

The Saint Lucia Country Programme Strategy 2025-2029

***From Beacons of Hope to Spotlights
of Transformation***



Reviewed and Approved by the National Steering Committee

4th December 2024.

Reviewed and Approved by CPMT

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TABLE OF CONTENTS

ACRONYMS.....	4
EXECUTIVE SUMMARY	5
ESTIMATED MINIMUM FUNDING AVAILABLE DURING GEF-8 (2025- 2029)	6
1.0 THE PURPOSE:.....	7
2.0 THE METHODOLOGY:	7
3.0 PRIMARY OBJECTIVE, PRINCIPLES AND DESIGN PREFERENCES:	7
4.0 SGP'S PERFORMANCE DURING OP 7	8
5.0 IDENTIFICATION OF ENVIRONMENTAL CHALLENGES FOR ADDRESSING DURING OP 8	10
6.0 STRATEGIES FOR OP 8	11
6.1 RELATIONSHIPS WITH UNDP AND SGP 2.0	12
6.2 SPATIAL INTERVENTIONS – CANARIES LANDSCAPE	13
6.3 SPATIAL INTERVENTIONS - SOUFRIERE LANDSCAPE:	14
6.4 PROJECTS OUTSIDE THE LANDSCAPES	16
7.0 MOVING TOWARDS SUSTAINABILITY	17
8.0 RESOURCE MOBILIZATION:	18
9.0 RISK MANAGEMENT PLAN	18
9.1 PROJECT AND PROGRAMME RISKS	18
9.2 TRACKING OF RISKS	18
10.0 MONITORING AND EVALUATION PLAN	19
10.1 MONITORING CATEGORIES	19
10.2 SOURCES OF AUTHENTIC INFORMATION	21
11.0 CPS RESULTS FRAMEWORK	24
12.0 NATIONAL STEERING COMMITTEE APPROVAL.....	31

LIST OF FIGURES

FIGURE 1: MAJOR PROCESS COMPONENTS OF THE CPS	7
FIGURE 2: SUMMARY OF PROBLEMS AND CHALLENGES FROM CONSULTATIONS	11

LIST OF TABLES

TABLE 1: COMPARISON OF PRIORITIES BETWEEN INTERLOCKING PROGRAMMATIC STREAMS.....	12
TABLE 2: COMPARATIVE 4-YEAR SGP GLOBAL OBJECTIVE AND SAINT LUCIA'S PRIMARY OBJECTIVE..	13
TABLE 3: PRIMARY INTERVENTION AREAS FOR THE SOUFRIERE AND CANARIES LANDSCAPES	15
TABLE 4: BROAD AREAS OF FOCUS FOR PROJECTS OUTSIDE THE.....	16
CANARIES AND SOUFRIERE LANDSCAPES	16
TABLE 5: DESCRIPTION OF RISKS IDENTIFIED FOR OP8	19
TABLE 6. M&E PLAN AT THE COUNTRY PROGRAMME LEVEL	22
TABLE 7: RESULTS FRAMEWORK OF SGP OP8 COUNTRY PROGRAMME STRATEGY	24

LIST OF MAPS

THE CANARIES LANDSCAPE (MAP 1)	13
THE SOUFRIERE LANDSCAPE (MAP 2).....	14

LIST OF PHOTOS

CO-MANAGEMENT AGREEMENT SIGNED BETWEEN THE GOSL & THE FOND ST. JACQUES DEVELOPMENT COMMITTEE	14
TAKING RISK TOGETHER.....	18
SAINT LUCIA'S MOST ADVANCED SOALARISED AQUAPONICS FACILITY.....	30

ACRONYMS

ACAP	Aupicon Charcoal and Agricultural Producers
AI	Artificial Intelligence
BC	Biodiversity Conservation
BCRC	Baseline and Change Report Card
CARICOM	Caribbean Community and Common Market
CBOs	Community Based Organisations
CCM	Climate Change Mitigation
CORE	refers to GEF principal resources committed by the donor countries.
CPS	Country Programme Strategy
DII	Discovery Invention and Innovation
DSD	Department of Sustainable Development
EISA	Environment Impact and Social Assessment
GOSL	Government of Saint Lucia
FA	Focal Area
FIS	Fisheries
FO	Forestry
H ₂ O	Water (chemical symbol)
IAC	Iyanola Apiculture Collective
IW	International Waters
KAP	Knowledge Attitude and Practices
KM	Knowledge Management
LD	Land Degradation
MARLI	Mankôté Apiculture and Learning Institute
m	Million
MOA/FD	Agriculture, Fisheries, Food Security and Rural Development/ Fisheries Department
MOA/FDiv.	Ministry of Agriculture, Fisheries, Food Security and Rural Development/ Forestry Division.
MOA/VD	Ministry of Agriculture, Fisheries, Food Security and Rural Development/ Veterinary Division
MOE/ Innovation	Ministry of Education, Sustainable Development, Innovation, Science, Technology and Vocational Training
M & E	Monitoring and Evaluation
NGOs	Non-Governmental Organisations
NSC	National Steering Committee
OECS	Organisation of Eastern Caribbean States
R & I	Research and Innovation
RBM	Results Based Management
SALCC	Sir Arthur Lewis Community College
SGP	Small Grants Programme
SIDS	Small Island Developing States
STAR	System for the Transparent Allocation of Resources
UNCBD	United Nations Convention on Biological diversity.
UNFCCC	United Nations Framework Convention on Climate Change
VD	Veterinary Division

EXECUTIVE SUMMARY

The GEF-8 Country Programme Strategy (CPS) for Saint Lucia is presented as the overall programming framework for the period 2025-2029. 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 knowledge driven programme over the operational programme period stated above. This CPS was developed using a research, consultative and participatory process.

The primary GEF SGP UNDP objectives of *environmental sustainability, poverty reduction and capacity development* are addressed through a programme with a specific objective of *continuously developing the capacity and capability of CSOs, so that they may become and remain strong proponents and practitioners of sustainable and transformational change at different spatial levels, through the implementation of projects and programmes within the GEF Focal Areas*. The Canaries and Soufriere Landscapes are identified as the principal spatial areas for interventions, within which the core programmatic shall be:

- *Pollution of terrestrial and marine ecosystems to include chemicals in the food chain.*
- *Community based biodiversity and ecosystem Conservation.*
- *Climate Change Mitigation as an independent and a cross-cutting theme.*
- *Capacity building of CSOs*
- *More extensive presence of SGP in social and mass media.*

Outside these two landscapes. SGP will work wherever there is effective demand for its services and CSOs are prepared and willing to make the effort for an extended period to address critical problems, through the following thematic areas: *community based threatened ecosystems and species conservation; low carbon energy access co-benefits; sustainable agriculture and food security; local to global coalitions in chemical and waste; and catalyzing sustainable urban solutions.*

In both the aforementioned landscapes and in the areas outside, the following five cross-cutting themes shall be emphasized, *id est: Poverty and Livelihoods; Community and public awareness; Climate change; Research and Innovation and Education and awareness.*

The minimum investment expected over the programmatic period shall be US\$2.59 m or XCD\$6.99. It is expected that the co-financing contribution will help to significantly increase this figure. For example, if the SGP GEF-7 average co-funding ratio of 1:1.53 is achieved at minimum, the actual investment will increase to US\$8.84 m (XCD23.87m).

