

SGP COUNTRY PROGRAMME STRATEGY FOR OP6

COUNTRY: ST. KITTS & NEVIS

OP6 resources (estimated US\$)¹

a. Core funds:	\$400,000.00
b. OP5 remaining balance:	\$166,200.00
c. STAR funds:	\$200,000.00

Background:

As a GEF corporate programme, SGP aligns its operational phase strategies to that of the GEF, and provides a series of demonstration projects for further scaling up, replication and mainstreaming. Action at the local level by civil society, indigenous peoples and local communities is deemed a vital component of the GEF 20/20 Strategy (i.e. convening multi-stakeholder alliances to deliver global environmental benefits and contribute to UNDP’s Strategic Plan and focus on sustainable development).² At the global level, the SGP OP6 programme goal is to “effectively support the creation of global environmental benefits and the safeguarding of the global environment through community and local solutions that complement and add value to national and global level action.”

1. SGP Country Programme - Summary Background

1.1A National Results Achieved by the Program to Date

The GEF-SGP has been operational (as an independent unit) in St. Kitts and Nevis since 2013. It has successfully aligned itself with national priorities and has achieved tangible results. For various reasons, the execution of national plans has been slow, causing overlap between the operational cycles of the GEF-SGP. However, a deeper understanding of the program and a greater level of innovation is evident as the program has evolved.

The key areas from previous cycles are noted below.

1. Coastal Preservation – particularly as relates to the preservation of coral reefs

¹ The level of SGP OP6 resources is an estimated total of: (i) the GEF6 core grant allocation (to be reviewed annually by CPMT on the basis of performance, co-financing and strategic partnerships, demonstrated NSC commitment rates, and UNOPS delivery); (ii) approved STAR resources; as well as (iii) other sources of third party cost sharing & co-financing (country, regional and/or global levels). Note that countries with remaining OP5 balances that have not been pipelined, will be expected to use these balances in line with the OP6 strategic approach in order to be coherent in terms of SGP programming and results expected.

² The initial SGP OP6 concept was incorporated into the strategic directions for the overall GEF-6 replenishment, and subsequently approved by the GEF Council paper “GEF Small Grants Programme: Implementation Arrangements for GEF-6” (GEF/C.46/13) in May 2014.

2. Sustainable Use of Natural Resources – as relates to rehabilitation of natural springs to provide water for farmers
3. Renewable Energy – using biogas to generate energy for farmlands.
4. Environmental Sustainability – a community project was designed with a “green” focus.
5. Sustainable Livelihoods – a sea turtle project created employment opportunities for youth

1.1B. Global Environmental Benefits from Activities in Previous Cycles

The premise for the GEF-SGP is protection of the environment through various activities that support global environmental benefits. These benefits and other planned activities for OP6 will both enhance overall objectives and promote global Sustainable Development Goals (SDGs) which focus on ending poverty, protecting the planet and ensuring prosperity for all.

The projects conducted in St. Kitts and Nevis so far, contribute to the following established global environmental benefits

1. Biodiversity – through projects that have assisted in the identification of MMAs.
2. Climate change mitigation – through projects that introduced agroecology concepts, provided education in climate smart agriculture and improved land management.
3. Land degradation – through projects that used plant life to enhance biodiversity and prevent soil erosion.

There are a number of success stories that have emerged through the program that can be used to build a foundation for the awareness and education process. Projects in dry-land agriculture, agro-ecology (combining two forms of land-based agriculture), innovation in agriculture taught at high school level; and marine ecosystem management have paved the way for further engagement in new forms of agriculture such as hydroponics and aquaculture; while the education initiative paved the way for youth engagement and sustainable livelihoods in agriculture. Waste Management projects focused on recycling initiatives and while this was a great starter there is scope for more initiatives in this area.

1.2 Situation Analysis

The twin-island Federation of St. Kitts and Nevis occupies a total land mass of 269 sq km with a combined population of just over fifty-four thousand people of which approximately 68 per cent are women, youth and children. The islands are subjected to a number of natural disasters by virtue of the geographical location; and the impact of climate change is already evident on its coastal areas where rising sea levels have begun to remove beach fronts and the landscape is exposed to longer, hotter dry spells. The main industries are tourism, manufacturing and agriculture, with a growing services sector. Industry growth, along with the need for housing and associated infrastructure (energy, water, roads) have brought added burden to bear on land resources.

