Social Development Commission (SDC), and the Council for Voluntary Social Services (CVSS). Along with umbrella organizations such as the Association of Development Agencies (ADA), they facilitate networking, development planning and project implementation.

The NGO/CBO community has significant project management skills and a track record of successful project implementation. There is also technical competence in the GEF focal areas, so that there is a ready pool of potential implementing agencies for partnering with the Small Grants Programme. NGOs and CBOs have made a significant contribution to good environmental stewardship in Jamaica. Through effective implementation of projects, they have raised the level of consciousness and awareness of the population, contributed to the development of national parks and protected areas system management, mobilized resources for addressing environmental challenges and have influenced policy through advocacy. It can also be said with some justification that they tend to respond (in some instances) more quickly than their public sector counterparts.

Among the challenges being faced by the NGO/CBO sector are an insufficient legal framework and weaknesses in regulatory agencies, resulting in problems such as coral reef destruction, watershed degradation and species loss.

---

<sup>3</sup> During OP5, the SGP capacity development outcome is cross-cutting and relates to interventions corresponding with each of the relevant GEF focal areas.

## **SGP Country Programme Strategy for Utilization of OP5 Grant Funds**

In the focal areas of biodiversity and land degradation, lack of enforcement of enacted legislation has been a major limiting factor, especially at the community level. The main obstacle in this area is a lack of the financial resources to maintain a sustainable monitoring presence in the respective areas. While some technical competence in the GEF focal areas exists within the NGO/CBO sector, there is need for capacity building and training, especially in the areas of gathering of baseline data, reporting, monitoring and evaluation. The SGP will use at least five percent (5%) of its grant allocation for training CSOs in areas where weaknesses are observed.

### ***3.2 Poverty Reduction***

Despite a reduction in the country's GDP growth rate in 2007 (1.4% compared to 2.7% in 2006), the rate of poverty has tended to fluctuate, having decreased from 14.3% in 2006 to 9.9 percent in 2007, spiking to 18.7% in 2008 then falling to 16.5% in 2009. The profile of the poor makes it clear that there are several interrelated factors linked to poverty – large households, households headed by females, inequality in access to health and education services, low educational attainment, unemployment (especially among youths), underemployment among the working poor and dependence on the informal sector. In addition, the poor typically live in overcrowded and substandard housing (WB, 2005).

While the percentage of persons living in the capital city who are poor is 12.8% and those in other towns 10.2%, 22% of persons living in rural areas are classified as poor (PIOJ 2009). Overall, 72% of the nation's poor live in rural areas and 62% of the adult population in these areas are women (PIOJ, 2005). SGP will seek to implement projects in areas where poverty and vulnerability are most prevalent.

### ***3.3 Gender and Indigenous Peoples***

There is a strong gender dimension to poverty. Female-headed households account for about 66% of the households in poverty, and generally, these households are poorer than male headed households. This is due, among other things, to the fact that up to 72 per cent of male-headed households had a spouse present, while 75 per cent of female – headed households had no spouse present (Wyss and White 2004, as quoted by PIOJ, 2005). The female partner of the male household head can be gainfully employed along with the male to support the household. Similarly, if not actively employed, the female partner can undertake responsibilities at home, freeing the man to work longer hours, odd shifts, or spend more time looking for employment.

More women are now involved in such activities as farming and community tourism and they are also outnumbering their male counterparts in many community development activities. SGP will thus have to focus on broad-based gender equality rather than merely increasing the number of female grantees. In fact, efforts are underway to improve male participation in community-based activities.

## SGP Country Programme Strategy for Utilization of OP5 Grant Funds

All projects are encouraged to have the participation of both sexes, and currently, women play leading roles (and are signatory to SGP MoAs) for at least 50% of projects.

Based on the classification provided by the United Nations, there are no indigenous people in Jamaica. The closest group to this would be the Maroons, who still have very strong roots and strongholds in hilly areas of some rural parishes.