To achieve results the strategy is careful in stating the driving principles, which *are inclusivity and genuine participation; transparency; accountability; equity; neutrality; knowledge creation and learning; and knowledge sharing.* The main risks to the programme and projects are identified and rated and there is a framework for monitoring and evaluation. The results framework also clearly articulates the outputs and the outcome expected.

The strategy further emphasizes and promotes more genuine stakeholder participation in an environment which minimizes polarization and promotes action for change. The strategy with subtlety points to the main tipping point that Saint Lucia is facing in the area of pollution.

Finally, this strategy is a written commitment to work with the People and Government of Saint Lucia to avert crises, steer away from tipping points and create a thriving democracy of participation for transformational change.

ESTIMATED MINIMUM FUNDING AVAILABLE DURING GEF-8 (2025- 2029)

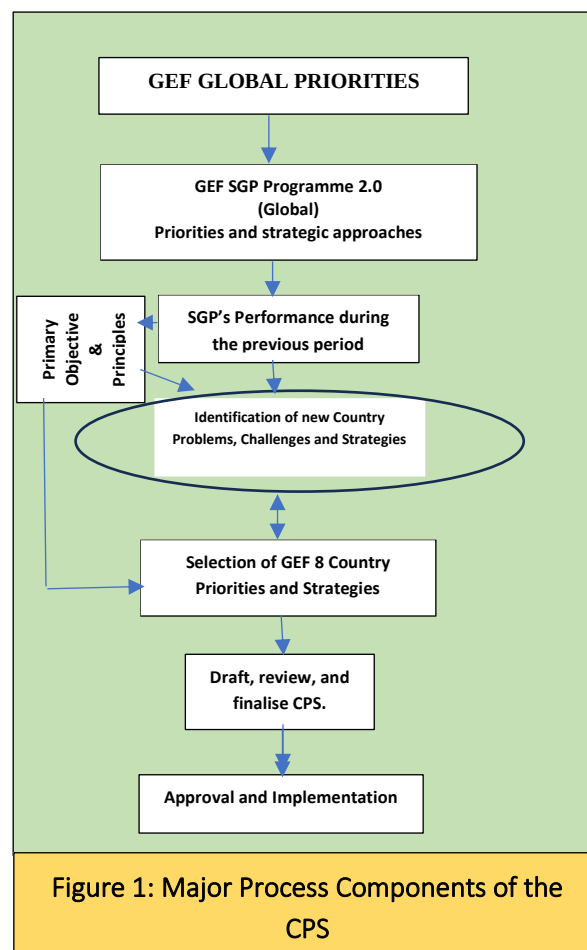
Currency	CORE	STAR	Minimum Co-funding	TOTAL
US\$	550,000 (est.)	744,037	1,294.037	2,585,074
XCD\$	1,485,000	2,008,907	3,493,900	6,987,800

1.0 THE PURPOSE: The Country Programme Strategy (CPS) is a primary document of intent, which clearly articulates the platform for programming in each SGP country over a defined time period. To be relevant, as well as to be reactive and proactive, SGP uses the CPS process to focus on the challenges and strategies each country defines in various reports and during consultations with stakeholders, which include NGOs, CBOs experts, marginalised peoples, indigenous peoples, and Government officials.

The CPS also enables SGP to achieve impacts in a dynamic environment of competing needs, championed by different stakeholders with varying agendas. 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 result oriented and knowledge driven programme over an operational programme period which is usually 4 to 5 years. The CPS is also a prerequisite for accessing CORE and STAR resources for investment. Finally, the outcomes and impacts of the projects implemented also contribute to a country's SDGs and reports to international conventions, such as the UNFCCC and UNCBD.

2.0 THE METHODOLOGY: The methodology used included the use of secondary sources; the hiring of an independent consultant to interview stakeholders and convene two workshops; and the use of questionnaires to obtain feedback from past and present grantees, NSC members, partners, and Government officials. The feedback included a rich and diverse array of information and insights on environmental problems and challenges and SGP's service performance as a country programme.

Figure 1 summarises the major process components of the CPS, which begins with the global agreement on priorities by the GEF, the priorities selected by SGP Global, and ultimately its application to each country. Figure 1 also illustrates a progression from immediate past results during OP 7 (baselines) to the drafting, reviewing, finalising and approval of the CPS for implementation.



3.0 Primary Objective, Principles and Design Preferences: With a global vision to reverse all negative environmental impacts and avert looming “tipping points,” SGP Saint Lucia has found it necessary to articulate a four-year primary objective as a means of finding and creating strong pathways to sustainable development.

The four-year primary objective is therefore:

to continuously develop the capacity and capability of CSOs so that they may become and remain strong proponents and practitioners of sustainable and transformational change at different spatial levels, through the implementation of projects and programmes within the framework of the GEF Focal Areas.

To achieve that objective, the Saint Lucia GEF SGP UNDP Programme will be guided by the following general principles:

- **Inclusivity and Genuine Participation of stakeholders** during project and

programme implementation. This is also a proven requirement for empowerment of communities;

- **Transparency as a means** to building and maintaining **trust** among various communities and partners;
- **Accountability** in use and investment of resources and representation of UN values to internal and external customers;
- **Equity** in contributions and access to resources and benefits during the project cycle. This includes gender equity;
- **Neutrality in** working with all groups that support the goals and objectivities of the UN and are driven by sustainable development principles;
- **Knowledge Creation and Learning** as the indispensable means for addressing challenges and creating futures; and
- **Knowledge Sharing** as the only democratic means to changing thoughts, actions, and influencing change among individuals and various publics.

Further to these general principles, we shall adopt specific design preferences for optimum impacts:

- **Watersheds which are** considered in terrestrial environments as nature's planning units. Wherever possible, projects shall be implemented to cover an entire watershed to ensure sustainable interventions;
- **Landscapes and Seascapes** where it is not possible to operate at a watershed level, landscapes and seascapes shall be mapped and form the planning and management units;
- **Inter and/or Intra spatial Interventions:** to work within and between communities, at the regional, national, and sub-regional levels; and
- **Clustering, Linking and Upscaling** within the wider need of considering scale in SIDS as both economic and environmental drivers. SGP will create

clusters of collaboration among grantees as well as strong backward and forward linkages within a circular economy framework. Project upscaling will also be an integral part of this process.

4.0 SGP's Performance during OP 7:

OP 7 commenced in July 2020, continued through the Global Covid Pandemic and will end in June 2026. During that period, 25¹ projects were funded at a total investment of US\$1.571 m (XCD\$4.244 m). This included a total SGP investment of US\$0.696 m, which leveraged US\$0.676 m in cash co-funding and US\$0.886m in in-kind co-funding, at a c-funding ratio of 1:2.53, i.e., every US\$1 of GEF SGP UNDP funding invested attracted an additional US\$2.53. Of the 25 projects funded, 7 were in the Climate Mitigation FA; 4 in the Biodiversity FA; 11 in Land Degradation FA; 2 in the International Waters FA; and 1 in the Chemicals and Waste FA. These investments resulted in 1335 persons being trained in apiculture, agro-processing, organic farming, pollution monitoring and many other areas; and 286 persons employed in short, medium and long-term employment.

One major outcome achieved during OP7, was the revitalisation of the Apiculture Industry in Saint Lucia, and the export of lessons learned through a South-South Project to six Caribbean islands and one Pacific Island, i.e., Antigua and Barbuda, Dominica, Grenada, St. Kitts & Nevis, Saint Vincent and the Grenadines, Trinidad and Tobago; and Samoa.