With global attention on environmental issues, new levels of partnership and funding opportunities have emerged. These include: Caribbean Development Bank, Canada Development Fund, the Green Climate Fund, DFID, the European Development Fund and the private sector – to name a few. All of these bring a wealth of experience to the focal areas as identified by GEF-SGP and provide technical, networking and other resources which would help to strengthen CSO engagement in environmental governance.

2. SGP Country Programme Niche

Table 1. List of relevant conventions and national/regional plans or programmes

Rio Conventions + national planning frameworks	Date of ratification / completion
UN Convention on Biological Diversity (CBD)	1993
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2004
UN Framework Convention on Climate Change (UNFCCC)	1993
UNFCCC National Communications (1 st , 2 nd , 3 rd)	1991, 2011
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	1997
UNFCCC National Adaptation Plans of Action (NAPA) 2013-2017)	2013
UN Convention to Combat Desertification (UNCCD)	1997
UNCCD National Action Programmes (NAP)	2007
Stockholm Convention on Persistent Organic Pollutants (POPs)	2004
SC National Implementation Plan (NIP)	2004
Poverty Reduction Strategy Paper (PRSP) (20013-2016)	2012
GEF National Capacity Self-Assessment (NCSA)	2006
GEF-6 National Portfolio Formulation Exercise (NPFE) (mid-term)	2014
Strategic Action Programmes (SAPs) for shared international water-bodies ³ IWEco	2015
National Indicative Programme (2014-2020)	2014
National Physical Development Plan (NPDP)	2006
Integrated Watershed and Coastal Areas Management Project (IWCAM)	2011
OECS Parks and Associated Livelihoods Project (OPAAL)	2011
National Conservation and Environmental Protection Act	1987
Development Control and Planning Act	2000
Nevis Development Control and Planning Ordinance	2005
Solid Waste Management Corporation Act	2001
Water Courses Ordinance 41/56	1956
Pesticide and Toxic Chemicals Control Act	1999
Agricultural Development Act	1973
National Physical Development Plan	2005
National Biodiversity Action Plan (NBSAP)	2014
National Communications on Climate Change	2001
St. George's Declaration of Principles on Environmental Sustainability	2000
Convention on Biological Diversity 10/ the Convention on International Trade in Endangered Species of Wild Fauna and Flora 11/	1994
Aquaculture Development Strategy (2013-2023)	2012
Montreal Protocol	1992
Substances that Deplete the Ozone Layer (Control) Regulations No. 06	2004
National Physical Development Plan	2006
Cartegena Convention (SPAW)	1983
Charter of Civil Society for Caribbean Community	1987

³ Please identify existing IW regional projects and the regional SAPs adopted by countries sharing international waterbodies so as to align SGP local interventions. Please check this website to find some of the SAPs: <http://iwlearn.net/publications/SAP>

2.2 Involvement of CSO and CBOs

A Landscape and Seascape

1. Climate Change and Sea Level Rise

An assessment of the effects and the socio-economic implications of climate change and sea level rise have been completed. The assessment noted that the impact on coastal areas, coupled with a lack of knowledge as relates to marine ecosystems has resulted in the destruction of coral reefs, over-fishing and severe coastal erosion. The Government of St. Kitts and Nevis (GOSKN) used this to instruct the establishment of a Marine Managed Areas (MMA) which will achieve two goals: the first, to provide more scope for the development of livelihoods and the second, to lay the foundation for relative education and awareness campaigns.

There is an opportunity now for community groups to become enlightened, spread the word on the realities of climate change and the impact of sea level rise and to engage in projects that will help reduce the impact.

2. Natural and Environmental Disasters

Given the vulnerability of our twin-islands to natural and environmental disasters, mitigation efforts are critical and should be constantly reinforced at all levels. All community groups should be encouraged to include disaster mitigation strategies into their operational paraphernalia and engage in projects

3. Management of Wastes

Further and continuous education regarding waste management needs to be put in place. There are currently no fiscal policies nor incentives for this, however, there is scope for recycling, and consistent clean up initiatives to maintain ghauts.