### 4 OP5 country outcomes, indicators and activities (3 pages max)

Table 3. Results Framework

<u>SGP OP5 Immediate Objective 1: Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community-based actions</u>			
<b>Outcomes</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Activities</b>
<p><i>Outcome 1.1: improved community-level actions and practices and reduced negative impacts on biodiversity resources in and around protected areas and indigenous and community conservation areas</i></p> <p><i>Outcome 1.2: Benefits generated at the community level from conservation of biodiversity in and around protected areas and indigenous and community conservation areas</i></p>	<p><i>Number and hectares of ICCAs and other PAs positively influenced through SGP support</i></p> <p><i>Number of significant species with maintained or improved conservation status</i></p>	<p><i>Progress report, site visit reports and SGP database</i></p>	<p><i>2-3 replicable projects developed per year<sup>4</sup></i></p>
<u>SGP OP5 Immediate Objective 2: Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions</u>			
<b>Outcomes</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Activities</b>
<p><i>Outcome 2.2: Increased understanding and</i></p>	<p><i>Number and hectares of significant</i></p>	<p><i>Progress reports, site visit reports and SGP</i></p>	<p><i>2-3 replicable projects per year</i></p>

<sup>4</sup> The estimated number of OP5 projects should distinguish between the utilization of core grants (which can apply across GEF focal areas) and non-core GEF 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.

## SGP Country Programme Strategy for Utilization of OP5 Grant Funds

<i>awareness of sustainable use of biodiversity</i>	<i>ecosystems with maintained or improved conservation status</i>	<i>database</i>	<i>1 workshop per year</i>
<b>SGP OP5 Immediate Objective 3:</b> Promote the demonstration, development and transfer of low carbon technologies at the community level			
<b>Outcomes</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Activities</b>
<i>Outcome 3.1: Innovative low-GHG techniques deployed and successfully demonstrated at the community level</i>	<i>Number of community members demonstrating or deploying low- GHG technologies</i>	<i>Progress reports, site visit reports and SGP database</i>	<i>2-3 replicable projects annually</i>
<b>SGP OP5 Immediate Objective 4:</b> Promote and support energy efficient, low carbon transport at the community level			
<b>Outcomes</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Activities</b>
<i>Outcome 4.3: Increased investment in community-level energy efficient, low GHG transport system</i>	<i>Total value of energy, technology and transport services provided (USD equivalent)</i>	<i>Progress reports, site visit reports and SGP database</i>	<i>1 replicable project</i>
<b>SGP OP5 Immediate Objective 5:</b> Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry			
<b>Outcomes</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Activities</b>
<i>Outcome 5.1: Sustainable land use, land use change and forestry management and climate proofing practices adopted at the community level for forest and non-forest land-use types</i>	<i>Hectares of land under improved land use and climate proofing practices</i>	<i>Progress reports, site visit reports and SGP database</i>	<i>2-3 replicable projects annually</i>
<b>SGP OP5 Immediate Objective 6:</b> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities			
<b>Outcomes</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Activities</b>
<i>Outcome 6.1: Improved community-level actions and practices and reduced negative impacts on agro and forest ecosystems and ecosystem services demonstrated to sustain ecosystem functionality</i>	<i>Hectares of land applying sustainable forest, agricultural and water management practices</i>	<i>Progress reports, site visit reports and SGP database</i>	<i>2-3 replicable projects annually</i>

## SGP Country Programme Strategy for Utilization of OP5 Grant Funds

<u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)			
Outcomes	Indicators	Means of verification	Activities
<p><i>Outcome 7.1: Improved community-level actions and practices and reduced negative impacts in land use frontiers of agro-ecosystems and forest ecosystems (rural/urban/agriculture/forest)</i></p>	<p><i>Number of communities demonstrating sustainable land and forest management practices</i></p> <p><i>Hectares of degraded land restored and rehabilitated</i></p>	<p><i>Progress reports, site visit reports and SGP database</i></p>	<p><i>2-3 replicable projects annually</i></p>
<u>SGP OP5 Immediate Objective 10:</u> Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends			
Outcomes	Indicators	Means of verification	Activities
<p><i>Outcome 10.2: Improved information flows to/from CBOs and CSOs in SGP countries regarding good practices and lessons learned and application of such practices.</i></p> <p><i>Outcome 10.3: Increased public awareness and education at the community-level regarding global environmental issues</i></p> <p><i>Outcome 10.4: Capacity of CBOs and NGOs strengthened to support implementation of global conventions</i></p>	<p><i>Quantity and quality of SGP knowledge base, and use of knowledge base;</i></p> <p><i>Quantity and quality of contributions to knowledge fairs, conferences, publications and research</i></p> <p><i>Number of CBOs and NGOs demonstrating understanding of the role of evaluation through application of relevant methodologies</i></p>	<p><i>Progress reports, site visit reports and SGP database</i></p>	<p><i>1 replicable and workshop annually</i></p>
<u>Cross-Cutting Results:</u> Poverty Reduction, Livelihoods and Gender			
Outcomes	Indicators	Means of verification	Activities
<p><i>Improved livelihoods through increasing local benefits generated from environmental resources and mainstream gender</i></p>	<p><i>Number of participating community members(gender disaggregated)*</i></p>	<p><i>Progress reports, site visit reports and SGP database</i></p>	<p><i>2-3 replicable projects annually</i></p>