The Apiculture industry in Saint Lucia has gone through a renaissance with the transition to a more scientific approach and the establishment of the first apiculture laboratory owned and managed by the Iyanola Apiculture Collective (IAC). During that period, the first Master Beekeeper graduated from Cornell University and Saint Lucia and IAC launched the Hewanorra Honey Show with SGP funding. This show is now in its 4th year and has evolved into the Hewanorra and OECS Honey Show, with participants from the OECS and CARICOM regions.

Apiculture has progressed from a traditional practice to a more scientific practise and is contributing in a more significant way to livelihoods.

¹ At November 24th 2024. Though OP 8 begins in 2025, OP 7 will continue until June 2026 when all investments are accounted for, at which time OP 7 will be closed.

The following are the major project outputs and outcomes for OP 7 at November 2024:

- **Climate Change Mitigation:**

- 70-80% increase in savings through the solarisation of the Anse La Raye and Soufriere Fishers Cooperatives, and diversion of a percentage towards the establishment of a social safety net (pension fund for fishers). The carbon footprint was also reduced (to be measured).
- The design and implementation of the first phase of a Green Plan for the Archdiocesan Pastoral Centre, which reduced water bills by 100% and electricity use by 10 to 20%.
- Completion of an energy audit and design of a solarisation plan for an SGP funded Cassava Processing Plant at Anse Ger.

- **Biodiversity Conservation:**

- Process for the development of an Apiculture Policy and three-year workplan for the OECS in an advanced stage of preparation.
- First detailed documentary on the wildlife of Saint Lucia in an advanced stage of preparation (editing stage).
- Research on the viruses affecting bees ongoing and close to completion.

- **Land Degradation:**

- Research completed on the impact of a locally prepared bio-fertilizer derived from local plants.
- Integrated farm established which demonstrates the concept of a bioeconomy in which organic principles are fully operationalised into a sustainable farm enterprise.
- Experimentation in the use of vetiver as a suitable plant for soil protection and the generation of alternative livelihoods on the way.

- First Agro-Tourism Park (Protected Landscape) in the process of being established in the Upper Watershed of Soufriere, where sustainable land management and complementary livelihood options will be practised and managed through a co-management arrangement between the GOSL and the Fond St. Jacques Development Committee.

- Establishment of a fully functioning medium to high technology aquaponics facility managed by the National Council for People with Disabilities, which act as a training facility and a net income source for the group, while contributing to Food Security in Saint Lucia.

- Capacity and capability building and promotion of the first climate smart facility for gender-based violence victims.

- Fully functioning cassava processing plant established in Anse Ger.

- Significant knowledge created through primary research on the best medium to grow mushrooms.

- **International Waters:**

- Capacity development of the SMMA through the preparation, amendment, approval, and promulgation of the Bye Laws of the SMMA and the replacement of signs to demarcate the management zones.

- Experiments in mariculture in its formative stage at Savannes Bay, with challenges from sub-division run off and the growing numbers of sea moss cultivators, which have adversely affected the site.

- **Chemicals and Waste:**

- Significant studies on local organic fertilisers completed with a recommendation to construct a manufacturing plant in rural Saint Lucia.

- The nature of pollution of the Soufriere Watershed and coastal zone understood and directions for interventions determined.

At the end of OP 7, the SGP Saint Lucia programme had reached a level of maturity, which gave the programme confidence to work at different spatial levels as proven by its export of lessons learned to the OECS and the Pacific Island of Samoa. During that period of operations (OP7) the following indispensable lessons were learned, which are here presented as new directions *cum* recommendations:

- SGP Saint Lucia must re-focus on strengthening the community and national structures and systems for capacity development of CSOs, if the principles of sustainability, which includes resilience, are to be operationalized.
- SGP Saint Lucia must become more assertive in knowledge sharing if the programme aims to influence community and national agendas for sustainable development.
- NGOs and CBOs must be introduced and trained in using a more rigorous scientific approach to project design, development and implementation.
- SGP needs an ongoing public awareness programme using both social and mass media formats to maintain environmental management on the national agenda. In the rush for economic growth there is an increasing threat to ecosystems (e.g. sea moss cultivation and its impacts in the Savannes Bay Ramsar Site).
- Research and innovation must become more deeply entrenched in the work of SGP in Saint Lucia, due to the constancy of change and the transmutation of challenges.
- SGP must begin to partner with the private sector to develop the business

aspect of livelihoods as a means of ensuring success of such initiatives.

- SGP must create more opportunities for the GOSL to become stronger and sustained partners in all sustainable development initiatives.

5.0 Identification of Environmental Challenges for addressing during OP 8: To determine the specific challenges that SGP could address during OP 8, three methods were adopted as follows:

- (i) **The NSC discussed the decision of continuing** work in the two landscapes SGP had worked in during OP 7, and it was decided that based on the original reasons they were selected (*id est*, *high biodiversity; presence of one or more international protected areas; vulnerability to impacts; high poverty; and progress made to date*), discontinuation of work at this time would cause a reversal of progress. SGP Saint Lucia therefore decided to continue working in the Canaries and Soufriere Landscapes.
- (ii) **Workshops²:** as part of the problem identification exercise, two workshops were convened in the Canaries and Soufriere Landscapes, by an independent consultant. This resulted in two reports, the results of which are summarized in Figure 2.
- (iii) **Administration of Google Questionnaires:** Through this method, NSC members, present grantees, a sample of past grantees and Government officers were targeted. A summary of the specific results are captured in Figure 2.

Based on these consultations, SGP concluded that OP 8 should focus on two landscapes and the following priorities:

² Dr. Marie Louise Felix (2024) *Determining the GEF SGP UNDP Country Programme Strategy for OP 8 – CANARIES*.

Dr. Marie Louise Felix (2024) *Determining the GEF SGP UNDP Country Programme Strategy for OP 8 – Soufriere*.

LANDSCAPES:

