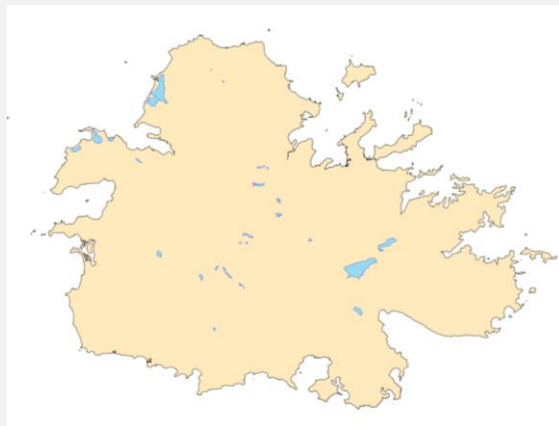




# ANTIGUA AND BARBUDA COUNTRY PROGRAMME STRATEGY (2010 – 2014)

**GEF Small Grants Programme  
(Antigua and Barbuda, National Program)**





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## LIST OF ACRONYMS

ABEMSAP	Antigua and Barbuda Environmental Management Strategy and Action Plan.
BC	Biodiversity Conservation
CARICOM	Caribbean Community and Common Market
CBO	Community Based Organisation
CC	Climate Change
CDB	Caribbean Development Bank
CIDA	Canadian International Development Agency
CO <sub>2</sub>	Carbon Dioxide
CPMT	Central Programme Management Team
CPS	County Programme Strategy
CSME	Caribbean Single Market and Economy
CSO	Civil Society Organisation
EEZ	Exclusive Economic Zone
EIA	Environmental Impact Assessment
ES	Ecological Sustainability
FAO	Food and Agricultural Organisation
FS	Financial Sustainability
FSPs	Full Size Projects
GDP	Gross Domestic Product
GEF	Global Environmental Facility
Gg	Giga Grams
GHG	Green House Gases
GOAB	Government of Antigua and Barbuda
HAS	Historical and Archaeological Society
HDI	Human Development Index
IADB	Inter American Development Bank
IICA	Inter American Institute for Cooperation on Agriculture
IMF	International Monetary Fund
IW	International Waters
LD	Land Degradation
MDCs	More Developed Countries
MEAs	Multilateral Environmental Agreements
MSPs	Medium Size Projects
NEMS	National Environmental Management Strategy
NFG	National Focal Group
NFP	National Focal Person
NGO	Non-Governmental Organisation
NPDP	National Physical Development Plan
MDCs	More Developed Countries
OAS	Organisation of American States
OECS	Organisation of Eastern Caribbean States



OS	Organisational Sustainability
PAHO	Pan American Health Organisation
POPs	Persistent Organic Pollutants
PRSP	Poverty Reduction Strategy Paper
RAF	Resource Allocation Framework
RBMA	Results Based Management Approach
RM	Resource Mobilisation
SC	Sustainable Communities
SCS	Socio Cultural Sustainability
SGP	Small Grants Programme
SIDS	Small Islands Developing States
SRC	Sub-Regional Coordinator
SRPS	Sub-Regional Programme Strategy
SRSC	Sub-Regional Steering Committee
TBD	To be determined.
UN	United Nations
UNCBD	United Nations Conference on Biological Diversity
UNCCD	United Nations Conference to Combat Desertification
UNFCCC	United Nations Framework Convention on Climate Change
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
UWI	University of the West Indies

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## EXECUTIVE SUMMARY

### Country Programme Strategy (CPS) – Antigua and Barbuda

**PURPOSE:** Antigua and Barbuda is one of six islands which comprise the Barbados and the Organisation of Eastern Caribbean States Global Environmental Facility Small Grants Programme (GEF SGP)<sup>1</sup>. During the 4th Operational Phase, Antigua and Barbuda participated in the sub regional modality of GEF SGP. In the 5th operational phase a national programme was established in the country. This programme will be governed by the Country Programme Strategy (CPS).

The purpose of the CPS is to focus and achieve impacts of projects and to work as close as possible with the national GEF strategy of Antigua and Barbuda. This strategy focuses on the use of the National Environmental Management Strategy for Antigua and Barbuda (NEMS) as a guide for project technical evaluation and priority. It identifies and tasks the SGP National Coordinator to chart a way forward and ensure the following:

- Improved project selection and implementation by ensuring consistency with the nationally agreed NEMS and other Convention related documents.
- Conduct capacity building workshops for NGOs and CSOs. This will be based on the capacity building strategy that was developed as part of the NEMS process.
- Work closely with the National GEF Focal Point and other stakeholders as well as other projects that are currently being implemented.
- Raise co-financing through consultation with the Government, Private Sector, and international donor communities.

This approach will assist with the issue of co-financing, institutional capacity building, knowledge management and monitoring and evaluation. The Environment Division, which is the focal point of the GEF and the agencies responsible for the Management of the NEMS, is also responsible for the Implementation of Principle X of the NEMS which specifically address NGOs and CSOs. The Division is therefore obligated to assist the National SGP and the implementation of the CPS.

The National Steering Committee (NSC) will be responsible for the implementation of the strategy. The key strategic approaches identified are:

- Taking into account the short time left for the implementation of 1M USD of projects, the Committee should, where possible, encourage the

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<sup>1</sup> Until December 2006 the GEF SGP programme for Barbados and the OECS comprised nine islands which included Anguilla, British Virgin Islands and Montserrat which are dependencies of the United Kingdom. The dependencies of the UK are now excluded from the programme by a decision of the GEF. The Barbados and the OECS programme now comprise six islands, i.e., Antigua and Barbuda; Barbados; Grenada; Saint Kitts & Nevis; Saint Lucia and Saint Vincent and the Grenadines.



submission of projects that can be replicated and up scaled. This will only be possible with the necessary co-financing and the Environment Division's assistance to provide the necessary monitoring and evaluation.

- Capture that willingness of non-traditional groups, such as churches, to participate in the SGP. These groups are typically well structured, have good access to co-financing, and generally have a wide range of skills among its membership. They tend to have a more stable membership with low turnover; Strong partnerships will be developed will be made with local CSO's and NGO' to build up and enhance capacity development and growth.
- Promote partnerships with both the Government and private sector to ensure the effective implementation of larger scale projects.
- To conduct public awareness and capacity building programs for the groups at all levels.

**Project Priorities:** The priorities for the program area: biodiversity protected areas, climate change mitigation and adaptations, sustainable agriculture, public awareness, environmental education capacity development and knowledge management with focus on women and the youth. These projects will be assessed in their ability to meet the objectives of the Conventions, poverty alleviation, and gender considerations.

**Structure for Decision Making:** As part of SGP's approach to developing capacity within countries, Antigua and Barbuda now has a fully functioning National Steering Committee (NSC) comprising Government Representatives, the Private Sector, Academia, and CSOs who are in the majority. Apart from its monitoring role, the NSC has the power to review and approve local projects. Technical Committees have been set up.