4. Coastal and Marine Resources

The map identifying the Marine Protected Areas provides opportunities for various types of economic activities. Over-fishing has become a challenge and can open opportunities for fresh-water fishing by recommissioning wells that were once used by the sugar industry and are not currently part of our water system.

5. Freshwater Resources

Water conservation education is an ongoing challenge as the estimated rate of wastage remains high. While the GOVSKN works on a major retrofit project and smaller projects to improve the supply, reduced rainfall still requires us to conform to more conservative methods of usage. CSOs can engage in water storage and innovative forms of distribution and usage.

6. Land Resources

While a National Land Management Plan is being completed, there are a number of key areas identified. Afforestation and reforestation projects, with emphasis on natural regeneration should be encouraged to ensure areas from watershed to coastal zones are protection. They also serve as a means of reducing land degradation. Soil erosion has been observed around open fields where sluices which were previously maintained as a part of the operation of the sugar industry have now gone unattended. Projects to maintain these and other forms of soil conservation would not only prevent erosion but also create jobs.

Hydroponics and aquaculture development are currently a national priority providing substantial opportunities for gainful employment particularly for youth and women.

7. Bio-diversity Resources

A National Biodiversity Strategy and Action Plan has been created and it identifies the need to focus on widespread education in this area. Community groups can assist by engaging in awareness sessions, conducting inventories of flora, fauna and ecosystems that need to be preserved and by creating habitats.

2.3 Table 2. SGP contribution to national priorities / GEF-6 corporate results

1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	3 Briefly describe the SGP Country Programme niche ⁴ relevant to national priorities/other agencies ⁵	4 Briefly describe the complementation between the SGP Country Programme UNDP CO strategic programming
Community landscape/seascape conservation	<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society</i>	<ul style="list-style-type: none"> • Establishment of Marine Managed Areas (Ecmman Fund) • St. Mary’s Biosphere Reserve (UNESCO) • Conserving Biodiversity and Reducing Habitat Degradation in Protected Areas and their Buffer Zones (GEF) • Assessment of Capacity Building Needs and Country Specific Priorities (GEF) • National Biodiversity Strategies, Action Plan and the Report to the Convention on Biological Diversity (GEF) 	UNDP CO will assist with the achievement of 3-fold consecutive gains in (economic, social and environment), with a particular focus on conservation of natural resources and biodiversity. Through development planning they will help to build productive capacities that generate sustainable livelihoods.
Innovative climate-smart agro-ecology; Community landscape/seascape conservation	<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>	<ul style="list-style-type: none"> • Hydroponic Experimentation at CFBC • Aquaculture and MMA (Ekman Project) • LDC/SIDS Portfolio Project: Capacity Building for Sustainable Land Management in St. Kitts and Nevis (GEF) 	UNDP CO will focus on sustainable land management, testing and scaling up of public-private initiatives that increase livelihoods from productive capacities that are sustainable.

⁴ “Niche” refers to the role or contribution that the Country Programme is best fitted to perform and for which the other stakeholders agree with

⁵ Describe only for those OP6 strategic initiatives which will be programmed by the SGP country programme.

1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	3 Briefly describe the SGP Country Programme niche ⁴ relevant to national priorities/other agencies ⁵	4 Briefly describe the complementation between the SGP Country Programme UNDP CO strategic programming
		<ul style="list-style-type: none"> • Climate Change Enabling Activity (GEF) • Enabling St. Kitts and Nevis to Prepare its Second National Communication in Response to its Commitments to UNFCCC (GEF) 	
Community landscape/seascape conservation	<i>Promotion of collective management of trans-boundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services</i>	The Water Courses Ordinance (1956) is under review and regulations are being discussed. (This is an opportunity for immediate capacity building).	UNDP CO will focus on inclusive and effective democratic governance systems that can deliver sustainable solutions through <ol style="list-style-type: none"> Assistance for managing major governance processes Governance strengthening and innovation They will address the need for <ol style="list-style-type: none"> Development planning and policy reforms to build productive capacities that can generate sustainable livelihoods including requirements for “green” economy policies Sustainable planning at local levels based on improved standards, capacities and skills, taking account of differentiated needs. The emphasis here will be fostering engagement particularly by women and youth on sustainability issues; helping them to contribute to the development and/or harmonization of regulations and laws on environmental management.
Energy access co-benefits	<i>Support to transformational shifts towards a low-emission and resilient development path</i>	Energy Policy 2012 prepares St. Kitts and Nevis to be the greenest nation on earth through an energy portfolio of solar, geo-thermal and wind energy solutions.	UNDP – sustainable energy access and improved energy efficiency.