## SGP Country Programme Strategy for Utilization of OP5 Grant Funds

<i>considerations in community-based environmental initiatives</i>	<i>mandatory for all projects</i>  <i>Increase in purchasing power by reduced spending, increased income, and/or other means (USD equivalent)</i>		
--	---	--	--

### 5 Monitoring, Evaluation and Reporting (3 pages max)

5.1 Please describe the Monitoring & Evaluation plan for the portfolio of individual SGP projects working with civil society organizations (i.e. national NGOs, CBOs, or indigenous peoples' organizations). Details on the frequency of monitoring visits and evaluations of projects should be provided.

#### ***Monitoring & Evaluation Plan***

The activities, responsible parties and timeframe are listed in table 4 below. These will form the basis for monitoring the portfolio of individual SGP projects. At the project level, a pre-site visit will be conducted to gather baseline data. Project impacts will be measured against the base-line data. Each project will select from a list of indicators linked to the expected results of the country programme, so that both the individual and cumulative contribution of projects can be ascertained. During implementation of projects, site visits will be undertaken at least twice during project implementation (providing there are no instances that may require visiting outside of the scheduled visits). Site visits will be conducted by the NC preferably halfway into the project and then a final visit close to the end of the project activities. The NC will be accompanied, at times, by the Programme Assistant and or members of the NSC. Participatory evaluations of projects are undertaken and include the SGP Secretariat, NSC members, stakeholders and grantees after completion.

These visits, besides allowing for on site assessment of projects and resolution of challenges faced, also allow for the evaluation of project reports (both interim and final) submitted by grantees (NGOs/CBOs). No payments are approved by the NC until the reports are submitted and duly reviewed. At the end of the project grantees must submit a detailed final report (with a detailed financial report) of results/lessons learnt. A digital photographic library is maintained of all projects, and this facilitates assessment of project impacts.

***Programme Level:*** At this level, an annual work plan is drafted and submitted to the NSC for approval. The workplan gives details of activities that will be undertaken in order to achieve the expected results of the CPS. Timelines are set for achievement of the targets and milestones. Quarterly programme updates/reports will also be provided to the National Steering Committee (NSC) members, UNOPS and CPMT. This report will provide both a synthesis of project activities as well as progress made in achievement of the broader national goals and those set by the GEF SGP project document.

## **SGP Country Programme Strategy for Utilization of OP5 Grant Funds**

Where delays are foreseen for any reason, revised timelines will be proposed by the NC and approved by the NSC. Lessons learnt and best practices will be documented and shared with Government and CSOs. These and other SGP initiatives will be used to guide future initiatives. As customary, a photo library of both video and still images will be kept of all projects activities from pre-inception to conclusion.

Further, regular data updating of the SGP database is done on all projects to give the most current details. This is especially useful for global tracking of progress and for grant allocation determination by CPMT. Moreover, a report on the overall country achievements is presented as part of the Annual Performance and Assessment Process undertaken by the country team and CPMT each year. This information informs CPMT about the progress being achieved in the results based management chain and can help to identify programming weaknesses to enable early corrective action.

### ***Reporting Plan***

Quarterly financial reports (4-in-1 table) of grant disbursements, administrative and other programme expenditure will be prepared and sent to UNOPS. An annual country programme report is submitted to CPMT/UNOPS each year. These reports will incorporate information extracted from reports submitted by grantees. They will also provide details on monitoring visits, global indicators uploaded to the SGP Global database, lessons learnt and co-financing partnerships. At the end of the operational phase, an overall report will be presented to CPMT on the country programme. It will include details on the changing political, environmental and socio-economic national circumstances. It will also indicate how the programme responded to shifts in thematic and geographic focus to meet local and national demands and on the attainment of global environmental benefits. (*see table 5 below*).

Additionally, SGP Jamaica has already initiated dialogue with the Jamaica Red Cross and the Office of Disaster Preparedness and Emergency Management to have additional field monitoring done through their networks of disaster coordinators and project managers. Alongside the benefit of continued monitoring, this approach could also prove very helpful in times of natural hazards, especially given Jamaica's proneness to natural hazards and the susceptibility of small demonstration projects to hazards such as flooding and tropical cyclones.