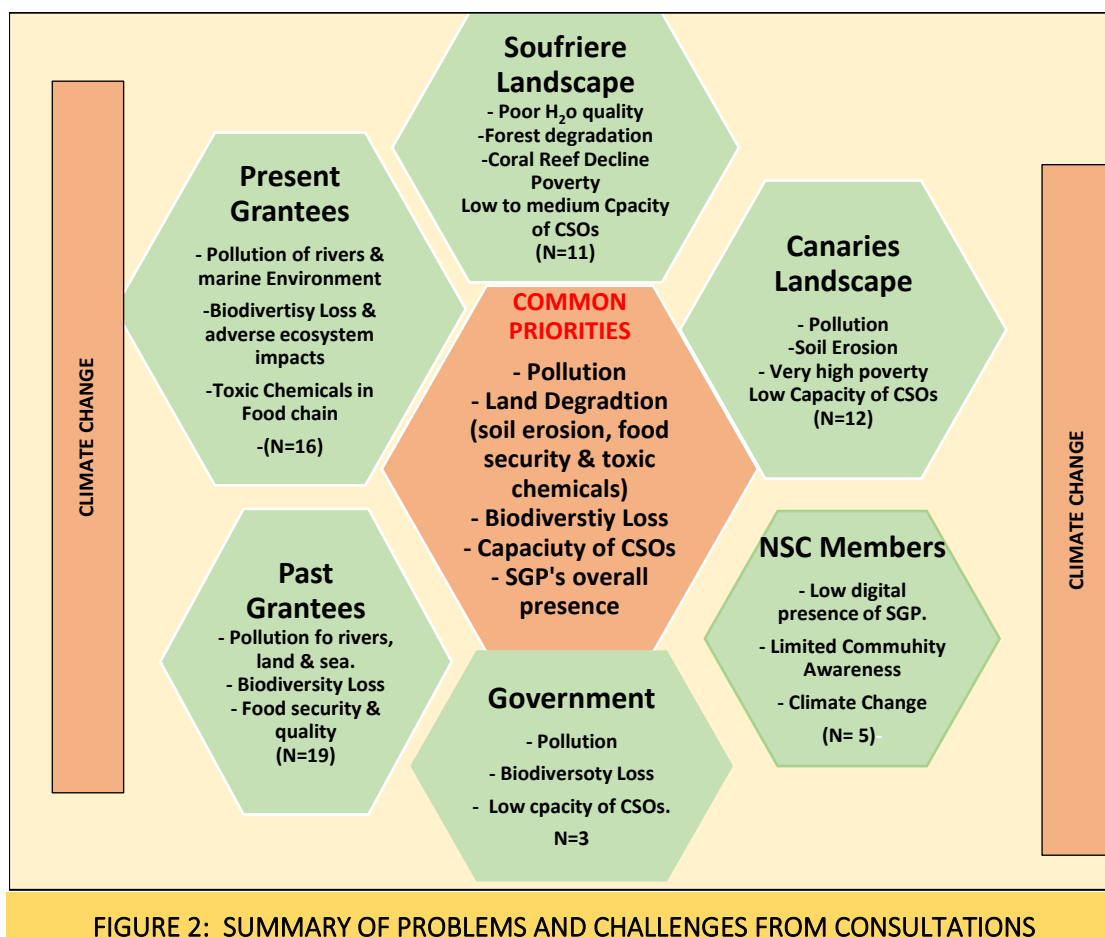
- Canaries Landscape
- Soufriere Landscape

PRIORITIES:

- Pollution of terrestrial and marine ecosystems to include chemicals in the food chain.
- Community based biodiversity and ecosystem Conservation.
- Climate Change Mitigation - an independent and a cross-cutting theme.
- Capacity building of CSOs
- More extensive presence of SGP in social and mass media.

CROSS CUTTING THEMES

- Poverty and Livelihoods
- Community and public awareness
- Climate change.
- Research and Innovation
- Education and awareness



6.1 Relationships with UNDP and SGP 2.0: As part of the UN system SGP must demonstrate the links between UNDP's sub-regional and SGP's Global priorities, for

purposes of collaboration, synergies and country priorities. Table 1 illustrates these linkages.

UNDP Multi-Country Programme Priorities (2022-2026) ³		SGP 2.0 (Priorities and Strategic Approaches) ⁴	SGP Saint Lucia Priorities for GEF 8
Pillars	Objectives		
Economic resilience and shared prosperity	enhancing and promoting shared prosperity and resilient recovery that build national and community capacities to respond to and recover from shocks;	Community-based management of threatened ecosystems and species.	Biodiversity and ecosystem conservation.
Resilience to climate change and sustainable resource management.	improving the adaptive capacity of Caribbean institutions and communities for inclusive, gender-responsive disaster risk management, climate change adaptation and mitigation and sustainable blue economy development;	Sustainable agriculture and fisheries and food security.	Pollution of terrestrial and marine ecosystems to include chemicals in the food chain. (Food Security and Quality)
Safety, justice and the rule of law.	improving good governance systems, policies and capacities across the justice sector to support the rule of law, reduce crime, empower survivors, women and other vulnerable groups and enhance access to equal, reliable and timely justice.	Low-carbon energy access and co-benefits	Climate Change Mitigation
		Local to global coalitions for chemicals and waste management	To be included in number 2 above (Pollution)
		Catalyzing sustainable urban solutions	To be included in number 2 (Pollution)
Table 1: Comparison of priorities between interlocking programmatic streams			

³ Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services (December 2021)

Multi-country programme document for Barbados and the Eastern Caribbean (2022–2026).

⁴ GEF (2024) *The GEF Small Grants Programme 2.0 – Operational Guidelines for GEF-8*

The synergies between the three interlocking programmatic streams in Table 1, illustrate the connectivity and the many permutations for collaboration, partnerships and synergies during OP 8.

primary objective as presented in Table 2, is clear. The theme of social justice and gender equity that is clearly part of the UNDP focus, will be incorporated as cross cutting themes in SGP programming for OP 8.

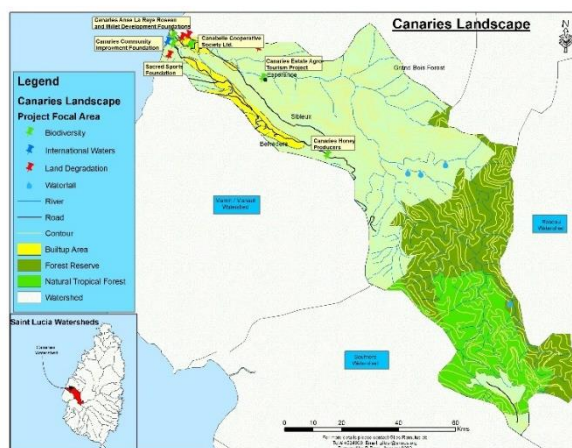
The commonality between the SGP 2.0 corporate overarching objective and the Saint Lucia OP 8

SGP 2.0 Overarching Objective ⁵	Saint Lucia 4-year primary objective
“to catalyze and mobilize civil society actors and local actions needed to address major drivers of environmental degradation and help deliver multiple benefits across the GEF’s mandated thematic dimensions, while promoting sustainable development and improved livelihoods.”	to continuously develop the capacity and capability of CSOs so that they may become and remain strong proponents and practitioners of sustainable and transformational change at different spatial levels, through the implementation of projects and programmes within the framework of the GEF Focal Areas.
Table 2: Comparative 4-year SGP global objective and Saint Lucia’s primary objective	

6.2 Spatial Interventions – Canaries Landscape:

The Canaries landscape (**Map 1**) has a spatial area of 14.6 Km⁽²⁾⁶ which extends from the coastal village of Canaries to the central interior of the island and the highest mountain in Saint Lucia which is Mt. Gimie (950 metres). The population of Canaries inhabit approximately 9.4 square miles and the population density is 231 persons per square mile⁷.

With volcanic bedrock and soil derivatives from same, the area’s vegetation consists of secondary sub-tropical wet forest to rain forest with elfin woodland on the highest elevations. Along the coast is the northern section of the proposed Soufriere/ Canaries/Anse La Raye Marine Management Area, which will be given priority for improved management during OP 8, as one means of pollution control.



The specific areas of interventions shall be as stated in Table 3. However based on the lessons learned, SGP will propose to GOSL the establishment of a “Referent Organisation,”⁹ which will work at the community and “inter-organizational domain,” to plan and implement projects, which will confront complex problems that are evident within a polarized political environment.

The 2022 provisional census report⁸ has the population at 2171 persons, a 6.2% increase from the 2010 figure. Unemployment is very high reaching 24.6% of the population, with a significant brain drain (rural to urban migration) evident.

