

SAINT LUCIA

COUNTRY PROGRAMME STRATEGY (2007 – 2010)



GEF Small Grants Programme
(Saint Lucia and the OECS)
(2007)



Participants at Workshop in Soufriere, Saint Lucia

The Saint Lucia Programme Strategy was produced with input and comments from various stakeholders which included Non Governmental Organisations, the Government through their representatives on the National Focal Group, members of the Sub-regional Steering Committee and other professionals.



Participants at workshop in Soufriere, Saint Lucia

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LIST OF ACRONYMS

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 ₂	Carbon Dioxide
CPMT	Central Programme Management Team
CPS	County Programme Strategy
CSME	Caribbean Single Market and Economy
CSO	Civil Society Organisation
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
GHG	Green House Gases
GOB	Government of Saint Lucia
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
MDCs	More Developed Countries
OAS	Organisation of American States
OECS	Organisation of Eastern Caribbean States
OS	Organisational Sustainability
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

EXECUTIVE SUMMARY

Country Programme Strategy – Saint Lucia

Purpose: The island of Saint Lucia is one of six islands which comprise the Barbados and the Organisation of Eastern Caribbean States Global Environmental Facility Small Grants Programme (GEF SGP)¹. In the new period of programming which started with OP3 (March 2005) and introduced *results based management* as the primary *modus operandi* of the SGP, each island will have its own CPS. In addition, a Subregional Programme Strategy will be prepared to create synergies between the islands.

The purpose of the CPS is to focus and to achieve impacts in a dynamic environment of competing needs. The CPS is the primary document which clearly articulates the platform for programming in each country. It is a guide to programme and project development, lays the basis for project implementation, monitoring and evaluation, and is a vehicle for developing and maintaining a results oriented programme. The CPS identifies the project impacts, outcomes and outputs. The CPS also identifies basic project eligibility criteria and delineates the indicators that will be used in determining the success of the programme and the lessons learned. The CPS in summary is an impact driven and results oriented document, developed through a participatory process for operations of the GEF SGP in any country for a minimum period of three years.

The CPS must also assist the SGP in meeting its primary objectives of environmental sustainability; poverty alleviation; and community empowerment. SGP gives grants to CBOs and NGOs to work towards these objectives in the five GEF Focal Areas of Biodiversity Conservation; Climate Change Mitigation; Protection of International Waters; Prevention of Land Degradation; and Elimination of Persistent Organic Pollutants.

Context: The island of Saint Lucia is located in the Caribbean Archipelago at Latitude 14°N and Longitude 61°W with a land area of 616. Km² within which live over 160,000 people. The economy is transitioning from a primary producer to a services oriented economy with tourism being the main foreign exchange earner. The national debt is considered high and in 2006 stood at over US\$500 million. In 2006 the national debt was 65% of GDP, which is a full 5% over what the Eastern Caribbean Central Bank considers prudent. Poverty is estimated at 29.8% of the population and there are more poor women than poor men. In 2006 the island was ranked 71 on the United Nations Human Development Index.

Environmentally, the island has paid a high cost for its progress which includes the destruction of forest; the destruction of coral reefs; loss of biodiversity; contamination of water systems; and land degradation. The island like many SIDS is considered to be highly vulnerable because of its:

- Exposure to hurricanes;
- Limited land and natural resource base;
- Fragile marine ecosystem;
- Limited economic diversification with a high degree of openness; and

¹ Until December 2006 the GEF SGP programme for Saint Lucia 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 receiving GEF funds for programming. The Saint Lucia 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.

- Growing national debt.

The island is a signatory to many international environmental conventions and locally there is a plethora of legislation and several policy documents on the environment. The various reports to the Conventions give a clear idea of Saint Lucia's espoused environmental and sustainable development policies. Perhaps the most comprehensive summary of these policies are found in Saint Lucia's National Environmental Policy and Action Plan. The SGP therefore situates itself in this context with a focus on complementing the initiatives of the Government and people of Saint Lucia.