With this new RBM approach, the priority is no longer to fund any environmental project which is submitted by CSOs, but to fund projects which:

- fit into the priority themes of the CPS which also aligns with one or more of the GEF Focal Areas and the NEMS;
- focuses on environmental management, poverty alleviation and empowerment;
- includes all or most of the cross cutting themes of capacity building, public awareness and education, sustainable livelihoods, and gender equality;
- focuses on women and young people because of the high incidence of poverty among them; and
- has a high probability of replication, and up scaling to Medium Sized Projects (MSPs) and Full Sized Projects (FSPs).

Finally, the intention is to review this plan annually to prepare annual project plans and priorities.



# SGP Country Programme Strategy for utilization of OP5 grant funds

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**Country:** ANTIGUA AND BARBUDA  
**Resources to be invested:** US\$1million<sup>2</sup>

## 1. SGP COUNTRY PROGRAMME - SUMMARY BACKGROUND

The GEF SGP was established in 1992 to focus on global environmental problems at the community level. Since its establishment, it has funded over 8000 projects globally in the five GEF Focal Areas of *Biodiversity Conservation, Climate Change Mitigation, Protection of International Waters, and Prevention of Land Degradation and Elimination of Persistent Organic Pollutants*<sup>2</sup>. The GEF also has a sixth Focal Area, i.e., Ozone Layer Depletion, which is not covered by the SGP, but by the MSPs and FSPs.

The GEF SGP funds projects only through CSOs with an emphasis on the poor, and marginalized groups and communities.

Antigua and Barbuda became a part of the programme in 1994 as part of the Barbados and the OECS GEF SGP UNDP sub-regional programme<sup>3</sup>. During the initial phases, Antigua and Barbuda had a relatively active participation despite its size. This was primarily due to the strong support given by the various Government Departments to the SGP. During 2004 through 2010, under the GEF 4 regional modality of operation, participation within the SGP lagged with an estimated total of 12 projects being approved within that six-year period. This arose as a result of a fracture in the technical support given by the Government as well as the low technical capacity of CSOs in relation to the increased prerequisites of project design, development and reporting prior to regional approval. Additionally, many CSOs felt that the programme relied heavily on volunteers and project coordinators due to slow disbursements.

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<sup>2</sup> The level of SGP OP5 resources is an estimated total of the GEF core grant allocation, anticipated STAR resources, as well as other sources of third party co-financing.

<sup>3</sup> The Barbados and the OECS sub-regional programme in 1994 included Antigua and Barbuda, Barbados, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, and the British Overseas Territories of Anguilla, the BVI and Montserrat.



**Table 1: Antigua and Barbuda's SGP Participation in relation to other islands within the region**

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

Source: UNDP SRO in Barbados - (September 2012)

With the recent shift to a national operational modality under the GEF 5, Antigua and Barbuda endeavours to significantly increase participation within the SGP, despite the limited time left under GEF 5. Antigua and Barbuda has an allocated core fund amount of US\$1million for the implementation of projects by GEF SGP.

Members of the private sector, particularly those within the tourism industry, have been a primary source of co-financing to the SGP in addition to the Government as well as other bilateral projects. As there is no established baseline for co-financing, efforts will be made to capture co-financing made to each approved SGP project for future development and monitoring. Moreover, other local businesses, and banks will be encouraged to support the SGP through project workshops and displays.

## **2. Environmental Profile and SGP country programme niche**

The environmental situation in Antigua and Barbuda is to a significant extent directly related to its geographical location, its climate, its topography as well as its geology and its economic history. The island has a tropical marine climate with daily temperatures averaging 24°C in December and January and 29°C in August and September. Annual rainfall varies from 125 cm in the south-western section of the island to 60 cm in eastern Antigua. These climatic parameters combine with the topography of the island to create rich and diverse habitats for biodiversity.





The island of Antigua is divided into three distinct geological zones. In the southwest is the volcanic zone, which rises from 0 to 405 meters above sea level. The slopes are predominately 10o to 20o with steeper slopes that can exceed 30o. The highest mountain range is the *Shekerely Mountains* with the highest peak being *Boggy Peak* which stands at 402 metres high with igneous rocks being the predominant rock type. The Central Plains separate the mountains in the south from the limestone zone in the north and eastern third of Antigua. The Central Plains is traversed by the *Bendals* and *Ayre Creeks* which are the only two semi-permanent watercourses in Antigua. There the land rises to a maximum of 152 meters with an average height at 15.2 meters and slopes are less than 10°. In the limestone north and east the elevations range from 15.2 meters to 30.3 meters with several conical hills, which can reach 121.3 meters.<sup>4</sup>

Barbuda in comparison is very flat with most of the island about 3 meters above sea level, except in the highlands in the northern end which rise to 37.9 meters. The island is covered primarily by limestone and sand. A principal feature of the Barbuda landscape is the *Codrington Lagoon*, which runs along the western side of the island and separated from the sea by sand spit. The lagoon comprises two smaller systems and is 11.90 Km long by 3.97 km wide<sup>5</sup> and is home to the second largest colony of frigate birds in the world.

These climatic and geological conditions contribute to a diversity of habitats in which species thrive. There are seven indigenous forest types in Antigua and Barbuda as follows: *Evergreen Forest*; *Semi-evergreen seasonal forest*; *Deciduous seasonal forest*; *Thorn woodland*; *Cactus scrub*; *Littoral woodland*; and *Mangrove woodland*. From these seven forest types, national inventories have documented 54 vegetation communities of which 16 are listed as rare, 26 as uncommon and 12 as common. The documented flora comprise 1158 species (149 families) of plants; 45 species of ferns (5 families); 4 species of gymnosperms (3 families); and 1109 species of angiosperms (141 families). Approximately 197 species of flowering plants merit special conservation measures of which 22 are endemic to the Lesser Antilles, one of which *Pectis ericifolia* may be endemic to Barbuda, and 73 are classified as rare<sup>6</sup>.

About 182 species of birds have been recorded for Antigua and Barbuda, with 67% classified as migratory and 33% as year round residents. Antigua and Barbuda is considered an important stopover along the Trans-Atlantic migratory route between North and South America. Approximately 20 of the 60 resident birds are considered endemic to the West Indies sub-region and in some cases restricted to the Lesser Antilles. Inventories have revealed at least two species that are considered endemic sub-species (the Broad-winged Hawk, *Buteo platypterus insulicola*; and a Barbuda endemic sub-species or *Dendroica ruficauda*).

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<sup>4</sup> Government of Antigua and Barbuda, Development Control Authority 2001

<sup>5</sup> Government of Antigua and Barbuda (undated) Sustainable Island Resource Management Preliminary Environmental Analysis, *State of the Country Report*

<sup>6</sup> Office of the Prime Minister, 2001, First National Report to the Convention on Biological Diversity



Bats are considered the only native terrestrial mammals in Antigua and Barbuda and seven are known to exist as follows: The common Fruit Bat (*Artibeus jamaicensis*); Rat or Pig faced Bat (*Brachyphylla cavernarum*); Long tongued fruit bat (*Monophyllus plethodon*); Fishing bat (*Noctilio leporinus*); Funnel-eared or Long legged Bat (*Natalus stramineus*); Brazilian Free-tailed Bat (*Tadarida brasiliensis*); and Velvety House Bat (*Molossus molossus*). The island also has several introduced or invasive species of mammals which include: the agouti (*Dasyprocta agouti*); the European Fallow Deer (*Dama dama dama*); the Indiana Mongoose (*Herpestes javanicus*); The domestic rabbit (*Oryctolagus cuniculus*); and the rat (*Rattus rattus* and *R. norvegicus*). It is surmised that three mammals once found in Antigua and Barbuda are now extinct: the rice rat (*Oryzomys audreyae*); the agouti (*Dasyprocta agouti*); and the Guinea pig (*Cavia porcellus*)<sup>7</sup>.