1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	3 Briefly describe the SGP Country Programme niche ⁴ relevant to national priorities/other agencies ⁵	4 Briefly describe the complementation between the SGP Country Programme UNDP CO strategic programming
Local to global chemicals coalitions	<i>Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern</i>	N/A	N/A
CSO-Government dialogue platforms	<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	There is a private sector initiative to encourage and promote CSO-Government dialogue (SKNCIC-EU Project pending)	UNDP plans to help build inclusive, effective governance systems that can deliver sustainable solutions in a number of key areas.
Social inclusion (gender, youth, indigenous peoples)	<i>GEF Gender Mainstreaming Policy and Gender Equality Action Plan and GEF Principles for Engagement with Indigenous Peoples</i>	<ul style="list-style-type: none"> • Women's Skills Enhancement Project – funded by the BNTF • Viola Project – funded by the BNTF 	UNDP will help to develop sustainable planning based on improved standards, capacities and skills with a particular focus on inclusion of women and youth.
Contribution to global knowledge management platforms	<i>Contribute to GEF KM efforts</i>	None at this time	UNDP will be rolling out higher quality programs through its results-based management structure in order to institutionalize knowledge management, and create a stronger performance culture.

3 OP6 strategies

3.1. Cross-cutting OP6 grant-making strategies

- i. Training and Development – many organizations have remained focused on their internal structures without an appreciation of the significant value they can bring to bear by engaging in environmental and civil governance activities. Their knowledge on environmental issues is limited, restricting project development. Educational sessions need to embrace all aspects of environmental impacts, challenges and opportunities.
- ii. Institutional strengthening will be required to enable full participation in civil governance. This will include the preparation of position papers, complete with viable recommendations. Networking with regional and international affiliations will further enhance institutional strengthening their engagement and ongoing development.
- iii. Engagement in Governance – this crosses all focal areas with interventions of varying degrees: *recommendations for policy design and/or improvements; dialogue on existing policy; integration and/or implementation of policies at the community level; dialogue on legislative frameworks nationally and regionally.*

- iv. Gender mainstreaming and gender equality – while there are programs that address this, there needs to be particular focus on developing competence at the leadership level.

3.2 Landscape/seascape-based OP6 grant-making strategies⁶

A. Baseline

The scoping exercise was executed using three formats: interviews with key stakeholders, group sessions with civil society organizations and documentation review. Representation covered both islands and included deep discussions on agro-ecology, biodiversity and marine ecology.

The initial list of CSOs provided by the Department of Social Services was used as a basis to conduct a survey of existing CSOs and produce an updated report. All groups were contacted and invited to participate in a scoping exercise. A total of 3 sessions were held accommodating 76 participants representing 82 organizations.

St. Kitts and Nevis is highly dependent on its Citizenship by Investment Programme. This program has been reduced and associated economic activity has slowed down. Establishing sustainable livelihoods is critical in small island developing states and as such, priority in OP6 will be given to areas which create employment, particularly through innovation, while enhancing sustainable use of natural resources. Tourism is the largest contributor to the economy and the natural beauty of the islands continues to be a key selling point. Sustaining the natural environment opens doors for entrepreneurial ventures, which has a dual impact of providing jobs and preserving the environment.

As small islands, St. Kitts and Nevis has been identified as landscape/seascape area in which all projects will be implemented.



⁶ Refer to the various guidance documents on landscape/seascape selection and assessments.

The first year of OP6 will strongly support the preparation of projects through the provision of research, education, and experimentation. One of the lessons learnt during the scoping exercise was that CSOs, while interested in environmental sustainability matters, had a knowledge gap, causing a further challenge to CSOs when attempting to align organizational objectives with these matters. Having a trained pool of resources provides institutional strengthening through capacity building.