Programme Focus: Base on an extensive review of the literature, consultations with stakeholders, and feedback from professionals, it was decided that Saint Lucia's CPS would have a geographic focus with one theme as follows:

- **Sustainable Land Management:** *Contributing to the effective management of the Pitons Management Area World Heritage Site. It was agreed that 80% of all resources would be spent in that managed area and the remaining 20% would fund projects in sustainable land management which were catalytic and created a major impact.*

It was further decided that the CPS would have four cross cutting themes because of the deficiencies and needs observed in Saint Lucia. They include Capacity Building of NGOs; Public Awareness and Education; Sustainable Livelihoods; and Gender Equality. It was further agreed that the demographic focus would be on women and young people because of the high poverty rates among these segments of the population. The theoretical framework is here summarised in Table 1.

According to Table 1 all projects will be approved in one priority area, i.e., *Sustainable Land Management* which could fit into one or more of the GEF Focal Areas. All projects will contribute to the programme goals of environmental sustainability, poverty alleviation and community empowerment cum capacity building. Priority will be given to projects which are submitted by women, young people and young men, and which include the four cross-cutting themes of capacity building, public awareness and education, sustainable livelihoods and gender equality.

Table 1
Theoretical Framework for the Saint Lucia CPS

PROGRAMME OBJECTIVES	FOCAL AREAS					DEMOGRAPHIC FOCUS
	BC	CC	LD	POPs	IW	
Environmental Sustainability Poverty Alleviation Community Empowerment	SUSTAINABLE LAND MANAGEMENT					Women Young People Young Men
Cross Cutting Themes	← Capacity Building of CSOs. Public Awareness & Education Sustainable Livelihoods Gender Equality →					Cross Cutting Themes

For the priority area the CPS has identified the desirable impact, outcomes and outputs with a monitoring and evaluation plan as well as a reporting plan. The impacts and outcomes are as follows:

Sustainable Land Management:

Impact: Lands within and outside the PMA are managed in a sustainable manner for the benefit of the community and the nation.

Outcomes

- Residents are more aware of the benefits of World Heritage Designation and are acting as stewards of the environment. .
- NGOs and CBOs have the capacity to effectively participate in the management of the PMA.
- Establishment of an effective land management system with stakeholder participation.
- Land based pollution reduced significantly.
- Sustainable micro-enterprise developed and thriving.

Outputs

- The majority of the residents of the PMA educated about World Heritage and pledge to become stewards.
- Land management incentives identified and in use.
- Ways and means of financing the management of the PMA identified and in use.
- NGOs and CBOs interested in various aspects of management trained to participate in the management of the PMA.
- All farmers trained in sustainable land management practices.
- Reduction in polluted soils.
- Establishment of micro enterprises as a means of reducing negative land impacts.
- Legal and institutional structure rationalised.

Operational Issues: In keeping with the RBMA, the CPS also deals with Resource Mobilisation (RM), a Sustainability Strategy (SS) and Knowledge Management (KM) as major factors of programme success. Under the RM section, guidelines are presented for the development of a successful RM Strategy by CSOs, and areas for skills development are also listed for action.

Sustainability is treated in the CPS as a multi-dimensional concept covering:

- Environmental Sustainability (ES);
- Organisational Sustainability (OS);
- Financial Sustainability (FS); and
- Socio-Cultural Sustainability (SCS).

Factors determining sustainability are also briefly described such as:

- Linking the CPS to country priorities;
- Creating genuine partnerships;
- Developing a network of support;
- Level of asset control and/or Management;
- Resource Mobilisation; and
- The quality of human resources.

With regard to KM, the strategy presents the *Spiral Nature of KM* based on an effective monitoring and evaluation system. The major components of a KM strategy were identified as Information Generation; Documentation; Storage; Analysis; Synthesis; Dissemination; and Information Generation. A KM Strategy is also presented with objectives, target groups, KM Products, as well as a monitoring and evaluation plan. KM is regarded as the basis for continued programme improvement through a process in which monitoring and evaluation have become part of the culture. KM is also seen as a means of generating global environmental results and ultimately global benefits. It is also regarded as a critical element for programme promotions and policy formulation.

Structure for Decision Making: As part of SGP's approach to developing capacity within countries, Saint Lucia now has a fully functioning National Focal Group (NFG) comprising Government Representatives, the Private Sector, Academia, and CSOs who are in the majority. In addition to the monitoring role, the NFG has the power to review and approve local projects. To assist the NFG, SGP has created a substantially volunteer position called the National Focal Person (NFP) whose responsibilities include performing the role of secretary to the NFG and assisting CSOs in developing projects that fit the priorities of the CPS. At the subregional level the local structure is supported by the SRC, a PA and the SRSC which is a group of professional volunteers who among other things assist in programme review, the development of subregional projects and in monitoring and evaluation.