⁵ GEF (February 2024) *The GEF SMALL GRANTS PROGRAMME 2.0 OPERATIONAL GUIDELINES FOR GEF 8*

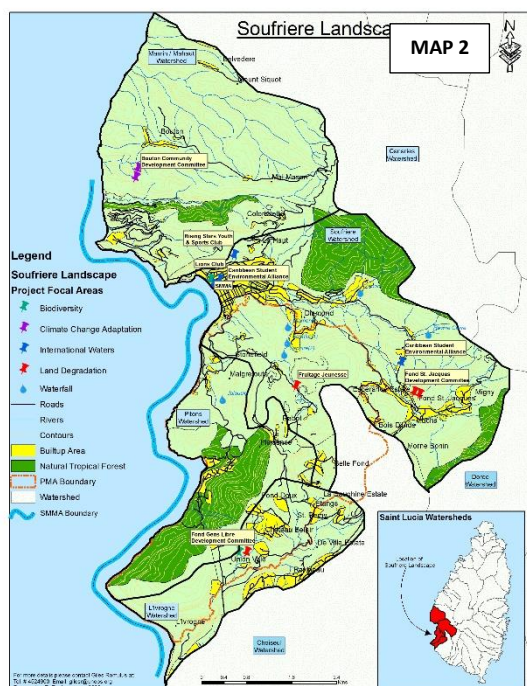
⁶ Caribbean Conservation Associations (1991) *Saint Lucia Country Environmental Profile* (Prepared on behalf of the Government of Saint Lucia with technical support from the Island Resources Foundation and the National Research Development Foundation and funding by USAID)

⁷ GOSL Central Statistical Office (2024) *Saint Lucia Population and Housing Census – Provisional Results Release 1*

⁸ GOSL Central Statistical Office (2024) *Saint Lucia Population and Housing Census – Provisional Results Release 1*

⁹ rome extension://efaidnbmnnnibpcajpcglclefindmkaj/http://moderntimesworkplace.com/archives/ericssess/sessvol3/NTRREFERp170.pdf

6.3 Spatial Interventions - Soufriere Landscape:



The Soufriere Landscape (Map 2) comprises three contiguous watersheds or river basins, identified as numbers 25, 24 and 23 in Saint Lucia's Environmental Profile¹⁰. The total spatial area is 30.8 Km² and extends from the rainforest to the coastal coral reef systems. Of that total, approximately 22.6 square miles is inhabited or under some form of land use, giving the area a population density of 369 persons per square mile¹¹.

The physiography of the area transitions from the high mountainous interior with rain forest and elfin woodlands, to more gentle coastlands to the deepest waters around the island. This landscape also includes the Pitons Management Area World Heritage Site and the Soufriere Marine Management Area which extends for 11 Km along the coastline and outwards to a depth of 75 metres. The first System of Protected Areas of Saint Lucia which was published in 1992,

identified the area as having the highest density of natural and cultural sites in Saint Lucia¹².

The population of Soufriere as stated in the 2022 Censure, was 8,322 persons, which represented a decline of 1.8% from 2010. Overall unemployment was among the nation's highest, reaching 24.6% as per the 2022 Census Report.

The focus for funding is as summarized in Table 3. Like Canaries, SGP will work with the existing complex organizational structure to create a Referent Organisation to help design, review and manage projects within the watershed.



¹⁰ Caribbean Conservation Associations (1991) Saint Lucia Country Environmental Profile (Prepared on behalf of the Government of Saint Lucia with technical support from the Island Resources Foundation and the National Research Development Foundation and funding by USAID)

¹¹ GOSL Central Statistical Office (2024) *Saint Lucia Population and Housing Census – Provisional Results Release 1*

¹² Leslie Hudson, Yves Renard, Giles Romulus (1992) *A System of Protected Areas for Saint Lucia*. Saint Lucia: Saint Lucia National

Trust and included as part of the Pitons National Park in the revised protected areas plan David Haffy (2009) *A Systems Plan for Protected Areas in Saint Lucia* (part of the OECS Protected Areas and Associated Livelihoods Project) Funded by GEF through The World Bank and the FFEM

LANDSCAPES		SOUFRIERE				CANARIES			
FOCAL AREAS		BC	CCM	LD	IW	BC	CCM	LD	IW
GEF SGP GLOBAL STRATEGIC PRIORITIES	Community-based management of threatened ecosystems and species.	POLLUTON- Terrestrial, River and Marine FOREST DEGRADATION CORAL REEF RESTORATION CAPACITY BUILDING				POLLUTION – Terrestrial, River and Marine SOIL EROSION CAPACITY BUILDING			
	Sustainable agriculture and fisheries and food security.								
	Low-carbon energy access and co-benefits								
	Cross-Cutting Themes								
	Research and Innovation Education and Awareness Capacity Building Sustainable Livelihoods Climate Change								
Table 3: Primary Intervention Areas for the Soufriere and Canaries Landscapes									

6.4 Projects Outside the Landscapes:

To facilitate flexibility and noting there are parts of Saint Lucia that are underserved by donors, SGP. will allow maximum flexibility to address as many challenges as allowable under the GEF Focal Areas as summarized in Table 4.

FOCAL AREAS		BC	LD	CCM	C&W	IW
GEF SGP GLOBAL STRATEGIC PRIORITIES	Community Based threatened Ecosystems and Species Conservation	Ecosystem restoration and protection				Pollution Reduction
	Low Carbon Energy Access Co-Benefits		Rural areas for public use or for reducing cost of production for sustainable enterprises linked to the environment (e.g. agro processing)			
	Sustainable Agriculture and Food Security			Climate smart agriculture		Sustainable Fisheries
	Local to Global Coalitions in Chemicals and Waste				Community Solid Waste Management Reduction or elimination of toxic agricultural chemicals.	
	Catalysing Sustainable Urban Solutions	Urban forestry and greening	Explore areas in CBD & peri-urban areas for use of alternative energy (community energy cells).	Urban forestry and greening	Solid and Liquid waste (Reduction in the use of single use plastics – recycling)	
	Cross-Cutting Themes	Research and Innovation Education and Awareness Capacity Development Sustainable Livelihoods Climate Change				

Table 4: Broad Areas of focus for projects outside the Canaries and Soufriere Landscapes

7.0 Moving towards Sustainability: There are several requirements to operationalize the multi-variate principle of sustainability into a country programme. Accepting that resilience is an integral part of sustainability and the requirement for the right amount of funding when needed, SGP is proposing four (4) core requirements to contribute to sustainable development and environment sustainability in Saint Lucia:

- **The CSO Architecture:** With the ongoing challenges of low to medium capacity and capability among CSOs, SGP funded the establishment of the Coalition of CSOs in Saint Lucia Inc, during GEF-6. This organisation was supposed to work on preparing and implementing a strong on-going capacity and capability programme for CSOs, but the lack of funding has slowed its progress. During GEF 8, SGP will substantially fund the Coalition to enable it to develop and sustain programming.
- **Research and Innovation** has been given a relatively low priority for many reasons in Saint Lucia and the OECS. To help place R& I on the nation's agenda, SGP funded the first symposium on R & I in the House of Parliament of Saint Lucia in November 2020, in the middle of the Covid Pandemic, which resulted in a seminal publication on R & I in Saint Lucia¹³.

To build on this initiative. SGP will promote R & I, including the introduction of AI into resource management. CSOs will be exposed to several training sessions aimed at developing a scientific and enquiring mind-set.

SGP will also keep promoting and championing the search for over US\$5m to construct MARLI, which will place the country at the forefront of research and innovation in Apiculture and Mangrove Research. The entire process is led by a committee chaired by IAC, with

representatives from SALCC; ACAP; MOE/Innovation, MOA – FD, FIS. and VD; DSD, IAC, and the Private Sector. With the approval of the EISA in 2023, this committee is charged with the responsibility of developing and leading the fund-raising drive.