The second year will focus on project development for sustainable livelihoods, environmental conservation and preservation of marine resources as CSO adapt to the output from the first year. Implementation and evaluation will be the focus of year three as the program seeks to underscore and strengthen CSO engagement in environmental governance through the provision of technical assistance to develop capacity to gather data, perform research and analysis, compile white papers and engage in dialogue on environment policy and regulations, both at the national and regional levels. Year four will highlight successes of the CPS and provide stimulus for the next cycle. This can be rolled out through SGP Fairs and presentations. CSOs will be encouraged to take full active participation in this area.

There are institutions on the islands that have an interest in environmental matters and are willing to partner with government and CSOs to implement projects. For example, the Clarence Fitzroy Bryant College has a hydroponic experimental unit through which they are willing to share expertise and provide mentoring; and off-shore schools such as Ross University, are willing to assist with research, the sharing of information and actively participate in project implementation.

The environmental impact of climate change is recognized by governments worldwide and assistance funding has been established by international agencies, such as the Green Climate Fund, to help mitigate this impact. These funds provide opportunities for co-funding at the national level. Government will need to assist in the acquisition of funds from these sources. Funds can also be solicited from the private sector.

3.3. *Grant-maker+ strategies*⁷

3.3.1. *CSO-Government Dialogue Platform*

The local Chamber of Industry & Commerce has plans to create a Civil Society Coalition which will provide meaningful dialogue on civil matters. This is intended to be an all-embracing initiative providing institutional strengthening, capacity development and deliver strong leadership to respond to matters of governance. To complement this, one of the roles of the SGP will be to form small subsets of the new-era of agro-ecologists, marine conservationists, etc., that will emerge as a result of the training provided. These CSOs (selected from all levels of the social strata), will have a platform from which to collaborate and approach governance with a stronger position of influence as contributors to economic development. The SGP will work to ensure that the tiniest voice can be heard.

3.3.2. *Policy influence*

Many of the relevant national plans are either currently under review and scheduled for completion by the end of 2016. These include a Renewable Energy Plan, the St. Kitts and Nevis National Adaptation

⁷ The OP6 Grant-maker+ strategies and related activities may either be outside of the selected landscape/seascapes, or promote partnership building, networking and policy development within the target areas.

Strategy (which is scheduled to be revised in 2017), an Agriculture Policy and an Environmental Policy. SGP will work alongside CSOs, Government and other non-state Actors to enhance the new Strategy.

3.3.3. Promoting social inclusion (mandatory)

The SGP will seek to secure the inclusion of women and youth through implementation of the following strategies:

- a) Special sessions will be conducted for gender and youth groups led by females. These leaders will be brought together for active participation in program development that will benefit their groups and empower them as leaders.
- b) Engage NGOs involved in promoting women's empowerment and gender equality such as the Business and Professional Women's Club (BPW), the Advanced Children Fund (ACF), church-based and other organizations.
- c) Work closely with established government agencies that are responsible for youth development to develop synergies between youth and environmental conservation activities.

3.2.4. Knowledge management plan

The SGP in collaboration with the private sector and other civil society groups, will host knowledge sessions to capture the results of the various projects and share the information with other CSOs. The lessons learnt will then be disseminated through local business magazines and social media.

Many international donors require visible evidence of their contribution in or close to the area of implementation. This is a standard requirement for SGP and will be included in the budget for each project underscoring the presence of the SGP in St. Kitts and Nevis.

3.2.5. Communications Strategy

The communication strategy for the SGP is pivotal to its future success. As part of the work to strengthen institutions, varied awareness campaigns should be run. Many of the CSOs have FaceBook pages, which is an excellent platform to launch awareness campaigns, foster networking, sustain relationships and share knowledge and exchange information.

Building relationships at this stage of the program is key to attracting additional funding sources and future collaboration on environmental initiatives so frequent dialogue with the private sector, government agencies, regional and international agencies should be a priority. This will be done through the publication of newsletters, the hosting of information sharing meetings; and these will be done several times per year.

For wider reach, the SGP will maintain a strong, active, media presence, making use of as many platforms as possible.