Conclusion: With RBMA, 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 themselves fit into one or more of the GEF Focal Areas;
- address environmental management, poverty alleviation and empowerment;
- include all or most of the cross cutting themes of capacity building, public awareness and education, sustainable livelihoods, and gender equality;
- focus on women, young people and young men because of the high incidence of poverty among them; and
- have a high probability of replication, and upscaling to MSPs and FSPs.

Finally, the intention is to review this plan periodically and to make it an evolving document dedicated to creating impacts and positive changes in Saint Lucia.

1.0 INTRODUCTION

1.1 Country Programme Strategy: 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, Prevention of Land Degradation and Elimination of Persistent Organic Pollutants*². The GEF SGP funds projects only through CSOs with an emphasis on the poor, and on marginalised groups and communities.

To more appropriately define its nexus, the GEF SGP recently articulated its new vision, which is:

to become the most effective mechanism for the empowerment of civil society, especially local communities, vulnerable groups and indigenous peoples for environment and sustainable development at the national and global levels.

This new vision is driven by the principles of *social justice, equity, gender equality, integrity and accountability*. To achieve its vision and to work within the confines of its principles, SGP has pledged to work in a *decentralised, transparent, participatory, inclusive, efficient, flexible and cost effective manner* and to create partnerships with Government, the private sector, donors and groups with a similar mission. This translates into being responsive, proactive and working with communities to address global environmental problems through initiatives that cumulatively and synergistically create positive impacts in the environment and for communities.

SGP uses the CPS to focus and to achieve impacts in a dynamic environment of competing needs which are championed by many different stakeholders with varying agendas. The CPS is the primary document which clearly articulates the platform for programming in each country. It is a guide to programme and project development, lays the basis for project implementation, monitoring and evaluation, and is a vehicle for developing and maintaining a results oriented programme. The CPS identifies the desired project impacts, outcomes and outputs and gives a general idea of which projects will be funded if these impacts are to be achieved. The CPS also identifies basic project eligibility criteria and delineates the indicators that will be used in determining the success of the programme and the lessons learned. The CPS in summary is an impact driven and results oriented document, developed through a participatory process for operations of the GEF SGP in any country for a minimum period of three years.

² 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.

This CPS is one of six CPSs which will be produced for each of six islands³ forming the Barbados and OECS GEF SGP sub-regional programme. Each CPS will be synergistically related through a Subregional Programme Strategy (SPS) which will be produced as soon as each island has its CPS. The SPS will be the basis for shared and transboundary programming.

1.1.1 Location and Geographic Area: Saint Lucia is located at latitude 14°N and longitude 61°W in the Eastern Caribbean between the islands of Martinique to the north and Saint Vincent to the south. Saint Lucia is approximately 160 Km to the south-east. The island has a geographic area of 616 km² with 87.5% or 539.1km² considered habitable⁴.

2.0 BACKGROUND AND ANALYSIS OF CONTEXT

2.1 Economic Situation: In 2006 the economy of Saint Lucia experienced its fifth consecutive year of positive economic growth driven by increased value added in the construction, road transport, and electricity and banking sectors⁵. The GDP of the country increased by 5.4% from US\$499 million in 2005 to US\$526 million in 2006 and the main contributors to GDP were: Tourism (12.5%); Financial Sector (11.5%); Construction (8.7%); Manufacturing (6.8%); and Agriculture (3.2%). In that same period the balance of trade increased to US\$452 million with merchandise imports increasing by 22.7% to US\$521 million and merchandise trade exports increasing by 9.2% to US\$69million. This deficit was financed by the surplus on the capital and financial accounts. Between 2005 and 2006 the public sector debt increased by 7.6% to over 65% of GDP, a full 5% above what the Eastern Caribbean Central Bank recommends as prudent⁶.