- **Knowledge Management and Knowledge Sharing** are considered two of the design principles for this CPS, needs to be operationalized at the project level. This will be done through a minimum of two grants given to capable CSOs, whose objective shall include synthesizing information into knowledge from GEF SGP and other projects and presenting findings in accessible ways and means.

SGP will contact Ted.com to possibly collaborate in promoting R & I in Saint Lucia or will develop a programme similar in scope. This will be complemented by a new web site and the revamping and improving of the Facebook Page and more active use of the You Tube channel.

SGP shall also develop a COMMUNICATIONS PLAN, to give clear guidance on communicating with various publics, from resource users to decision makers and the private sector.

- **Partnerships:** SGP will create and implement a strategic plan to strengthen collaboration with stakeholders, including local, regional and international organisations. A special effort will be made to connect with the private sector by convening a symposium and/or workshop.
- **CSO & Government Dialogue:** SGP will convene at least one high level national dialogue on sustainable development topics affecting Saint Lucia. These dialogues will be planned in association with the Prime Minister's Office and the Ministries

¹³ GEF SGP UNDP & CYEN (2021) *Towards the Integration of Research and Innovation into Sustainable Development*

8.0 RESOURCE MOBILIZATION: Resource mobilization is indispensable for the continued survival of the SGP programme in any country and is a basic requirement to help SGP in meeting the 1:1 co-financing ratio required by the GEF Council. The main objectives of the CPS resource mobilization strategy shall be to:

- cover the cost of project activities not fully funded by the SGP, as in the case of baseline studies and alternative livelihoods activities;
- cover part of the administrative and operational costs associated with managing the programme in Saint Lucia;
- develop projects at scales which will ensure their viability, sustainability and replicability; and
- meet the project and programme co-financing ratios as required by the GEF regulations.

RM should result in Cash/In-kind resources and take place at three levels targeting the GOSL and its various Ministries, the Private Sector, Bi-lateral and Multilateral donors and where possible wealthy persons living in the country. For the purposes of co-funding, there are two levels at which resources can be mobilised:

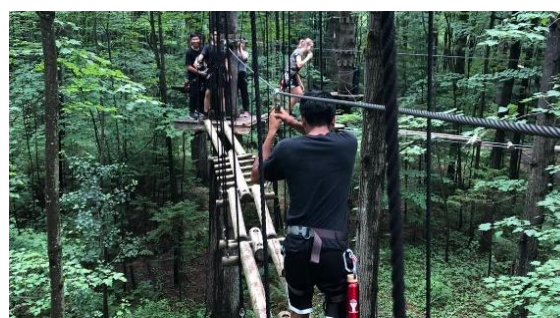
- *The Project Level:* it is expected that every project proponent shall raise at least 50% of the project budget in-kind and in-cash and provide evidence to the NC. A wavering of the financial co-funding component for selected CSOs will be dependent on the success of the national RM efforts. SGP policies in existence at the time and the decision of the NSC.
- *The Country Programme Level:* Once completed, the CPS shall serve as a basis for raising funds over its four-to-five-year life span. This task shall be the direct responsibility of the NC and the NSC.

9.0 RISK MANAGEMENT PLAN

9.1 Project and Programme Risks

Risks faced by the programme can be divided into those which affect projects, such as insecurity of land tenure, inadequate cash co-funding, very low capacity, natural disasters and inadequate and unstained technical assistance. Another set of risks are the programme or macro level risks, which include the consistency of Government Policy, political sensitivities at the constituency level, disasters which are increasing due to CC, inadequate funding for human resource recruitment as the quantum, content and intensity of work increases; the growing expectation from GEF SGP; and the limits to volunteerism. These risks are described in Table 5.

9.2 Tracking of Risks: The efficacy of risk tracking is a function of the type of risk, knowledge of the risk, its manifestation, the lead time to its impact, and the associated secrecy associated in the case of Government policy changes. It is hoped that with the open communications of the SGP and its high level of transparency, its network of supporters will assist in communicating all kinds of risk to the NC and NSC in a timely manner. Above all, however, risk assessment shall be the primary responsibility of the NC, the PA, and members of the NSC. Project risks review and revisions will also become part of all progress reports in the revised project instruments.



Taking Risk Together

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
PROJECT LEVEL			
Insecurity of Land Tenure	Medium	High	Facilitate negotiations with landowners and signing of rental or lease agreements with landowners where appropriate.
Inadequate cash co-funding	Medium	Medium to High	Assist grantee in making contacts with the private sector and other donors.
Very low human resource capacity	High	Medium to High	Aggressively develop a national and community training and mentorship programme, using students and professionals.
Inadequate and unsustainable technical assistance	Medium	Medium	SGP will develop a national technical and professional data base where professionals who are willing to work and volunteer can be registered. There will be need for a vetting process and system.
Increasing disasters due to CC	High	High	Develop a risk mitigation strategy which can be shared with all grantees. All projects will be subjected to a risk screening exercise, which is part of the project development process in OP 8.
Inconsistent input from volunteers	High	Medium to High	More careful assessment of comparative advantages and request assistance within a timeline which has built in flexibility.
PROGRAMME LEVEL			
Stability of Government Policies	Low	Low	Maintain contact with GOSL departments and technical officers to avoid surprises.
Increasing disasters due to CC	High	High	Develop a risk mitigation strategy which can be shared with all grantees. All new projects will be subjected to a risk screening exercise, which is part of the project development process in OP 8.
Human resource constraints of SGP as the quantum and intensity of work increases	Medium	High	Development of a strong mentorship and volunteer programme and source assistance from various organisations.
Inconsistent input from volunteers	Medium to high	Medium to High	More careful assessment of comparative advantages and request assistance within a timeline which has built in flexibility.
Table 5: Description of Risks Identified for OP8			

10.0 MONITORING AND EVALUATION PLAN¹⁴

four different levels through appropriate monitoring categories as follows:

10.1 Monitoring Categories

During OP-8, GEF SGP UNDP (Saint Lucia) will pay specific attention to results and learning at

- **Process Level:** In order to ensure that real empowerment occurs, SGP will first request proof that there is a certain

¹⁴ Inspired by the newest Monitoring and Evaluation Paper prepared by CPMT. CPMT (2019) GEF SMALL

minimum level of participation among priority stakeholders, in the design and preparation of the project document. Where circumstances allow for only a limited participatory process prior to the completion of the application template, the grantee must demonstrate how participation will be promoted and managed during the project implementation period and beyond.

- **Products and/or Services Level:** This has traditionally been the focus of SGP's monitoring and evaluation, later summarised as Project Outputs using RBM language. SGP will continue to measure these output results, because this is where SGP's objectives of environmental sustainability, poverty reduction and capacity building are realised and best understood by grantees and policy makers.
- **Behavioural Change:** measuring behavioural changes is a more involved process where one must continue monitoring beyond the project cycle. This means initiating processes as part of projects which increases knowledge, change attitudes and implement actions towards a predetermined goal. SGP will consider requesting rapid KAP studies for certain projects where significant behavioural changes are required for project success. Where community is defined as a group of people with the same interests, behavioural change is easier to measure, but where it is a spatial community, the changes can be slower in coming and may require more than one project or at minimum post project monitoring.
- **Individual and Community Action:** community action is based on genuine leadership (individual and group), which is inclusive and operationalizes PRAXIS as its *modus operandi*. It is where action and learning (or Action Learning¹⁵) becomes an iterative process for impact changes. It depends on learning a new

way of collective action and a deep understanding that the problems and challenges cannot be solved by an individual or one group, if the goal is to arrive at a "tipping point" for transformative change. Very importantly, this process requires an understanding of systems theory and the role of change leaders.