There are also several species of reptiles found on the islands of Antigua and Barbuda. Twenty terrestrial reptile species or sub-species have been documented of which four are thought to be extinct. Examples of reptilian species found include the following: The Red-footed tortoise (*Geochelone carbonaria*); the Green lizard (*Anolis bimaculatus leachi*) which is a sub-species endemic to Antigua and introduced to Barbuda; *A. wattsi* which is an endemic sub-species which was introduced to Saint Lucia; an endemic ground lizard (*Ameiva griswoldi*) which is common in Barbuda, but found only in selected sites in Antigua; and an endemic subspecies of lizard which has been recorded for Redonda. An endemic species of Racer snake (*Alsophis antiguae*) is found only on Great Bird Island and is one of the most rare snakes in the world. It is widely thought that at least four species of lizard once found on Antigua have become extinct.

In the coastal and marine environment there is also a great diversity of species, typical of tropical islands. It is estimated that in the 1980s approximately 11% of Antigua and Barbuda was covered with wetlands, which included 36 mangroves and the extensive Codrington Lagoon in Barbuda. In 2001 the National Physical Development Plan estimated that mangrove wetlands covered only 3% of the land area in Antigua and 22% in Barbuda. The predominant species of mangroves are *Rhizophora mangle*; *Avicennia germinans*; *Laguncularia recemosa* and *Conocarpus erectus*. In the marine environment there are also seagrass beds and coral reefs. Extensive seagrass beds can be found in Nonsuch Bay, Falmouth Harbour, and Willoughby in Antigua, and in Codrington Lagoon in Barbuda. Coral reefs are found around both islands of Antigua and Barbuda and the estimate coverage varies from a high of 24.45km to a low of 15.8km. Both systems are thought to be under severe stress.

From the first settlement in 1632 to the end of the colonial period only 7.95% or 2,226 hectares of land from an original area of 27,984 hectares of forestland was left untouched. Recent estimates have placed deforestation at 95 to 99% of the original forest, with the

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<sup>7</sup> Government of Antigua and Barbuda, (2011) Sustainable Island Resource Management Preliminary Environmental Analysis, *State of the Country Report*



exception of mangroves. The main threats to biodiversity are thought to come from the following anthropocentric and natural forces:

- i) Unplanned housing, hotel and industrial development;
- ii) Uncontrolled Livestock grazing;
- iii) Unsustainable farming practices;
- iv) Poor Watershed Management
- v) Fires;
- vi) Pollution;
- vii) Dredging;
- viii) Sewage Disposal;
- ix) Sand Mining;
- x) Boating Activities;
- xi) Drought; and
- xii) Hurricanes;

Land Degradation is also seen to be a serious problem for Antigua and Barbuda. According to Antigua and Barbuda's Second National Report to the UNCCD, the results of land degradation have left marks and barriers to the development of the island which include:

- the degradation of vegetation into scrub caused by large scale monoculture;
- the immense damage to the flora caused by free roaming and unmanaged livestock; poorly managed agricultural plots which has increased the land's susceptibility to erosion;
- the impacts of hurricanes which has contributed to the destruction of natural habitat; and
- the lack of an enforced land management strategy.

It has become obvious that the destruction of biodiversity and continued land degradation will affect the future sustainable development of Antigua and Barbuda. A concerted effort is therefore needed to reverse this trend.

Like many SIDS, Antigua and Barbuda's contribution to global CO<sub>2</sub> emissions is insignificant, but the impacts of global warming will be severe because of its high vulnerability. According to the First and Second National Communications to the UNFCCC the total CO<sub>2</sub> emissions for 1990 and 1994 were 288.3 Gg and 334.40Gg respectively. The greatest proportions come from Residual Fuel Oil (46.9% in 1994) used for thermal electricity production; Gas/Diesel Oil (27.6% in 1994) used for electricity and road vehicular transport; Gasoline (22.1% in 1994) used in vehicular transport mainly, and also in agriculture and fishing. Comparatively smaller emissions were also documented from LPG (3.4% in 1994) used primarily in the residential sector<sup>8</sup>.

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<sup>8</sup> Office of the Prime Minister (2001) Antigua and Barbuda Initial National Communication on Climate Change



The location of the island also makes it highly vulnerable to droughts which occur with worrying frequency and to hurricanes which pose annual threats. In September 1995, Hurricane Luis devastated the country resulting in a 17% decrease in tourist arrivals; 7000 unemployed; damages amounting to US\$128.35 million or 30.49% of GDP<sup>17</sup>. These impacts are common after hurricanes and with the projected increase in the frequency, size and intensity of hurricanes, climate change adaptation strategies have become an imperative and part of national development planning. From the 1960s until they were banned in the 1980s, POPs were imported into Antigua and Barbuda and classified as fungicides, herbicides, and pesticides. Recent soil analysis in Antigua and Barbuda found detectable traces of DDT and Toxaphene in the Belmont Area on Antigua and in certain parts of Barbuda. Pesticides are regulated by the Pesticides Control Board but at present “there is no specific formal statement regarding a national policy for management of toxic chemicals”<sup>9</sup>. There is a need for extensive public education as well as the requisite policy, legislation, and monitoring plans to ensure that POPs are eliminated and where present properly managed.

The environment in Antigua and Barbuda is under threat and requires a concerted and dedicated effort to reduce impacts and reverse the negative trends. There are positive signs that Environment Division has taken measures to address these threats, but the Government and people of Antigua and Barbuda require both financial and human resources to continue the ongoing task of improving and maintaining a healthy environment.