The population of Saint Lucia was estimated at 166,838 in 2006 having increased by 1.37% from the previous year. The birth rate was calculated at 14.4 per thousand and the death rate at 7.9 per thousand in 2006. Approximately 21% of the population is between 10-19years and the dependency ratio⁷ is 1:1.9 which is good⁸. The 2006 United Nations Human Development Report ranked Saint Lucia at 71 with a per capita income of US\$6,324, life expectancy at birth of 72.6 years and a literacy rate of 94.8%⁹. In 2004 a Core Welfare Indicator Questionnaire Survey placed the overall unemployment rate at 18.8% with youth unemployment standing at a very high 39%¹⁰.

³ The islands are Antigua and Barbuda, Barbados, Grenada, St. Kitts/Nevis, Saint Lucia and Saint Vincent and the Grenadines. The UK dependencies of Anguilla, BVI and Montserrat are no longer eligible for funding from the GEF and have been designated Associates. Associates can participate in the GEF SGP organised activities with funds from other sources.

⁴ Government of Saint Lucia (2006) Economic and Social Review

⁵ Government of Saint Lucia (2006) Economic and Social Review

⁶ Government of Saint Lucia (2006) Economic and Social Review

⁷ Ratio of dependent adults and children to the economically active population.

⁸ Government of Saint Lucia (2006) Economic and Social Review

⁹ United Nations Development Programme (2006)

¹⁰ St. Lucia Core Welfare Indicator Questionnaire (CWIQ) Survey, November 2004

Overall the economy in 2006 was considered robust and healthy with the main sign of worry being the increasing balance of trade deficit and the growing public debt. Notwithstanding such growth, the economy remains fragile and overly dependent on tourism as the main engine of growth.

2.2 Political Situation and Governance: The island has a bicameral parliamentary system with the Upper House or the Senate comprising eleven members of which 6 are nominated by the ruling party; 3 by the opposition; and 2 by the Governor General. The Lower House or House of Assembly comprises seventeen members who are elected every five years at the General Elections. The head of Parliament is Her Majesty the Queen of England who is also Head of the British Commonwealth of Nations. The two main political parties are the United Workers Party with the majority in parliament (11 seats) and the Saint Lucia Labour Party in the minority (6 seats) in a 17 seat Lower House. The local system of Government in Saint Lucia is based on appointments rather than on an election process by the people. Overall, decision making is centralised though in recent times attempts have been made to consult with the population through processes which are partially participatory.

At the private sector level there is an active and vocal Chamber of Commerce in comparison to the civil society sector which lacks organisation and coordination for impact. A survey by the University of the West Indies in 2003 found a total of 10 NGOs including such well know ones as the Folk Research Centre, the Saint Lucia National Trust, the Saint Lucia Naturalists' Society, and the National Research and Development Foundation. That same survey cited some 499 CBOs from the Government's official national listing of which several were found to be inactive¹¹. Perhaps the single biggest problem facing the NGO and CBO sector is their inability to create strong linkages and structures which represent the interest of their constituents and to mobilise support on major national and community issues. As a result, the Governance structure of Saint Lucia lacks the intense and influential participation in national decision making that we see by civil society in more mature democracies.

2.2.1 Economic and Political Challenges: As a result of the existing economic profile and the political and governance structure the main economic and political issues include the following:

- Economic vulnerability caused by an open economy which is heavily dependent on external trade and one or two sectors with the absence of strong and sustainable backward and forward linkages;
- High unemployment among the youth which has been linked to the rise in crime in the last decade;
- Growing public sector debt;
- High vulnerability to hurricanes and other natural disasters; and
- A decision making process which is not fully participatory.

¹¹ Caribbean Sustainable Economic Development Network (2004)

These economic and political challenges continue to face Saint Lucia as the economy moves from an agrarian to a more service based economy.

2.3 Environmental Situation: Though the biological diversity is understudied, Saint Lucia is still considered a land of immense biological diversity given its geographical area. Studies to date have revealed a total of 1,310 known species of flowering plants, cyads and gymnosperms which are categorised into 143 families, comprising 105 plants of known medicinal value, 241 tree species, and 118 fern species of which seven are considered endemics.¹² There are 27 endangered plant species and 9 endemic plant species in Saint Lucia which include *Chrysochlamys caribaea*, *Acalypha elizabethae*, *C. elongatum*, *M. bidentata*, and *Cocothrinax barbadensis*. There are over 150 bird species of which 5 are endemics and two are endemic sub-species. The known biodiversity of the island also includes 17 species of reptiles, 9 species of mammals, and 4 species of amphibians.