4 Expected results framework

Table 3. Consistency with SGP OP6 global programme components

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
<p><u>SGP OP6 Component 1:</u> <i>Community Landscape and Seascape Conservation:</i></p> <p>1.1 SGP country programmes improve conservation and sustainable use, and management of important terrestrial and coastal/marine ecosystems through implementation of community based landscape/seascape approaches in approximately 50 countries</p>	<p>St. Kitts and Nevis have mountainous landscapes and are surrounded by the Caribbean Sea and Atlantic Ocean. Both islands are subject to land and coastal erosion as well as land management issues. Lack of knowledge has affected our marine ecology (by the destruction coral reefs, the removal of mangroves etc), and unnecessary clearing of land, increased construction and extended dry seasons have taken their toll on the landscape. The CPS will prepare communities to engage in landscape/seascape conservation.</p>	<p>Marine ecology (2 projects)</p> <p>Agro-forestry (2 projects)</p>	<ul style="list-style-type: none"> • Year-round growth of agricultural produce • The number of persons educated in marine ecology and project success. • # of hectares subjected to forestry upgrades. 	<p>Individual project reporting by SGP country teams</p> <p>Baseline assessment comparison variables (use of conceptual models and partner data as appropriate)</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review (NSC inputs)</p>

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
<p><u>SGP OP6 Component 2:</u> <i>Climate Smart Innovative Agro-ecology:</i></p> <p>2.1 Agro-ecology practices incorporating measures to reduce CO2 emissions and enhancing resilience to climate change tried and tested in protected area buffer zones and forest corridors and disseminated widely in at least 30 priority countries</p>	<p>Dry-land farming, produce that can be grown using low saline content water and hydroponics should be incorporated.</p> <p>Aquaculture development should be embraced</p>	<p><i>Climate smart ecology - 5 projects</i></p>	<p># of products that grow successfully in low-saline content water</p> <p># of products that are grown year round</p> <p># of projects using hydroponics or other climate smart agri-solutions.</p>	<p>Individual project reporting by SGP country teams</p> <p>Socio-ecological resilience indicators for production landscapes (SEPLs)</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review (NSC inputs)</p>
<p><u>SGP OP6 Component 3:</u> <i>Local to Global Chemical Management Coalitions:</i></p> <p>4.1 Innovative community-based tools and approaches demonstrated, deployed and transferred, with support from newly organized or existing coalitions in at least 20 countries for managing harmful chemicals and waste in a sound manner</p>	<p>CSOs should be encouraged to implement projects surrounding alternate usage of solid waste such as converting white waste into storage containers.</p>	<p>Approx. 2 projects in waste management</p>	<p>Target 2 communities with projects managed by women and/or youth</p>	<p>Individual project reporting by SGP country teams</p> <p>Strategic partnership with IPEN country partners</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p>
<p><u>SGP OP6 Component 4:</u> <i>CSO-Government Policy and Planning Dialogue Platforms (Grant-makers+):</i></p>	<p>The focus of the CPS will be to assist grassroots organizations and rural CBOs to form groups that can then be fortified and have a voice in civic dialogue platforms.</p>	<p>The CPS priority will be to facilitate CSO-Government dialogue.</p>	<p>Target #4 “CSO-Government Policy and Planning Dialogue Platforms initiated in areas covered by the CPS.</p>	<p>Individual project reporting by SGP country teams</p> <p>SGP Global Database</p>

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
<p>4.1 SGP supports establishment of “CSO-Government Policy and Planning Dialogue Platforms”, leveraging existing and potential partnerships, in at least 50 countries</p>		<p>Cross-cutting priority for the CPS at the national level</p> <ul style="list-style-type: none"> • Training & development • Information sharing • Policy Development 	<p>Approximately 15 CSOs strengthened as part of this initiative.</p>	<p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p>
<p><u>SGP OP6 Component 5:</u> <i>Promoting Social Inclusion (Grant-makers+):</i></p> <p>6.1 Gender mainstreaming considerations applied by all SGP country programmes; Gender training utilized by SGP staff, grantees, NSC members, partners</p> <p>6.2 Involvement of youth and disabled is further supported in SGP projects and guidelines and best practices are widely shared with countries</p>	<p>Gender mainstreaming is a national priority with a government unit which speaks specifically to this subject and has programs to build empowerment. The CPS will engage the relevant groups in program activities that will help to further enhance capacity.</p> <p>6.3 National societies and programs exist for youth development and these can be further enhanced through engagement in climate change, agriculture, aquaculture and other self-sustaining</p>	<p>Cross-cutting themes include:</p> <ul style="list-style-type: none"> • Education and training • Leadership development • Skills development • Poverty reduction 	<ul style="list-style-type: none"> • 100 youth • 100 women • 25 disabled persons 	<p>Individual project reporting by SGP country teams</p> <p>SGP Global Database</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p>
<p><u>SGP OP6 Component 7:</u> <i>Global Reach for Citizen Practice-Based Knowledge program (Grant-makers+):</i></p>	<p>The St. Kitts and Nevis SGP should have a digital presence of its own. Since almost all CSOs already have a presence in social media, this</p>	<p>The National Coordinator should create links to global</p>	<p>At least 5 innovations will be shared at the global level during OP6.</p>	<p>SGP Global Database</p> <p>Annual Monitoring Report (AMR)</p>