## **2.1 Environmental Conventions and SGP Programme Niches**

Antigua and Barbuda has signed over fourteen MEAs and Environmental Conventions and are in the process of meeting their various requirements (Appendix 1) in addition to national programmes. Table 2 captures all MEAs however, the MEAs, which are most relevant to the CSP, are as follows:

- i) UN Convention on Biological Diversity (and protocols)
- ii) United Nations Framework Convention on Climate Change (and protocols)
- iii) Kyoto Protocol to the UN Framework Convention on Climate Change
- iv) UN Convention to Combat Desertification
- v) Convention on International Trade in Endangered Species (CITES) and its protocols
- vi) Cartagena Protocol on Biosafety to the Convention on Biological Diversity
- vii) Protocol Concerning Specially Protected Areas and Wildlife (SPAW Protocol to the Cartagena Convention)
- viii) The Stockholm Convention on Persistent Organic Pollution and its protocols

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<sup>9</sup> Total Development Solutions, (2007) Antigua and Barbuda’s National Implementation Plan for the management of Persistent Organic Pollutants



**Table 2: List of all MEAs to which Antigua and Barbuda is Party**

TITLE	PLACE AND DATE OF SIGNATURE	RATIFICATION/ ACCESSION
UN Convention on Biological Diversity (and protocols)	June 5 <sup>th</sup> 1992 Rio de Janeiro	March 9 <sup>th</sup> 1993.
United Nations Framework Convention on Climate Change (and protocols)	March 21 <sup>st</sup> 1994 (entry into force)	February 2 <sup>nd</sup> 1993.
Kyoto Protocol to the UN Framework Convention on Climate Change	December 11 <sup>th</sup> 1997 (Kyoto)	October 28 <sup>th</sup> 1998.
UNFCCC National Communications (1st, 2 <sup>nd</sup> , 3rd )		
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	(in development)	
GEF National Capacity Self-Assessment (NCSA)	?	
UN Convention to Combat Désertification	October 14 <sup>th</sup> 1994 (Paris)	June 6 <sup>th</sup> 1997.
Convention on International Trade in Endangered Species (CITES) and its protocols		October 6 <sup>th</sup> 1997.
Cartagena Protocol on Biosafety to the Convention on Biological Diversity	January 29 <sup>th</sup> 2000.	May 24 <sup>th</sup> 2000.
Protocol Concerning Specially Protected Areas and Wildlife (SPAW Protocol to the Cartagena Convention)	January 18 <sup>th</sup> 1990 (Jamaica)	January 18 <sup>th</sup> 1990.
The Stockholm Convention on Persistent Organic Pollution and its protocols	23 <sup>rd</sup> May, 2001 (Stockholm)	February 2004.
Protocol Concerning Pollution From Land Based Source And Activities in the Wider Caribbean Region (Protocol to the Cartagena Convention)	October 6 <sup>th</sup> 1999.	
Vienna Convention for Protection of the Ozone Layer and its protocols.		October 6 <sup>th</sup> 1997.
Montreal Protocol on Substances that Deplete the Ozone Layer and its protocols	September 16 <sup>th</sup> 1987 (Montreal)	March 12 <sup>th</sup> 1992.
Amendment to the Montreal Protocol on Substances That Deplete the Ozone Layer	December 25 <sup>th</sup> 1992 (Copenhagen).	July 19 <sup>th</sup> 1993.
Amendment to the Montreal Protocol on Substances That Deplete the Ozone Layer adopted by the 9 <sup>th</sup> meeting of the Parties.	September 17 <sup>th</sup> 1997 (Montreal)	February 10 <sup>th</sup> 2000.
Basel Convention on The Transboundary Movement of Hazardous Wastes and its Disposal and its protocols	March 22 <sup>nd</sup> 1989 (Basel)	April 5 <sup>th</sup> 1993.
National Land Use Plan/ Sustainable Island Resource Zoning Plan	October 2012	

## 2.2 Policy, Legal and Institutional Framework

The policy for the sustainable development of Antigua and Barbuda comes from two primary documents, *id est*, the *National Physical Development Plan* and the *Antigua and Barbuda Environmental Management Strategy and Action Plan 2004 – 2009 (NEMS)*.

The National Physical Development Plan lists the development objectives as follows:

- improving the country’s socio-economic base;
- reforming the public sector;



- sustaining and conserving the country’s biodiversity;
- reducing the national debt/GDP ratio to sustainable levels;
- alleviating poverty;
- reducing vulnerability to national disasters;
- strengthening the relationship between the inhabitants of the island of Antigua and Barbuda; and
- enhancing private and public sector partnerships<sup>20</sup>.

These general objectives are further incorporated into the NEMS in a more holistic and specific manner. The NEMS is one requirement from *the St. Georges Declaration of Principles for Environmental Sustainability in the OECS* which was signed by the Governments of the OECS, including the Government of Antigua and Barbuda, in 2000. The Declaration is a framework document with 21 principles that the GOAB has agreed to adopt as part of its national environmental management policies (Appendix 2). The NEMS is therefore the adaptation of the regional principles to the national situation in Antigua and Barbuda. The NEMS has a vision for Environmental Sustainability which is the inclusion of all citizens in striving:

*“to build a nation that treasures the environment and voluntarily acts to ensure the protection, conservation and sustainable use of natural resources”.*

This vision is supported by a strategy which is driven by the following 12 principles from the St. George’s Declaration which the GOAB decided were directly relevant to the country:

**Table 3: Principles of Environmental Sustainability**

<b>Principle 1:</b> Foster Improvement in the Quality of Life.	<b>Principle 8:</b> Address the Causes and Impacts of Climate Change.	<b>Principle 15:</b> Promote Cooperation in Science and Technology.
<b>Principle 2:</b> Integrate Social, Economic and Environmental Considerations into National Development Policies, Plans and Programmes	<b>Principle 9:</b> Prevent and Manage the Causes and Impacts of Disasters.	<b>Principle 16:</b> Manage and Conserve Energy.
<b>Principle 3:</b> Improve the Legal and Institutional Frameworks.	<b>Principle 10:</b> Prevent and Control Pollution and Manage Waste.	<b>Principle 17:</b> Negotiate and Implement Multi-lateral Environmental Agreements.
<b>Principle 4:</b> Ensure Meaningful Participation by Civil Society in Decision Making.	<b>Principle 11:</b> Ensure the Sustainable Use of Natural Resources.	<b>Principle 18:</b> Coordinate Assistance from the International Donor community towards the Organisation of Eastern Caribbean States Region.
<b>Principle 5:</b> Ensure Meaningful Participation by Civil Society in Decision Making.	<b>Principle 12:</b> Protect Cultural and Natural Heritage.	<b>Principle 19:</b> Implementation and Monitoring.
<b>Principle 6:</b> Use Economic Instruments for Sustainable Environmental Management.	<b>Principle 13:</b> Protect and Conserve Biological Diversity.	<b>Principle 20:</b> Obligations to Members



<b>Principle 7:</b> Foster Broad-based Environmental Education, Training and Awareness.	<b>Principle 14:</b> Recognise Relationships between Trade and Environment	<b>Principle 21:</b> Review
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**Source:** OECS (2000) *St. George's Declaration on Principles for Environmental Sustainability in the OECS.*

These principles are supported by 12 strategies and several recommended actions and are considered the backbone of environmental sustainability in Antigua and Barbuda and will be discussed in more details later in this paper.

At the regional level the GOAB has also signed the *CARICOM Charter for Civil Society* in 1997. This Charter though not legally binding is a collective statement of intent which the Heads of Government of CARICOM have pledged to uphold. Within the Charter a healthy environment is considered a fundamental right of all persons and the shared responsibility of all. Unfortunately, such a paradigm shift has not been incorporated into the constitutions and statutes of Antigua and Barbuda as well as other countries in the region.

Legislation to a significant extent is articulated policy and in the case of Antigua and Barbuda there is a plethora of legislation with one estimate placing the number as high as 40 (Appendix 3).