In the marine environment there are seagrass beds which comprise three main species (*Thalassia testudinum*; *Syringodium filiforme*; and *Halodule wrightii*). The coral reefs are found primarily along the south-east coast, the central west coast and to a lesser extent along the north-west coast. Mangroves represent 0.29% of the island's landmass with the primary species being *Rhizophora mangle*; *Avicennia germinas*; and *Conocarpus erecta*. Three species of turtles are known to nest on the beaches of Saint Lucia, namely *Dermochelys coriacea*; *Eretmochelys imbricate*; and *Chelona mydas*¹³.

Saint Lucia's biodiversity capital is not exempt from impact. According to the National Biodiversity Strategy and Action Plan the island's biodiversity is threatened from several anthropocentric factors which include: the transformation of natural habitats by agricultural, commercial and residential developments; high sediment loads and agrochemicals; pollution from raw sewage; and overexploitation of some marine species. These negative impacts continue to adversely impact the natural capital stock of Saint Lucia.

Land degradation continues in various parts of the island and manifests itself in the form of deforestation, high turbidity rates, and destruction of coral reefs. In a draft White Paper on the development of a National Land Use Policy prepared in 2005, the Government of Saint Lucia noted that " 'the land' is so important to Saint Lucia that it is enshrined in the country's MOTTO. "However", the paper continues "past and current patterns of land development in the country point towards elements of non-sustainability of the various approaches. If these approaches are continued" the paper concludes, "the limited available land in the country may not be able to support future

¹² Government of Saint Lucia (2001) Saint Lucia Country Paper on National Climate Change Issues and National Biodiversity Strategy and Action Plan (2000)

¹³ Government of Saint Lucia (2001) Saint Lucia Country Paper on National Climate Change Issues (2001) and National Biodiversity Strategy and Action Plan (2000)

generations. We should not let that happen”¹⁴. This recognition of the adverse impact on land does not necessarily translate into positive and sustained action, for in Saint Lucia like many other SIDS there is a plethora of reports and good intentions and a shortage of deeds, caused in part by human resource limitations and political priorities.

SIDS, like Saint Lucia, are not major contributors to GHG emissions but the consequences of climate change are expected to affect them inordinately. In 1994 (latest statistics available) it was estimated that total CO₂ emissions was 268 Gg with the energy sector responsible for 46% and transport sector for 39%. Total emissions were offset by sinks resulting in a net of 74 Gg.¹⁵ Notwithstanding a contribution of less than 1% to global GHG emissions, Saint Lucia is expected to suffer from sea level rise, flooding and the ravages of larger and more intense tropical cyclones which are considered some of the results of climate change.

Persistent Organic Pollutants (POPs) pesticide were banned in Saint Lucia between 1972 and 1998, but chemicals are still being imported and used in the manufacturing and agricultural industry¹⁶. A recent GOSL report on POPs noted that though POPs pesticides are no longer used in the country, “. . . unintentional by-products of POPs are produced when formed from anthropocentric sources such as waste incinerators, combustion of fossil fuels, residential combustion sources and vehicle mobile sources.” The GOSL is taking steps to build awareness on the dangers of chemical use, management and disposal; development of appropriate legislation on the management of these chemicals; as well as building its institutional capacity in that area.

The state of the environment in Saint Lucia is not known because of the absence of continuous environmental monitoring and the lack of access to available data. In such a situation one can only generalise and state that all signs suggest that the environment is under varying natural and anthropocentric stressors which if not mitigated, reduced or eliminated, will result in a quantitative and qualitative decline in the environmental quality in Saint Lucia.

2.3.1 Relevant Environmental Conventions and Treaties: Saint Lucia has ratified several international conventions which promotes environmental integrity and management (Appendix 1). The main conventions ratified by Saint Lucia and are directly related to the GEF SGP are as follows:

- United Nations Convention on Biological Diversity;
- United Nations Framework Convention on Climate Change;
- The Kyoto Protocol to the UN Framework Convention on Climate Change;

¹⁴ Government of Saint Lucia (2005) *National Land Policy – White Paper (draft)*. (Prepared by the Ministry of Physical Development, Environment and Housing.