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
<p>7.1 Digital library of community innovations is established and provides access to information to communities in at least 50 countries</p> <p>7.2 South-South Community Innovation Exchange Platform promotes south-south exchanges on global environmental issues in at least 20 countries</p>	<p>platform could evolve as a requirement in the future. However, CSOs will be required to provide digital information to the NC for upload onto the internet.</p>	<p>database and maintain as necessary.</p>		<p>Country Programme Strategy Review</p>

5 Monitoring & Evaluation plan

5.1. The M&E Plan

The CPS for OP6 provides quantifiable goals for each year. The schedule of training and development sessions, the number and demographic composition of participants are the indicators from year one that will be further extrapolated into year two where the quality and quantity of projects development will mark the success rate of both years. Year three is for implementation of the designed projects and this should be measured against the schedule and expected results outlined within the project. Further evaluation, knowledge sharing, promotion of the program and final reporting on OP6 will occur in year four.

Annual Country Reports (ACR) will be compiled and evaluated for validation of the p. The content for the ACR will be pulled in part from the mid-term and end-term of the specific projects, as provided by the grantees. The NC will validate the information provided in the mid-term and final reports provided.

5.2 M&E Adaptation

Project Management Overview, which includes M&E as one of its critical components will form part of the project orientation package for potential grantees. It will underscore the value and necessity of monitoring and evaluation (M&E) during the life cycle of the project and require them to engage in the process by providing a project evaluation in their monthly report.

While donor agencies may differ in certain aspects of the M&E process there are core competencies that remain the same. These will be harnessed into a single document for the national SGP, (beginning with the M&E requirements of the current donor partners) and provide through a participatory roll-out process to the members of the M&E group. The M&E group will have in its composition, someone with expertise on the subject matter of the specific project, as well as an NGO or CBO and the NC. The guidelines used by the M&E group will be made available to the grantee.

5.3 Community Engagement

Communities will be the direct beneficiaries of any/all projects undertaken. Soliciting their input and providing proof of such in the project proposal should be the responsibility of the grantee. An M&E visit is triggered by the submission of required reports and should include discussion with community stakeholders.

The NC should visit the project on a quarterly basis to ensure that it is advancing. A formal completion (handing over or sign-off) process should conclude the project and the community stakeholders should be invited to participate.

SGP supports grass root organizations and will continue to do so.

5.4

Table 4. M&E Plan at the Country Programme Level

M&E Activity	Purpose	Responsible parties	Budget source	Timing
Country Programme Strategy elaboration	Framework for identification of community projects	NC, NSC, country stakeholders, grantee	Covered under preparatory grant	At start of operational phase
Annual Country Programme Strategy Review	Learning; adaptive management	NC, NSC, CPMT	Covered under country programme operating costs	Reviews will be conducted on annual basis ⁸ to ensure CPS is on track in achieving its outcomes and targets, and to take decisions on any revisions or adaptive management needs
NSC Meetings for ongoing review of project results and analysis	Assess effectiveness of projects, portfolios, approaches; learning; adaptive management	NC, NSC, UNDP	Covered under country programme operating costs	Minimum twice per year, one dedicated to M&E and adaptive management at end of grant year
Annual Country Report (ACR) ⁹	Enable efficient reporting to NSC	NC presenting to NSC	Covered under country programme operating costs	Once per year in June
Annual Monitoring Report (AMR) ¹⁰ Survey (based on ACR)	Enable efficient reporting to CPMT and GEF; presentation of results to donor	NC submission to CPMT	Covered under country programme operating costs	Once per year in July

⁸ The CPS is a living document, and should be reviewed and updated as deemed necessary by the NSC on a periodic basis as part of the annual strategy review.