**Table 4: Major Pieces of Legislation and Institutional Responsibilities**

LEGISLATION	MAJOR FOCUS	INSTITUTIONAL RESPONSIBILITIES
Town and Country Planning Act (CAP 278, 1948)	<ul style="list-style-type: none"> <li>• Land Use.</li> <li>• Development Control</li> <li>• Foreward Planning.</li> <li>• Approval of monitoring of subdivisions.</li> <li>• Spatial Development.</li> </ul>	Ministry of Works, Transport and the Environment.
Town and Country Planning Regulations (SRO No. 24, 1953)		
Land Development and Control Act (No. 15, of 1977)		
Physical Planning Act 2003.		
Crown Lands (Regulation) Act (Cap. 130. 1917)	<ul style="list-style-type: none"> <li>• Management of crown lands.</li> </ul>	Ministry of Agriculture, Lands, Marine Resources and Agro Industries.
The Crown Lands (Land Settlement) Regulations (SRO No. 24, 1930).		
The Forestry Act (CAP 99) 1941	<ul style="list-style-type: none"> <li>• Declaration of Forest Reserves on Crown Lands and Private Lands.</li> <li>• Management and Protection of Protected Forests.</li> </ul>	Ministry of Agriculture, Lands, Marine Resources and Agro Industries.
Forestry Regulations (SRO No. 13) 1941 and SRO No. 42, 1952.		
LEGISLATION	MAJOR FOCUS	INSTITUTIONAL RESPONSIBILITIES
The Bush Fires Act (CAP 62) 1901	<ul style="list-style-type: none"> <li>• Authorises the Cabinet to prohibit the setting of fires on land in any part of Antigua and Barbuda and at such times</li> </ul>	



	specified in an order.	
The Fisheries Act (CAP 173) 1983.	<ul style="list-style-type: none"> <li>• Development and management of fisheries.</li> <li>• Guidance in the protection and management of mangroves;</li> <li>• Protection of beaches for nesting turtles.</li> </ul>	Ministry of Agriculture, Lands, Marine Resources and Agro Industries.
Beach Control Act (CAP. 45) 1958	<ul style="list-style-type: none"> <li>• Control of use of the floor of the sea between the low water mark and the outer limits of the Territorial Sea.</li> </ul>	Ministry of Tourism and Civil Aviation.
Beach Protection (CAP 46) 1957	<ul style="list-style-type: none"> <li>• Control the removal of sand, stone, shingles or gravel from any beach or foreshore in Antigua and Barbuda. The act does not apply to Barbuda.</li> </ul>	
Beach Protection (Amendment) Act No. 1 1968.		
The National Parks Act (No. 14) 1984.	<ul style="list-style-type: none"> <li>• Makes provision for the preservation, protection, management and development if the natural, physical, ecological, historical, and cultural heritage of Antigua and Barbuda.</li> <li>• Precludes any Government agency from giving permission to do anything in a National Park without the permission of the National Parks Authority.</li> </ul>	Ministry of Tourism and Civil Aviation.
National Parks (Amendment) Act, No. 3, 1986.		
The Marine Areas (Preservation Enhancement) Act No. 5, 1972.	<ul style="list-style-type: none"> <li>• Makes provision for the establishment of marine reserves for the protection of flora and fauna.</li> <li>• Identifies activities which can be allowed and not allowed in marine reserves.</li> </ul>	Ministry of Agriculture, Lands, Marine Resources and Agro Industries.
The Marine Areas (Preservation and Enhancement) regulations SRO No. 25, 1973.		
The Marine (Restricted Areas) Order SRO NO. 47, 1973.		
The Pesticides Control Act (no. 15) 1973.	<ul style="list-style-type: none"> <li>• Provides for the control of importation, sale, storage and use of pesticides.</li> </ul>	Ministry of Agriculture, lands, Environment, Marine Resources, Agro-industry and National Parks.
The Pant Protection Act (CAP. 102)	<ul style="list-style-type: none"> <li>• To prevent the introduction and to control the spread of plant pests; to protect plant resources; to facilitate trade in plant and plant products.</li> </ul>	Ministry of Agriculture, lands, Environment, Marine Resources, Agro-industry and National Parks.

In addition to workshops specific to the CPS, there were several important processes and consultations that were organized by various government agencies that produced results and opinions that were incorporated here. Such important processes generated the





National Environmental Management Strategy with the associated principles and actions. Other reports generated extensive CSO and NGO participation are the NBSAP (2001 and 2013 *draft*), The First and Second national Communication for Climate Change the National Action Plan for Land degradation, the 2006 National Implementation Plan for the POPs Convention. All of these documents were produced and as part of the NEMS exercise, the NGO community was given its own resources and over one year to contribute to the development of its priorities. This was integrated into the NEMS without any amendments.

The CPS development process took into consideration the capacity constraints of the NGO and CSO communities and the need to coordinate the national environmental response in a coordinated manner. As a result, the format of the NEMS and the identification of its principles were used as the guiding framework of the CPS.

#### *Objectives of Antigua and Barbuda NEMS*

1. **Policy and Planning framework** - To integrate environmental and natural resources management into development policies, plans, legislation and budget processes at all levels.
2. **Improved legal and institutional frameworks** - To protect the environment while improving the quality of development projects and programs.
3. **Provide a framework for Sustainable Livelihood** - Provide the private sector with a framework for enhanced participation and maximization of economic benefit from natural resources.
4. **Civil Society participation** - Ensuring meaningful participation by civil society in environmental decision-making.
5. **Capacity Building** –
  - To strengthen local expertise and technical ability in planning and implementing sustainable natural resource management programs and for negotiating multilateral environmental agreements through the development of appropriate tools and techniques, training, policy formulation, and cooperation in science and technology.
  - To foster a culture of participation by Civil Society in decision-making and implementation and to build capacity to achieve this.
6. **Economic incentives** - Develop a package of economic instruments that will provide incentives or disincentives and the necessary funds to protect and or restore the environment.
7. **Environmental education, training and awareness** - To strengthen environmental education, raise awareness and provide training in support of environmental management and the sustainable use natural resources.