GEF SGP UNDP (Saint Lucia) has also identified three **cross-cutting themes**¹⁶ for OP8 which are significant for results and sustainable development. They are as follows:

- **Discovery, Invention and Innovation (DII):** In the process of implementing a project, it is possible for a grantee to discover a new plant or animal or invent a new way of undertaking a task or bringing existing inventions together to create a new innovation. SGP will therefore be on the lookout for DII at all stages of projects.

SGP believes that Innovations are more likely than Inventions, and therefore shall also monitor innovations at various points in the project cycle and even ways of doing project administration more efficiently.

- **Capacity Development:** SGP notes that capacity development is the extent to which an organisation can implement a project successfully. Capacities include such things as basic as convening and managing a meeting; access to meeting places; ability to communicate in an efficient and timely manner; ability to mobilize a community or even to write a letter and prepare reports. SGP will therefore undertake a baseline capacity assessment of each community group that is successful in obtaining a grant and an end of project assessment will be undertaken to determine change. Indicators will vary depending on the baseline assessment.

During the project inception seminar

¹⁵ **Action Learning** is a process that involves a small group working on real problems, taking **action**, and **learning** as individuals, as a team, and as an organization. It helps organizations develop creative, flexible and successful strategies to pressing problems.

¹⁶

https://www.google.com/search?q=define+action+learning&rlz=1C1GCEA_enLC891LC891&oq=Define+Action+Learning&ags=chrome.0.018.892411j8&sourceid=chrome&ie=UTF-8
Ibid.

all grantees shall be trained in the M & E approach as described here.

- **Knowledge Management:** when groups have no recording system or are not accustomed to taking minutes or preparing contracts, this thwarts any attempt to ensure that learning takes place. A good record filing and information management system is a *sine qua non* for effective KM. SGP will therefore focus attention on designing with the grantee an information monitoring system as the basis for an effective KM system, particularly at reporting stages.

10.2 Sources of Authentic Information

SGP will depend on the following sources for information and for measuring indicators:

- **Baseline Reports:** a template shall be designed to determine the capacity of the grantee to implement the project successfully, the results of any capacity development interventions and the technical aspects such as water quality and employment. Each project shall have a **Baseline and Change Report Card (BCRC)**, comprising the baseline information for pre-identified indicators. By the end of the project this BCRC will be completed based on the information and knowledge generated. Any positive or negative changes shall be captured.
- **Progress Reports:** These reports shall be a requirement and enshrined in the MOA signed between UNOPS and the grantee. It shall have two components, a narrative component which deals with the technical side of the project and an expenditure component, with receipts, and a bank statement if deemed necessary.
- **Technical Reports:** these are usually independent consultancy reports that are part of the progress or final reports. They are highlighted here because of their importance in pointing to discoveries and innovations.
- **Project site visit:** depending on the capacity of the grantee and the complexity of the project, the NC and/or

the PA will make one or more visits to the project and prepare a report using an appropriate template.

NSC members shall be invited to all project site visits as part of information gathering, their education about projects and to provide members with the opportunity to advice grantees on their projects.

- **End of Project Report:** this is the final report which requires the grantee to review the entire project to encapsulate all the results, the lessons learned and the contribution of the projects to the broader GEF SGP outcome(s).
- **Evaluation Reports:** when necessary, independent consultants will be hired to undertake final evaluations, which will help SGP to quantify or qualify indicators with precise information.
 - (i) **Programme Review:** Once a year, the SGP (NSC; NSC; PA; & selected grantees) will undertake a complete review of the status of all active and completed projects for the reporting period, to arrive at conclusions and lessons learned.
 - (ii) **NSC Review:** starting in early 2025, the Saint Lucia NSC will dedicate a special meeting to reviews performance and submits recommendations for improvement. It is proposed that this becomes an annual event with the results recorded.
 - (iii) **CPMT & UNOPS Reports:** This will be prepared at and when requested.
 - (iv) **Annual Reports:** SGP Saint Lucia has prepared an annual report since the inception of the country programme in 2012. These reports are presented to stakeholders and policy makers at a public event, in keeping with SGP's transparency and accountability principles.

Table 6 summarises the major variables to be checked and measured during OP 8. To operationalise these actions, the NSC will dedicate one meeting per quarter to monitoring and evaluating from which will come quarterly reports for action, learning and action-learning.

Table 6. M&E Plan at the 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 OP8 CPS	At start of OP8
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 one annual CPS review to ensure OP8 CPS is on track to achieve its results and make timely and evidence-based modifications to CPS as may be needed ¹⁷
Annual Monitoring Report Survey ¹⁸	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	NC, NSC	SGP planning grant to engage consultants may be used to undertake previous	Once per operational phase

¹⁷ 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). Note that OP8 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.

¹⁸ 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
	note impact level change as well as broader adoption. The goal is to support reporting to stakeholders, learning, and support to strategic development/ implementation of CPS		operational cycles impact review and utilize lessons for both OP8 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	External/independent auditors. NC/ PA to provide requisite support.	Global Operating Budget	Annually for selected countries on risk-assessment basis

Table 6 Monitoring and Evaluation Plan at the Country Programme Level

11.0 CPS Results Framework: Table 7 identifies the indicators of success and means of verification as part of the measuring and documentation in RBM:

Table 7: Results Framework of SGP OP8 Country Programme Strategy

Alignment with SDGs The CPS will contribute to all 17 of the Sustainable Development Goals.		
Synergy with UNDP Country Programme Document (CPD): ➤ enhancing and promoting shared prosperity and resilient recovery that build national and community capacities to respond to and recover from shocks; ➤ improving the adaptive capacity of Caribbean institutions and communities for inclusive, gender-responsive disaster risk management, climate change adaptation and mitigation and sustainable blue economy development; ➤ improving good governance systems, policies and capacities across the justice sector to support the rule of law, reduce crime, empower survivors, women and other vulnerable groups and enhance access to equal, reliable and timely justice.		
OP8 SGP Programme Goal: to catalyze and mobilize civil society actors and local actions needed to address major drivers of environmental degradation and help deliver multiple benefits across the GEF's mandated thematic dimensions, while promoting sustainable development and improved livelihoods."		
SGP Saint Lucia Primary Objective: to continuously develop the capacity and capability of CSOs to become and remain strong proponents and practitioners of sustainable and transformational change at different spatial levels, through the implementation of projects and programmes within the framework of the GEF Focal Areas.		
1 OP8 SGP CPS Strategic Initiatives	2 OP8 CPS Indicators and Targets	3 Means of verification
<u>Strategic Initiative 1:</u> Community-based conservation of threatened ecosystems and species Objective 2: Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.)	<i>Area of landscapes (Soufriere & Canaries) under improved management to benefit biodiversity (GEF core indicator 4.1) approx. 10 Km²</i> <i>SMMA and CAMMA under improved management effectiveness (GEF core indicator 2.2)</i> <i>50 hectares of marine habitat under improved practices to benefit biodiversity; excluding protected areas (GEF core indicator 5)</i> <i>Establishment of a National Park in Canaries or other community-based protected area/ conserved area designations and/or networks</i>	<i>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</i> <i>Baseline assessment comparison variables (use of conceptual models and partner data as appropriate)</i> Annual Monitoring Report (AMR), SGP global database Country Programme Review