⁹ The country programme should be reviewed in consultation with the NSC members, national Rio Convention focal points, and the associated reporting requirements. The Annual Country Report should be presented at a dedicated NSC meeting in June each year to review progress and results and take decisions on key adaptive measures and targets for the following year.

¹⁰ The AMR Survey will essentially draw upon information presented by the country in the Annual Country Report (ACR) with few additional questions. It will enable aggregation of country inputs by CPMT for global reporting.

Strategic Country Portfolio Review	Learning; adaptive management for strategic development of Country Programme	NSC	Covered under country programme operating costs	Once per operational phase
------------------------------------	--	-----	---	----------------------------

6 Resource Mobilization plan

6.1 Resource Mobilization Plan

- i. Co-financing
 - a. Project Level Co-financing – Grantees have the option of raising additional funding through collaboration with other donor agencies, through private sector contributions and fund-raising activities and by joint ventures with other CSOs.
 - b. Landscape/Seascape Level (Country Level) – where and as much as is possible, projects should focus on sustainable livelihoods and therefore include a component for generating income.
- ii. Diversified Funding Portfolios
 - a. Assistance is available for private (CSO) initiatives in a number of areas that focus on community development. Example Basic Needs Trust Fund which focuses on community-based initiatives.
 - b. Partnership with local institutions that share a common interest. Example Ross University has an interest in aquaculture and is willing to contribute to ventures in this space.
- iii. Cost Recovery
 - a. Strategic alliances with other agencies that offer reimbursement for costs that are ordinarily covered in the SGP Admin Budget. An example of such an opportunity is the IWeco project that provides an opportunity to recover administrative costs.
- iv. Grantmaker+
 - a. Many CSO are considered too small, or too inexperienced to qualify for funding from regional and international donors. SGP can serve as a conduit in this process and represent the donor’s interest while meeting the national need.
- v. Proposal Writing for Grantees

While they may be trained, in some cases CSOs do not have the resources to conduct all the necessary research and prepare proposals. SGP can facilitate the process by meeting regularly with CSOs to understand where the opportunities exist and fill the relevant gaps. Projects can include areas of national interest such as renewable energy, water conservation methodologies, best practices in agriculture and other areas. Where there are tangible results demonstrating success, the private sector is more likely to engage in the process and assist with additional funding.

7 Risk Management Plan

7.1 Key Risk Factors

- i. Social and Environmental
 - a. CSOs may not come up with a project in an identified area.
 - b. It may prove more difficult to access funding over and above that provided by the SGP.
 - c. The project area may have deeper issues than the project is specified for.
 - d. The grantee may find it difficult to get community buy-in.
- ii. Climate Risks
 - a. A natural disaster may occur during the implementation period.
 - b. Sea level rise is unpredictable.

Table 5. Description of risks identified in OP6

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
CSOs may not create a project in an identified area.	Low	Medium	Allow for additional project submissions in another area
Difficulty accessing extra funding	Medium	Medium	Engage in fundraising activities or downscale the project if applicable
Unspecified issues found	Medium	Medium	Seek additional funding or revise the project.
Community buy-in	Low	Medium	Engage other CSO, NGOs community leaders in the process.
Occurrence of natural or man-made disaster	Medium	Low	Disaster mitigation planning must be included in all projects
Unpredictability of climate change impacts	High	Low	Relocate the project

7.2 Risk Tracking

The easiest way of tracking risk factors is to monitor trends regularly. Risk management should be included in every report submitted by the grantee. If/when a risk is identified, the grantee will be allowed to revise the project proposal as deemed necessary for the success of the project but this must be reviewed and approved by the NC and the NSC.

Annex 1: OP6 Donor Partner Strategy Annexes

1. EU-NGO Governance Program
2. IWEco
3. Taiwanese Mission
4. Green Climate Fund
5. GEF Large Scale Projects (OP5)
6. Japanese Grass Roots Programme
7. Caribbean Development Bank,
8. Canada Development Fund,
9. DFID
10. European Development Fund
11. Private sector