¹⁵ Government of Saint Lucia (2002) *Saint Lucia’s Initial National Communication on Climate Change*

¹⁶ Government of Saint Lucia (2006) *National Implementation Plan for the Stockholm Convention on Persistent Organic Pollutants*.

- United Nations Convention to Combat Desertification;
- The Stockholm Convention on Persistent Organic Pollutants; and
- The Convention Concerning the Protection of the World's Natural and Cultural Heritage.

Saint Lucia has produced many reports to meet its obligations under these conventions but the actual translation of the recommendations into concrete actions on the ground is slow. The recurring reasons given for such slow implementation vary from the lack of adequately trained staff, inadequate financial allocations and political priorities.

2.4 Policy and Legal Framework: The principal policy instrument for environmental conservation and sustainable development should be the Constitution of Saint Lucia;¹⁷ however it is silent on environmental management and integrity which is typical of OECS Constitutions. The OECS ESDU has concluded that the Constitutions in the OECS countries which include Saint Lucia, is “ambiguous to say the least” and have certain features which are not beneficial to environmental management, *id est*, they:

- do not recognise environmental integrity as a right to be enjoyed by the population;
- have made private property rights sacrosanct, which are the very rights which needs controlling if a balance is to be attained between environmental and developmental concerns; and
- leave all forms of environmental issues to statutory law and the powers of amendment by the political directorate.¹⁸

In recent times however the single most important cohesive policy on environment and sustainable development come from *the National Environment Policy and National Environmental Management Strategy of Saint Lucia* (NEPNEMS)¹⁹. This document was produced as part of Saint Lucia's obligation to the *St. George's Declaration of Principles for Environmental Sustainability in the OECS*. The NEPNEMS has a clearly articulated vision with a stated goal and principles for environment and sustainable development.

In the introduction to the NEPNEMS the GOSL declares that:

Saint Lucia aspires to a form of development that meets the needs and aspirations of all citizens and that is sustainable, equitable, harmonious, respectful of culture and identity, and compatible with the legitimate claims and needs of other nations and societies. In this search, the environment plays a central role, because it provides the natural resources (e.g. the air, land, soils, waters, landscapes, ecosystems and

¹⁷ Statutory Instrument No. 1901 of 1978.

¹⁸ OECS ESDU(2004) *OECS Environmental Review*

¹⁹ GOSL, Ministry of Physical Development, Environment and Housing (2004) *National Environment Policy and National Environmental Management Strategy*

species) that support economic, social and cultural development activities, and because the physical and mental well-being of people and of society as a whole cannot be maintained in the absence of a clean and healthy environment. Development cannot be equitable or sustainable without effective natural resource conservation and environmental management.

This declared policy is recognised as a pillar of “. . . sustainable human development . . .” The full intent of the GOSL is however best crystallised in the opening paragraph to the vision statement as follows:

The Government and People of Saint Lucia envision a healthy and productive environment that guarantees the sustainability of development activities and processes and that contributes fully to human development and to the quality of human life. In this vision, poverty will be eliminated, and the environmental causes of poverty, such as inadequate land use, poor sanitation and inequitable access to natural resources, will be effectively addressed. At the same time, all main threats to human health and safety will be eliminated, and mechanisms will be in place to cope with new and emerging risks and to manage the different types of wastes and the various sources of contamination generated from within and outside the country²⁰. (Appendix 2 and 3 for the complete vision statement, the goal and the principles and values)

To complement this policy framework there are several policy documents on Climate Change, Coastal Zone Management, Forest Conservation, Marine Management, POPs and Land Degradation (in progress). There are also over 25 pieces of legislation which deals directly or indirectly with the environment. In the context of the GEF SGP programming, eleven primary pieces of legislation have been identified which are directly relevant and includes The Physical Development and Planning Act # 29, 2001; the Forest, Soil and Water Conservation Ordinance of 1946; the Fisheries Act of 1984; the Wildlife Protection Act 1980; and the Saint Lucia National Trust Act No. 16, of 1975 (Appendix 4).