	<i>strengthened. Approx 3 to 5 Km²</i> Number of community-based protected area/ conserved area designations and/or networks strengthened. Approximaately 2 to 3.	
<u>Strategic Initiative 2:</u> <i>Sustainable agriculture and fisheries, and food security</i> Objective1: Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems.	<i>A minimum of 5 hectares of forests in use under Apiculture, contributing to sustainable land management in production systems (GEF core indicator 4.3)</i> <i>At least 2 partnerships established for sustainable food production practices (such as diversification and sustainable intensification) and supply chain management.</i> Area of degraded agricultural lands restored (approx. 150 hectares) (GEF core indicator 3.1) Number of projects supporting linkages and partnerships for sustainable food production practices (such as diversification and sustainable intensification) and supply chain management including in sustainable fisheries management (approx.. 20 projects) Number of small-holder farmers supported towards the achievement of national Land Degradation Neutrality (LDN) targets (approx. 100 farmers)	Individual project reporting by SGP country teams (as part of midterm and final Progress reports) Annual Monitoring Report (AMR), SGP global database Country Programme Review Socio-ecological resilience indicators for production landscapes (SEPLs)
<u>Strategic Initiative 3:</u>	<i>50 Kw of installed renewable energy capacity from local technologies (e.g. on types of</i>	Individual project reporting by SGP country teams (as part of

<i>Low-carbon energy access co-benefits</i> Objective 1: Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods.	<i>renewable energy technology biomass, solar).</i> Number of typologies of community-oriented, locally adapted energy access solutions with successful demonstrations or scaling up and replication (approx.. 4) Hectares of forests and non-forest lands with restoration and enhancement of carbon stocks initiated. (to be determined) Number of community-oriented, locally adapted energy access solutions with successful demonstrations for scaling up and replication (Approx. 4) Number of households achieving energy access, with co-benefits estimated and valued (Approx.20 households)	<i>midterm and final Progress reports)</i> Annual Monitoring Report (AMR), SGP global database
<u>Strategic Initiative 4:</u> <i>Local to global coalitions for chemicals and waste management</i>	At least 2 plastics/solid waste management and circular economy projects undertaken. At least 1 agro-chemical management project supported / up-scaled Number of projects working on increasing awareness and outreach for sound chemicals,	Individual project reporting by SGP country teams <i>(as part of midterm and final Progress reports)</i> Annual Monitoring Report (AMR), global database

Objective 3: Reduce/remove use of chemicals in agriculture.	waste management. (Approx. 4) Number of communities working on increasing awareness and outreach for sound chemicals, waste management (Approx. 4)	Country Programme Review
<u>Strategic Initiative 6:</u> <i>CSO-Government-Private Sector Policy and Planning Dialogue Platforms</i> Objective 1: Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues.	<i>A minimum of 4 CSO-government-private sector dialogues convened to support community voice and representation in national/ sub-national policy development (one every year)</i> <i>Number of high-level policy changes attributed to increased community representation through the CSO-government-private sector dialogues. (2)</i> <i>Number of representatives from social inclusion group (indigenous people, women, youth, persons with disability, farmers, other marginalized groups) supported with meaningful participation in dialogue platforms (50 to 100) .</i> <i>Number of Public-Private Partnership on key global environmental issues promoted (Minimum of 4)</i>	Individual project reporting by SGP country teams Annual Monitoring Report (AMR), global database Country Programme Review
<u>Strategic Initiative 7:</u>		Individual project reporting by SGP country teams

<i>Enhancing social inclusion</i> Objective 1: Promote targeted initiatives. Objective 2: Mainstream social inclusion in all projects	<i>Number of SGP projects led by women. (5 to 10))</i> <i>Number of projects that target socio-economic benefits and services for women. (at least 10)</i> <i>At least 4 SGP projects that demonstrate appropriate models of engaging youth.</i> <i>At least 2 SGP projects that demonstrate models of engaging persons with disability.</i> <i>Number of direct project beneficiaries disaggregated by gender (individual people)</i> <i>Number of indirect project beneficiaries disaggregated by gender (individual people)</i>	Annual Monitoring Report (AMR), SGP global database Country Programme Review
<u>Strategic Initiative 8</u> Knowledge Management <i>Objective 1: Capture knowledge and lessons from projects and activities</i> <i>Objective 2: Improve capacities of CSOs/CBOs</i> <i>Objective 3: Conduct South-South Exchanges to promote technology transfer and replication of good practices</i>	<i>At least 2 events that facilitate the show casing of outcomes from research and innovation.</i> <i>At least 2 events that serve as a platform for exchanges between scientists, Environment Managers, Government officials and CSO.</i> <i>Number of projects using citizen-based knowledge platform (digital library of community innovations) to document and curate</i>	Annual Monitoring Report (AMR), SGP global database. Country Programme Review

	<i>community-based solutions to environment issues (at least 2)</i> <i>Number of knowledge fairs (Minimum of 2)</i> <i>Number of south-south exchanges at global and regional levels to transfer knowledge, replicate technology, tools and approaches on global environmental issues. (at least 2)</i> <i>Number of projects reporting adoption of improved practices or approaches as a result of South- South exchanges between communities, CSOs and other partners across countries. (At least 2)</i>	
Strategic Initiative 8: <i>Monitoring and Evaluation and Knowledge Management</i>	<i>Monthly updating SGP database for effective data collection, management and analysis supporting gains in programme performance and learning.</i> <i>Number of projects administering results management modalities in programme design, implementation and overall decision making using participatory mechanisms.</i> <i>Number of country/cross-country impact reviews undertaken that generate evidence of SGP impact and lessons learnt (at least 3)</i>	Individual project reporting by SGP country teams Country Programme Review M & E Review by the NSC/



**SAINT LUCIA'S MOST ADVANCED SOLARISED AQUAPONICS FACILITY
(National Council for Persons with Disabilities)**

12.0 NATIONAL STEERING COMMITTEE APPROVAL:

NATIONAL STEERING COMMITTEE MEMBERS	DATE	SIGNATURES
Mr. Julius Polius (Chairperson)	4 th Dec. 2024	Julius Polius
Mr. Cletus Springer	4 Dec 2024	Cletus Springer
Dr. Stephen King		
Dr. Cheryl Remy	4 th Dec. 2024	Cheryl Remy
Ms. Sardia Cenac- Prospere		
Ms. Rhyesa Joseph	4 December 2024	Rhyesa Joseph
Mr. Ajani Lebourne		
Dr. Julie V. Xavier		
Ms. Joan John-Norville	4 th Dec 2024	Joan John-Norville
Mr. Eulampius Frederick (GEF OFP)	4th December, 2024	Eulampius Frederick
Ms. Karima Degia (UNDP)		

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Dr. Julie V. Xavier		
Ms. Joan John-Norville		
Mr. Eulampius Frederick (GEF OFP)		
Ms. Karima Degia (UNDP)		

NATIONAL STEERING COMMITTEE APPROVAL:

Docusign Envelope ID: 0751B573-FAD8-4079-9AA6-2DCAE39E5900

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Ms. Joan John-Norville		
Mr. Eulampius Frederick (GEF OFP)		
Ms. Stephanie Ziebell - DRR (UNDP)	09-Dec-2024	DocuSigned by  E2436431X:492498