**Table 5: Consistency with National Priorities**

<b>OP5 project objectives</b>	<b>National priorities</b>	<b>SGP niche</b>
<u>SGP OP5 Immediate Objective 1:</u> Improve sustainability of protected areas and indigenous and community conservation areas through community-based actions	Implementation of the National Physical Development Plan/ Sustainable Island Resource zoning Plan  Implementation of the Systems Protected Area Plan  Improved coordination and management of Protected Area  Establish and maintain a system of self-financing for protected areas.  Increasing sustainable livelihoods within communities	Co-management of protected areas using participatory approaches and community groups.  Development of sustainable livelihoods in PAs.  Control and monitor invasive species.
<u>SGP OP5 Immediate Objective 2:</u> Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions	Implementation of the National biodiversity Strategy and Action Plan  Restoration of ecosystem habitats for sustainable use  Identification and mapping of all established protected areas  Conserve biodiversity  Increase public awareness to national biodiversity  Develop ecotourism products through the sustainable use of biodiversity.	Assist with the restoration of national flora and fauna  Capacity building in GPS and GIS  Support and Develop Public Awareness campaigns  Execute Co-management strategy
<u>SGP OP5 Immediate Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level	25 % GHG emissions reduction based on 1990 levels by 2020.  Support and promote the use of all green technology.	Support and promote the use of all green technology.  Promote self-sufficiency in project developments
<u>SGP OP5 Immediate Objective 4:</u> Promote and support energy efficient, low carbon transport at the community level	Support and promote the use of fuel efficient transport  Incorporate the reduction of fuel emissions into project activities	Support and promote alternative sources of fuel.  Promote the use of recycled materials or waste to energy
<u>SGP OP5 Immediate Objective 5:</u> Support the conservation and enhancement of carbon stocks	Identify and map existing carbon stocks	Promote the conservation of carbon stocks

through sustainable management and climate proofing of land use, land use change and forestry		
<u>SGP OP5 Immediate Objective 6:</u> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities	<p>Removal of invasive species (esp. Lemon Grass)</p> <p>Replanting native species within existing forests</p> <p>Dam rehabilitation (water conservation)</p> <p>Soil conservation through sustainable farming techniques</p>	<p>Promote soil and water conservation practices</p> <p>Demonstration of sustainable farming techniques</p> <p>Removal of invasive species and reforestation of native plant species</p>
<u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)	<p>Allocation and development of community farms</p> <p>Promotion of aquaponics</p>	Support and promote sustainable livelihoods
<u>SGP OP5 Immediate Objective 8:</u> Support transboundary water body management with community-based initiatives	<p>Improved management and monitor of coastal areas</p> <p>Identification and management of invasive species</p> <p>Reduction of land based sources of pollution</p> <p>Establishment and management of marine protected areas</p>	<p>Promote the awareness of marine invasive species</p> <p>Support coastal area management as well as marine protected areas</p>
<u>SGP OP5 Immediate Objective 9:</u> Promote and support phase out of POPs and chemicals of global concern at community level	<p>Develop programmes to reduce the use of POPs</p> <p>Promotion of sustainable agriculture and organic farming</p>	<p>Support and implement programs against the use of POPs</p> <p>Identify and provide historical data on areas</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	<p>Increased participation of NGOs and CBOs in the sustainable development processes</p> <p>Increase capacity of NGOs and CBOs in project development and management</p>	Participation in capacity building and skills training workshops
<u>Cross-Cutting Results: Poverty</u>	Increase participation of marginalized groups, including	Increase participation of marginalized groups,

reduction, livelihoods and gender	women and youth in environmental decision making	including women and youth.
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## 2.3 Capacity development, poverty reduction and gender results for SGP

In accordance with the SGP operational guidelines, all projects will be presented to NSC by the NC for approval. Projects are implemented by the grantees and monitored by both the NC and NSC, best practice may be highlighted and captured for replication in other projects by all other stakeholders. Moreover, both members of the private and public sectors have expressed a commitment to supporting the SGP and community groups. Organizations and groups with stronger capacities would be encouraged to assist in the capacity development of groups with lesser capacity and skills. Groups will also be encouraged to the inclusion of measures that provide sustainable livelihoods to the less fortunate within their communities within the project design.

## 2.4 OP5 country outcomes, indicators and activities

**Table 6: 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>			
Outcomes	Indicators	Means of verification	Activities
Implementation of co-management strategies to sustain protected areas via community based actions	Hectares of significant ecosystems with improved conservation status  Number of participating community groups.	Site assessments/monitor & progress reports	1 project
<u>SGP OP5 Immediate Objective 2: Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions</u>			
Outcomes	Indicators	Means of verification	Activities
Implementation of co-management strategies to conserve national biodiversity and generate sustainable sources of income  Increased awareness of national biodiversity among communities/groups	Total value of biodiversity products/ecosystem services produced (US dollar equivalent)	Site assessments/monitor & progress reports	2 projects

<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>
Wide usage of alternate energy sources  Increased awareness of green technology and national priorities in reducing GHG Emissions	Tonnes of CO <sub>2</sub> avoided.  Number of community members production systems using alternative energy.	Site assessments/monitor & progress reports	6 projects
<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>
Increased usage of fuel efficient vehicles  Development of innovative fuel sources, including waste to energy projects.	Tonnes of CO <sub>2</sub> avoided by implementing low carbon technologies	Site assessments/monitor & progress reports	2 projects
<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>
Sustainable land use changes and practices adopted at the community level  Restoration and enhancement of identified carbon stocks.	Tonnes of CO <sub>2</sub> avoided.  Number of community members or production systems using alternative energy.	Site assessments/monitor & progress reports	1 project
<b>SGP OP5 Immediate Objective 6:</b> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities			

Outcomes	Indicators	Means of verification	Activities
Increased use of sustainable land management practices within communities	<p>Hectares of land applying sustainable forest, agricultural and water management practices.</p> <p>Hectares of degraded land restored and rehabilitated</p> <p>Number of communities demonstrating sustainable land and forest management practices</p>	Site assessments/monitor & progress reports	4 projects
<b>SGP OP5 Immediate Objective 7: Reduce pressures at community level from competing land uses (in the wider landscapes)</b>			
Outcomes	Indicators	Means of verification	Activities
Employment of mixed use schemes to reduce pressures at community level for land uses	<p>Hectares of land applying sustainable forest, agricultural and water management practices.</p> <p>Hectares of degraded land restored and rehabilitated.</p> <p>Number of communities demonstrating sustainable land and forest management practices</p>	Site assessments/monitor & progress reports	2 projects
<b>SGP OP5 Immediate Objective 8: Support transboundary water body management with community-based initiatives</b>			
Outcomes	Indicators	Means of verification	Activities
Increased community participation in reducing land based sources of pollution	<p>Hectares of marine/coastal areas or fishing grounds managed sustainably</p> <p>Tonnes of land-based pollution avoided</p>	Site assessments/monitor & progress reports	2 projects

<u>SGP OP5 Immediate Objective 9: Promote and support phase out of POPs and chemicals of global concern at community level</u>			
Outcomes	Indicators	Means of verification	Activities
Increased awareness of chemical pollutants  Increased recycling participation	Tons of solid waste prevented from burning by alternative disposal  Kilograms of obsolete pesticides disposed of appropriately  Kilograms of harmful chemicals avoided from utilization or release	Site assessments/monitor & progress reports	2 projects
<u>SGP OP5 Immediate Objective 10: Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends</u>			
Outcomes	Indicators	Means of verification	Activities
Increased participation of community groups engaged in national consultative processes  Increased capacity of community groups to monitor and evaluate environmental impacts and trends	Number of community group participating in consultative mechanisms established for Rio convention frameworks  Number of community-based monitoring systems  Number of new technologies developed /applied  Number of national policies influenced	Site assessments/monitor & progress reports	2 projects
<u>Cross-Cutting Results: Poverty reduction, livelihoods and gender</u>			
Outcomes	Indicators	Means of verification	Activities
Increased livelihoods generated from environmental/sustainability projects	Number of projects that include gender considerations  Number of projects targeted	Site assessments/monitor & progress reports	10 projects

Promotion of environmental knowledge among gender and youth in projects	to poorer communities  Number of community group members with sustained livelihood Improvement resulting from SGP support		
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## 2.5 Group Project Types and Size

Due to the somewhat late start of the national SGP, the National Steering Committee will encourage the submission of larger projects mixed in with the smaller projects. The SGP typically funds projects up to 50K USD but can fund single projects of 150K USD especially if they are multifocal. With this in mind, organizations including faith based groups who have expressed an interest in the SGP will be encouraged to participate in the SGP to ensure implementation of strategic projects.