One of the main features of the various policies and pieces of legislation is a complex institutional nexus with more than one agency responsible for the environment or a specific resource. This has led to overlaps and in some cases gaps while in other cases one agency is protecting while another is using the resource. It is widely felt that the legal and institutional structure is too complex and divided and has inefficiencies which need to be addressed. The absence of an effective mechanism for genuine public consultation is also considered a deficiency in environmental policy formulation in Saint Lucia.

2.5 Civil Society and Governance: One could posit that the level of effective civil society involvement in environmental management and national decision making

²⁰ GOSL, Ministry of Physical Development, Environment and Housing (2004) *National Environment Policy and National Environmental Management Strategy*

is directly proportional to the effectiveness of CSOs and their ability to mobilise constituency support on major national and community issues. Number, quality and effectiveness of CSOs are however not sufficient features in a vibrant democracy. Other requisites include national and community policies and mechanisms to facilitate participation, without which the political culture is likely to view a clamour for community participation as political opposition.

In Saint Lucia there are few vibrant NGOs. A University of the West Indies study²¹ in 2004 identified 10 NGOs which included the Saint Lucia National Trust, the Soufriere Marine Management Association, the Saint Lucia Naturalists' Society and the Folk Research Centre which are the ones that are most directly connected to the environment. Other CSOs are vibrant in the private sector like the Chamber of Commerce, the Saint Lucia Employers' Federation and the Small Business Association. Others like the National Research and Development Foundation focuses on a mixture of research, training and small business advisory service. In the town of Soufriere there is the Soufriere Regional Development Foundation (SRDF) with a wide developmental mandate. The SRDF manages one of the island's best known natural heritage sites (The Sulphur Springs) as well as the two landing jetties in the town, both of which are significant revenue sources.

In 2003 the official government listing showed the existence of over 400 CBOs. CBOs in general are known to be effective actors in identifying community needs, raising funds and implementing projects to meet those needs. These CBOs include Mothers and Fathers Groups that grew out of the Catholic Church and the many development groups which represent the interest of communities and villages. Many CBOs have also been able to link with Associations of Saint Lucia in the UK, USA and Canada and through these links attract major technical and financial assistance.

Notwithstanding the number of CBOs, there remains a strong desire for greater participation in national and community decision making as reflected in workshop after workshop and almost every single policy document on the environment. The NEPNEMS published in 2004 has three of its sixteen principles as *stewardship, collaboration and participation, and public awareness*,²² all of which promote the greater involvement of people and communities in environmental management. At a workshop organised by the GOSL with senior civil servants and CSOs in June 2004²³, the vision for community empowerment was clearly articulated with a clear and resounding statement for greater participation and involvement of citizens in decision making even to the level of delegation of management authority to suitable CSOs.

At the OECS level the goal of greater community involvement in decision making is captured in the *St. George's Declaration of Principles for Environmental*

²¹ Caribbean Sustainable Economic Development Network (2004)

²² GOSL, Ministry of Physical Development, Environment and Housing (2004) *National Environment Policy and National Environmental Management Strategy*

²³ GOSL (2004) *Community Empowerment and Participation in Integrated Development in Saint Lucia*.

Sustainability in the OECS and further articulated in Principle 4 of *The OECS Environmental Management Strategy* which is to ‘ensure meaningful participation by Civil Society in decision-making’. At the wider CARICOM level Saint Lucia has signed the *Charter for Civil Society for the Caribbean Community*²⁴. 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. The Charter calls for greater citizen participation in environmental management.

This resounding and repetitive desire for greater civil society participation in decision making is an indication of the centralised nature of the governance structure and the dissatisfaction with current initiatives. This is one of the areas that need to be addressed if participation is to increase in the future. The onus is also on the CSOs to develop their credibility by serving their constituents so that perception and reality coheres and support increases.

2.6 Poverty and Poverty Reduction: The Kairi Poverty Assessment noted that in 1995 the poverty rate was estimated at 25.1% of the population and the indigent rate at 7.1% of the population. That same report estimated that a decade later in 2005/06 the poverty rate had increased to 28.8% of the population with a significant decline in the indigent rate to 1.6% reflecting the impact of the many pro-poor programmes²⁵. Table 1 is a summary of the poverty situation in Saint Lucia in 1995 and 2005/06.