5.2 Please describe how local stakeholders will participate in setting project objectives and outputs; how they will participate in monitoring with what kind of method and periodicity; and how progress will be documented and reported.

### ***Stakeholder Participation***

One of the emphases of SGP Jamaica is building capacity among stakeholders, especially in the area of project proposal writing. As such, at least one project development session is conducted annually, preferably immediately after a *call for proposal* is issued. This gives all prospective grantees firsthand knowledge of how to develop good project proposals.

## SGP Country Programme Strategy for Utilization of OP5 Grant Funds

All grantees engaging in the development of projects will be asked to present written objectives and a scheduled work plan indicating how and when each output will be achieved and the objectives met. These will be closely monitored and evaluated (using standard templates already developed by CPMT under OP5) by the National Coordinator and members of the NSC during field visits.

During project implementation, interim reports will be submitted by the grantees to the SGP country team and these will be carefully reviewed. A final participatory evaluation of all projects will be undertaken by the SGP Secretariat, NSC members and other key stakeholders. Moreover, interim results will be shared with all grantees so that both good management practices and technical expertise can be shared for the benefit of all.

Table 4. M&E Plan at the Project Level

SGP Individual Project Level		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantees	Duration of project
Baseline Data Collection <sup>5</sup>	Grantees, NC	At project concept planning and proposal stage
Two or Three Project Progress and Financial Reports ( <i>depending on agreed disbursement schedule</i> )	Grantees, NC, PA	At each disbursement request
Project Workplan	Grantees, NC, PA	Duration of project
NC Project Proposal Site Visit ( <i>as necessary / cost effective</i> <sup>6</sup> )	NC	Before project approval, as appropriate
NC Project Monitoring Site Visit ( <i>as necessary / cost effective</i> )	NC	On average once per year, as appropriate
NC Project Evaluation Site Visit ( <i>as necessary / cost effective</i> )	NC	At end of project, as appropriate
Project Final Report	Grantees	Following completion of project activities
Project Evaluation Report ( <i>as necessary / cost effective</i> )	NC, NSC, External party	Following completion of project activities
Prepare project description to be incorporated into global project database	PA, NC	At start of project, and ongoing as appropriate

<sup>5</sup> Capacity-development workshops and M&E trainings may be organized in relation to innovative techniques for community monitoring, including new technologies (i.e. GPS-enabled cameras, aerial photos, participatory GIS, etc.); as well as in response to guidelines for “climate proofing” of GEF focal area interventions; REDD+ standards; and/or other specific donor/co-financing requirements.

<sup>6</sup> To ensure cost-effectiveness, project level M&E activities, including project site visits, will be conducted on a discretionary basis, based on internally assessed criteria including (but not limited to) project size and complexity, potential and realized risks, and security parameters.

## SGP Country Programme Strategy for Utilization of OP5 Grant Funds

5.3 Please describe the strategy for how the results of SGP individual projects will be aggregated at the country programme portfolio level. Please describe the target indicators for focal area and multi-focal area outcomes.

### ***CPS Results: Impacts and Outcomes***

Given the changing levels of donor funding, expected results for impacts and outcomes will vary on an annual basis. As such, there will be need for constant revision, at least on a semi-annual basis. Notwithstanding this, a number of results have been determined for achievement by year 4 (2014). These targeted impacts are aligned with the strategic and specific objectives of the GEF SGP, as articulated in the SGP project document for the fifth operational phase of the GEF. Further details are elaborated in Table 3.

Impacts will be derived from a series of outcomes, which will in turn result from the achievement of project outputs. The following are some of the expected outcomes.

- Increased capacity of local population for legally-declared protected areas management (BD)
- Capacity of community members built to carry out sustainable agriculture and best practice harvesting in fisheries (LD/BD)
- Improved forest management (LD/BD)
- Development of improved soil conservation techniques by local farmers (LD)
- Build capacity of communities to initiate and utilize renewable energy sources, and produce bio fuels for energy generation and transport (CC)
- Increased sustainable livelihood options for local population living in the vicinity of forest ecosystems and protected areas (LD/BD)
- NGOs/CBOs engaged by state agencies in policy and decision making discussions
- Increased awareness of community members of the importance and value of protected areas, through training (BD)
- Development of eco-tourism attractions for co-management in legally-declared protected areas (BD)
- Community groups learn and practice sustainable agriculture and sustainable harvesting in fisheries (LD/BD)
- Soil conservation and carbon sequestration methods understood and practised by farmers' groups and training institutions (CC)
- Renewable energy and sustainable transport initiatives successful undertaken by community groups (CC)
- Improved knowledge of alternative livelihoods from project activities in protected areas and forest reserves (BD/LD/Livelihoods)
- NGOs/CBOs carry-out national advocacy initiatives (Capacity Building)