The larger projects will require greater technical assistance from the Government agencies to assist with monitoring and evaluation. To this end the Environment Division and the GEF Focal point is committed to providing the technical assistance needed for monitoring and evaluation.

The SGP National Coordinator will also seek to raise awareness of the program to non-traditional users of the project. These include church and faith based organizations. These are generally well staffed with volunteers and have good financial management and technical skills among their membership. Membership in these groups tends to be long term and monitoring and evaluation is particularly important in these groups.

## 3. OPERATIONAL ISSUES

### 3.1 National Program Structure:

The structure for SGP programme implementation at the national level shall include:

- A National Steering Committee (NSC).
- A SGP National Coordinator (NC);

The NSC is a group of volunteers comprising representatives from Government, the Private Sector, and Academia with a majority of non-governmental members from CSOs. The main functions of the NSC include reviewing and approving projects; assisting in the preparation of the CPS; and assisting in monitoring and evaluating of the CPS and projects. The NC shall among other duties serve as secretary to the NSC, assist CSOs in preparing projects, and assist in monitoring and evaluating projects and the CPS.

### 3.2 Evaluation and Monitoring of the National SGP

Antigua and Barbuda, like other Member States of the OECS and Parties to the Conventions that the GEF supports, is committed to providing periodic reports. The NEMS provides for the CPS to benefit from the use of the same indicators of project success that are being used nationally. These indicators and targets are set by



the Conventions and incorporated in the various national strategies and these are measured and included within the report. The SGP will therefore benefit from participation in this process.

Within the context of the NEMS, the Environment Division, which is the office of the GEF focal point, has been charged with the responsibility to provide annual reports to local and international agencies and to coordinate the development of projects and programs for national and regional implementation. The Environment Division will also design and implement mechanisms that will facilitate the effective coordination of national efforts and to ensure the functional participation of civil society. To this end the financial support to NGOs and CSOs has been included within the Environmental Protection and Management Bill for Antigua and Barbuda. This Bill will be sent to the Parliament and will be passed into Law before July 2013.

**Table 7: Key Programme areas for monitor and evaluation**

PROGRAMME OBJECTIVES	FOCAL AREAS					DEMOGRAPHIC FOCUS
	BC	CC	LD	POPs	IW	
Environmental Sustainability Poverty Alleviation Community Empowerment	<b>NEMS Principles Projects and Programs, Climate Change mitigation &amp; adaptation, sustainable agriculture</b>					Women Young People
<b>Cross Cutting Themes</b>	Capacity Building of CSOs. Public Awareness & Education Sustainable Livelihoods Gender Equality					<b>Cross Cutting Themes</b>

Based on this framework the projects approved will need to have the following characteristics:

- address environmental problems and threats in all areas of the country with special focus in watersheds, land degradation, biodiversity, climate change adaptation and mitigation. These projects could potentially be aligned with one or more GEF SGP Focal Areas;
- meet the GEF SGP objectives of environmental sustainability, poverty alleviation, and community empowerment;
- submitted by groups important to the empowerment of women and young people. These groups will be given priority for funding; and
- address the four cross cutting themes of capacity building, public awareness and education, sustainable livelihoods, and gender equality.
- Be complimentary to the NEMS work plan;

All projects submitted will therefore be assessed against this framework prior to decision-making. The detail project proposals should also examine the implementation plan for the NEMS and tailor projects to meet these objectives. As part of this exercise the NEMS work plan was amended and updated to meet the specific needs of the CPS.

Evaluation reports will be the cumulative outcome of the monitoring reports, end of project and programme reports and at least one summative evaluation session. Evaluation shall take place at two levels as follows:

- **Project Level:** Every project will dedicate a minimum of 10% of its total budget to monitoring, evaluation and baseline development and will produce a Lessons Learnt Report which is independent of the end of project report.
- **Programme Level:** Program level information will be captured via a series of workshops being designed and delivered by the office of the GEF focal point. The workshops for the SGP will be separate and apart from the GEF national workshops but will take place at the same time and venue to maximize participation by all. A schedule of workshops will be provided upon approval of this CPS.
  - **Yearly Programme Focus:** this will be achieved by organizing national workshops each year to approve the focus for the next year.

**Table 8: Monitoring & Evaluation at the Project Level**

<b>SGP Individual Project Level</b>		
<b>M&amp;E Activity</b>	<b>Responsible Parties</b>	<b>Timeframe</b>
Participatory Project Monitoring	Grantees	Duration of project
Baseline Data Collection <sup>10</sup>	Grantees, NC, NSC & external technical expert	At project concept planning and proposal stage
Two or Three Project Progress and Financial Reports ( <i>depending on agreed disbursement schedule</i> )	Grantees, NC, PA	At each disbursement request
Project Workplans	Grantees, NC, PA	Duration of project
NC Project Proposal Site Visit ( <i>as necessary / cost effective</i> <sup>11</sup> )	NC, NSC	Before project approval, as appropriate
NC Project Monitoring Site Visit ( <i>as necessary / cost effective</i> )	NC, NSC	On average once per year, as appropriate
NC Project Evaluation Site Visit ( <i>as necessary / cost effective</i> )	NC, NSC	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>10</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>11</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.

**Table 9: Monitoring & Evaluation Plan at Programme Level**

<b>SGP Country Programme Level</b>		
<b>M&amp;E Activity</b>	<b>Responsible Parties</b>	<b>Timeframe</b>
Country Programme Strategy Review	NSC, NC, CPMT	Start of OP5 with yearly reviews as appropriate
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, GEF Focal Point	Once per year
Country Programme Review resulting in Annual Country Report <sup>12</sup>	NC presenting to NSC and CPMT	Once per year
Financial 4-in-1 Report	NC/PA, UNOPS	Quarterly

#### **4. KNOWLEDGE MANAGEMENT PLAN**

SGP participants will be encouraged (required) to utilize assigned templates to capture best practices and lessons learnt during and post project completion. See Annex 2. The completed data templates will be stored by the NC after being shared with the NSC.

Both the NC and the NSC utilize these templates to guide potential community groups wishing to participate in the SGP. Captured data will also be maintained on a the GEF/SGP website.

#### **5. 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 Antigua and Barbuda;
- develop projects at scales which will ensure their viability and sustainability; and
- meet the project and programme co-financing ratios as required by the GEF regulations.

<sup>12</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.

Co-financing may be in *Cash and In-kind services* and take place at several levels targeting the GOAB and its various Ministries, the Private Sector, Bi-lateral and Multilateral donors and where possible local philanthropists within the country. The new GEF RAF is also one avenue through which the GOAB can allocate funds to local projects in the Biodiversity and Climate Change Focal Areas. The three levels of RM are:

- **The Project Level:** it is expected that every project proponent shall raise at least 50% of the project budget through in-kind and cash contributions and provide evidence to the NSC and NC to that effect. SGP requires that co-financing for projects is one to one, with the aim of having 50% in cash. A wavering of the financial co-funding component for selected CSOs will be dependent on the success of the national RM efforts and SGP policies in existence at the time.
- **The Country Programme Level:** the Government has committed itself to provide assistance in raising co-financing in a sustainable way. To this end the Draft Environmental Protection and Management Bill is creating an environmental fund. This fund is part of the Caribbean Challenge project and it is looking at several other ways of getting additional funding. The “Environmental Fund” will be structured to ensure that 25% of the resources that enters into the fund will be allocated to NGOs and CSOs. In addition to this the Government is committed to giving “in-Kind” assistance and tax breaks on imports related to projects.
- **Private Sector** – Local members of the private sector will be approached by the NSC, NC and individual groups for financial and technical assistance. During the launch of the National SGP, various members of the private sector will be invited to a project open day where community groups and potential SGP beneficiaries may present project ideas and proposals. The CSOs and NGOs will be working with the Private sector to assist in raising cash and “in –Kind” contributions.

## 5.1 Sustainability Strategy

The litmus test for the sustainability of a programme or a project is the level and durability of results, particularly impacts, and whether the project or programme was the basis and/or catalyst for replication or up scaling. Sustainability by its very nature is a multi-dimensional concept which covers several areas which include the following:

- *Environmental Sustainability (ES):* The long term impact of projects or the programme on the ecosystems and ecological processes and the GEF Focal Areas.
- *Organizational Sustainability (OS):* The capacity of organizations to implement projects and to improve their capacity to manage future projects. The CPS will seek to partner with the GEF national Focal point in an effort to provide capacity building and other support to existing and new organizations. The GEF office will be a host of institutional and project information thus assisting with continuity as organizations grow and change. The CPS will also encourage non-traditional organizations such as church and faith based groups. These groups are normally well formed and are required to have well-functioning and financial and institutional structures. These organizations can also assist in capacity building for weaker organizations.
- *Socio-Cultural Sustainability (SCS):* This is perhaps the least considered in the debate on sustainability. SCS refers to the sensitivity of a project or a programme to the social and cultural

values of a country or a community. It is within their reality that a motivated community or a population is born. SCS serves as the basis for ES, OS, and FS. we can say that these groups will be encouraged to apply, but we can't say that we only target one part of civil society as the program is open to all civil society stakeholders.

Sustainability will be the essential test for a successful Antigua and Barbuda SGP programme and should incorporate such factors as:

- *Country Priorities:* The extent to which the CPS helps in meeting the national priorities of the GOAB as articulated in the NEMS and other policy documents.
- *Genuine Partnerships:* The extent to which grantees can nurture genuine partnerships with the GOAB, the private sector, donors, stakeholder and communities.
- *Networking:* The extent to which the grantee and SGP can create a network of support and sharing among grantees, the Government and other stakeholders.
- *Level of Asset Control and/or Management:* In the case of land, the extent to which the land is legally owned or managed by the grantee and in the case of leases and rental agreements, the duration of time. This factor can easily cause a project to fail. Legal agreements are usually necessary to ensure long –term sustainability.
- *Level of RM:* The success of RM for project and programme implementation and management.
- *Quality of Human Resources:* The human resource capacity of CSOs and the SGP programme at the country level are also important elements. The level of volunteerism is also an important factor. This factor is among the most important as it has a direct relationship to OS, FS and project implementation.
- *Capacity Building for NGOs and CSOs*

The quality and quantity of human resources are critical to the sustainability of the work of CSOs and it is also necessary that these organisations think not only in terms project management and success but also in succession planning. To add emphasis to this element, participants at a workshop in Antigua and Barbuda identified the following skills for capacity building of CSOs (see appendices)

A suitable training programme will be developed, implemented and funded based on the listed priorities and it will include a mentoring component using existing and improved support structures.

To ensure the sustainability of the Antigua and Barbuda SGP programme, all projects shall therefore be subjected to the Sustainability Test as indicated above.

By the end of 2014 this strategy should demonstrate measurable results in the thematic areas of Biodiversity, Climate Change and Land degradation. In addition, it is the intention to meet the GEF SGP's objectives of environmental sustainability, poverty alleviation and capacity building. The GEF SGP will also work closely with all partners at the community, the government and the private sector levels. It is also the intention to help the Government and People of Antigua and Barbuda to meet their obligations under the various MEAs which they have signed and ratified.

**The CSP is seeking to** include new actors to the program to run the program in an innovative way to ensure sustainability and adequate funding for the entire national program.

## ANNEX 1: GEF SGP OP 5 PROJECT LEVEL INDICATORS

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

<b>SGP OP5 results indicators</b>	
	<ul style="list-style-type: none"> <li>○ Number of local or regional policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5)</li> <li>○ Number of national policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5)</li> <li>○ Number of people trained on: project development, monitoring, evaluation etc. (to be specified according to type of training)</li> </ul>
<b>Livelihoods, Sustainable Development, and Empowerment (all focal areas)</b>	
<b>Cross-cutting</b>	<p><b>Livelihoods &amp; Sustainable Development:</b></p> <ul style="list-style-type: none"> <li>○ Number of participating community members (gender disaggregated) (Note: mandatory for all projects)</li> <li>○ Number of days of food shortage reduced</li> <li>○ Number of increased student days participating in schools</li> <li>○ Number of households who get access to clean drinking water</li> <li>○ Increase in purchasing power by reduced spending, increased income, and/or other means (US dollar equivalent)</li> <li>○ Total value of investments (e.g. infrastructure, equipment, supplies) in US Dollars (Note: estimated economic impact of investments to be determined by multiplying infrastructure investments by 5, all others by 3).</li> </ul> <p><b>Empowerment:</b></p> <ul style="list-style-type: none"> <li>○ Number of NGOs/CBOs formed or registered</li> <li>○ Number of indigenous peoples directly supported</li> <li>○ Number of women-led projects supported</li> <li>○ Number of quality standards/labels achieved or innovative financial mechanisms put in place</li> </ul>



**ANNEX 2:**

**KNOWLEDGE MANAGEMENT**

**TEMPLATE TO BE FILLED OUT BY SGP PARTICIPATING GROUPS**

<b>Project Components</b>	<b>Objectives</b>	<b>Activities</b>	<b>Challenges</b>	<b>Lessons Learnt</b>	<b>Best Practices</b>	<b>Outputs</b>
Reforestation (E.g )	Increase number of native plant species	Plant propagation  Tree planting	Extreme weather patterns	Various Government Departments may provide assistance with the propagation of plants	To harness significant Government co-financing and efficient use of project funds, Project activities requiring large amounts of manual labour should be planned around public holidays.  Partner/build on existing national efforts or policies to sustainability.	Native species guide (pamphlet )