## SGP Country Programme Strategy for Utilization of OP5 Grant Funds

Table 5. M&E Plan at the Programme Level

SGP Country Programme Level		
M&E Activity	Responsible Parties	Timeframe
Country Programme Strategy Review	NSC, NC, CPMT	Start of OP5
Strategic Country Portfolio Review	NSC, NC	Once during OP5
NSC Meetings	NSC, NC, UNDP CO	Minimum twice per year
Performance and Results Assessment (PRA) of NC Performance	NC, NSC, UNDP CO, CPMT, UNOPS	Once per year
Country Programme Review resulting in Annual Country Report <sup>7</sup>	NC presenting to NSC and CPMT	Once per year
Financial 4-in-1 Report	NC/PA, UNOPS	Quarterly

### 6 Knowledge Management Plan (1 page max)

6.1. Please describe your plans for capturing, sharing, and disseminating the lessons learned and good practices identified through the country portfolio of SGP projects with civil society, government, and other relevant stakeholders (i.e. process for generating knowledge; type of knowledge products; knowledge fairs; peer to peer exchanges; use of demonstration sites; knowledge centers etc.).

#### *Utilisation of Lessons Learned and Good Practices*

Knowledge management is a key tool for gathering and sharing of lessons learnt and best practices. All SGP reporting templates carry a section for lessons learnt to be captured. Project reports from grantees are carefully reviewed and field visits diligently attended. This allows for the SGP team to easily identify and monitor progress made, offer solutions to problems that arise, and record lessons learnt and success stories for replication. Grantees and ‘would-be’ grantees have open access to the project team, and efforts are being made to network all grantees to allow for information exchange and the sharing of experiences. Annual training and sensitization sessions will be held to share lessons learnt and to inform pertinent stakeholders of the targeted goals of the programme and of opportunities that exist for partnerships.

The digital archive of pictures and video recording will also be used to create a digital library of all projects and eventually used to produce documentaries or photo stories of successful projects. Besides being used to exhibit the large differences that a small grant can make, the audio-visual productions will also be used as a marketing tool for the SGP.

---

<sup>7</sup> The annual Country Programme Review exercise should be carried out in consultation with the national Rio Convention focal points and the associated reporting requirements.

## **SGP Country Programme Strategy for Utilization of OP5 Grant Funds**

Partnerships will be formed with the media and community weekly news papers to highlight the work of the SGP and to influence adoption of best practice and patterns of community development. SGP Jamaica has requested that grantees prepare and submit photostories with their final report.

6.2 Please describe how the SGP country programme will use this knowledge to inform and influence policy at the local, regional and national levels (i.e. identify key policy processes and relevant networks).

### ***Policy Impact***

SGP Jamaica has been a key partner with some Government agencies, namely: the Ministry of Agriculture and Fisheries, Planning Institute of Jamaica and National Environment and Planning Agency (NEPA). The SGP Secretariat has been participating in policy and project reviews. During the past year the secretariat was invited to several workshops, meetings and project reviews hosted by Government departments (namely the Planning Institute of Jamaica) to showcase the work of SGP, impart lessons learnt and submit reports that aid decision-making. Some land use projects have resulted in adoption of new agriculture practices, for example, Christiana Potato Growers Cooperative Association Limited. The Country Team is working assiduously to have more projects impacting policies as well as serving as local/national demonstration projects. Another mode of sharing knowledge and lessons learnt from projects is the quarterly project feature in the media. Some SGP projects also serve as research models for intern students thus giving more publicity to the programme.

6.3 Please describe how the SGP country programme will use this knowledge to replicate and up-scale good practices and lessons learned from SGP projects.

SGP Jamaica's project knowledge has been and will continue to be disseminated among all stakeholders including Government. To date several SGP projects have become demonstration projects for communities, namely: Jeffrey Town Farmers' Association, Mafoota Agricultural Cooperative Society Limited, Southern Trelawny Environmental Agency (STEA) and Sweetwater Agricultural Cooperative Society Ltd. Jeffery Town received six awards (five national including the Michael Manley Award for Community Self Reliance and one international – from the Technical Centre for Agriculture (CTA) for Innovation in Operations), Mafoota received one national award - The Sam Sharpe Medal in Agriculture and STEA received the Ministry of Tourism award for Tourism Achievement. To further boost these efforts, on review of project success, SGP will recommend projects for follow-on funding from donor agencies.

# SGP Country Programme Strategy for Utilization of OP5 Grant Funds

## 7 Resource Mobilization Plan (1 page max)

7.1. Please describe the resource mobilization plan to enhance the sustainability of the SGP country programme with reference to: (i) the diversification of funding sources to achieve greater impact (i.e. non-GEF resources that help address sustainable development concerns); and (ii) the cost recovery policy to co-finance a share of the SGP country programme management costs.

### *Sustainability Strategy*

Given the GEF's policy that SGP grant funds should ideally be matched one-to-one in co-financing, it is important for co-financing to be raised at the programme level. As referenced in the SGP (2006) resource mobilization toolkit, there are many other reasons for mobilizing additional resources, and the most important one is to achieve greater project impact through donors' financing of other key components and items that are not eligible for GEF funding. This also increases prospects for project (and programme) sustainability as well. GEF SGP funding will thus be used as the seed money to mobilize and leverage additional money, and at the same time, through SGP's built-in local empowerment process, increase grantees' capacity to implement and manage development projects and provide them access to the donor community.

In this regard a number of different agencies have been targeted and approached for collaboration. These include bilateral agencies such as the United States Agency for International Development (USAID), Christian Aid, Critical Ecosystem Partnership-Fund (CEPF) and the Canadian International Development Agency (CIDA). Agencies within the UN system have also been approached including UNDP, UNEP and the FAO. National environmental funding agencies have been engaged and have responded positively, and SGP Jamaica has successfully undertaken negotiations with the Government of Jamaica for a share of funds committed by the GEF under the System for Transparent Allocation of Resources (STAR). Besides this, all grantees are encouraged to mobilize matching funds for their projects. While most grantees have been able to raise funding in-cash or in-kind, the number of cash options is on the decline, so that programme co-financing will become more important in future years.

7.2. Please outline possibilities to develop strategic partnerships (identifying their objectives and possible synergies with SGP) with the following potential partners: (i) national government agencies; (ii) multilateral agencies or financial institutions (such as the World Bank, regional development banks, and/or other international organizations); (iii) bilateral agencies; (iv) non-governmental organizations and foundations; and (v) private sector.

### **Strategic Partnerships**

Understanding which areas policymakers and or donors are concerned with are key points that the Secretariat will take into consideration in putting together a RMP. As a first step, the Secretariat will conduct a donor research and mapping exercise. This will identify key areas of support for the programme, for example, management cost, capacity building and co-funding for NGOs and CBOs.

## **SGP Country Programme Strategy for Utilization of OP5 Grant Funds**

The Secretariat will make every effort to develop strategic partnerships by searching for donors, contributors or investors with similar interests. Establishing partnerships with the following key stakeholders will be of major importance for SGP Jamaica.

### ***International Donors***

The Secretariat could organise a donor session which will include NGOs and CBOs. This will give them the opportunity to hear donors speak about their own current funding interests and criteria and be able to interact with them personally. We will also explore the relatively smaller funding available out of the development budgets in the respective Embassies. These are usually easier to tap for straightforward funding such as training courses, conferences or seminars.

### ***National/Local Government***

Special Environmental/Developmental agencies have national or local plans for environment protection, climate change adaptation and capacity development. Additionally, technical expertise provided by government departments to local CSOs provides valuable co-financing and enhances project success. Programmes such as the SGP that help Government achieve its goals of community-bonding and citizenry engagement on government policies are likely to be able to form successful partnerships at the central and local government levels.

### ***Private Foundations/Philanthropic Organizations***

Many of Jamaica's local businesses thrive on giving back to the society. The Secretariat will research who they are and match their goals with that of SGP Jamaica. Capacity Building is a popular area which tends to draw philanthropists as they consider themselves as investing in the future. SGP Jamaica will position itself as a catalyst for improving the future generation through capacity building and protecting the environment through ecosystems management. Companies that are actively engaged in corporate social responsibility will be approached as they are viewed as good potential partners or contributors.

### ***Individuals***

Individuals with the capacity as well as care and concern for our cause will also be approached. The Secretariat will try to identify community or business leaders who could be spokespersons or champions.

## **Reference**

Planning Institute of Jamaica, 2009, Vision 2030 Jamaica: National Development Plan, Planning Institute of Jamaica, 376pp