Table 1
Indigent and Poverty 1995 and 2005/06 (Percent)²⁶

VARIABLES	1995	2005/06 ²⁷
Poor Households	18.7	21.4
Poor Population	25.1	28.8
Indigent Households	5.3	1.2
Indigent Population	7.1	1.6
Gini Coefficient	0.8	0.42

The most significant change occurred in the Gini Coefficient which declined from 0.8 to 0.42 thus indicating a reduction in inequalities between the poor and the rich. The Kari Report estimated that the poorest 20% of the population enjoyed a mere 5.7% of the expenditures while the richest 20% of the population enjoyed almost 50% of expenditures. This shows that while the decline in the Gini Coefficient was significant the inequalities are still unacceptable.

²⁴ CARICOM (1997) *Charter for Civil Society for the Caribbean Community*

²⁵ Kairi Consultants Ltd (2006) *The Assessment of Poverty Volume 1: Main Report (Draft)*

²⁶ Kairi Consultants Ltd (2006) *The Assessment of Poverty Volume 1: Main Report (Draft)*

²⁷ The indigence line in 2005 was calculated at US\$588.02 per annum and the poverty line at US\$1,904.87 per annum.

Another important characteristic of the poverty scenario in Saint Lucia is the spatial or geographic inequalities. Appendix 5 illustrates that the highest poverty rates in 2005/06 were in the districts of Anse La Raye/Canaries (44.9%), Micoud (43.6%), Soufriere (42.5%) and Laborie (42.1%). The poverty gap and poverty severity also occurred in these same districts. In comparison, the poverty rate in the capital city of Castries was 13.1% with that rate increasing to 22.2% as one moves from the city to the sub-urban areas. Spatial inequalities in poverty are indeed powerful forces for internal migration and this is true of Saint Lucia where the relatively more affluent districts of Castries and Gros Islet together account for over 50% of the population. (Appendix 5).

One aspect of poverty that is not usually considered is the level of vulnerability of the population. Using an estimate of 33% above the poverty line of US\$1,904.87 per annum as the criterion for vulnerability, the Kairi Report estimated that 46.6% of the population was deemed to be vulnerable. In addition to the poverty rate of 28.8% an additional 17.8% is deemed to be vulnerable to shocks and could fall below the poverty line.

The state of poverty is still serious in Saint Lucia and many more interventions are required to improve the situation.

2.7 Gender Equity: Though there continues to be progress in reducing the inequalities between the sexes, the disparities are still obvious. The CWIQ Survey of 2004²⁸ indicated that women recorded a literacy rate of 90.1% and men 87.2%. This disparity is also reflected in the enrolment in school where after primary school the number of female registrants exceeds that of male registrants. The 2006 United Nations Human Development Report²⁹ estimated that the ratio of girls to boys in primary, secondary and tertiary level was .97, 1.09 and 3.43 respectively. This shows that women are taking education more seriously than men and is perhaps their route to higher income and influence in the society.

Educational attainment has however not translated into economic or political power. In 2004 with a national unemployment rate of 18.8%, the number of unemployed women far outnumbered that of men. Underemployment showed a somewhat slight difference with 10% of men and 6% of women underemployed³⁰. That same survey also noted that 25% of all female headed households were in the poorest quintile compared to 18% for men and female headed households were less likely to own assets such as land and vehicles. A very revealing statistic is the income disparity in non-agricultural wages, which UNDP calculated at US\$4308 for females compared to US\$8943 for men in 2004³¹.

²⁸ Core Welfare Indicators Questionnaire Survey (CWIQ) (2004) *A Pilot Study in Saint Lucia – Main Report*

²⁹ UNDP (2006) *Human Development Report 2006 Beyond Scarcity: Power, poverty and the global water crisis*

³⁰ Core Welfare Indicators Questionnaire Survey (CWIQ) (2004) *A Pilot Study in Saint Lucia – Main Report*

³¹ UNDP (2006) *Human Development Report 2006 Beyond Scarcity: Power, poverty and the*

At the political level there are fewer women in Parliament, the Cabinet of Ministers and in top civil service jobs than men. The Cabinet of Ministers currently has one female out of 14 Cabinet Ministers (7%). In the Lower House of Parliament there are two women in senior positions, one is a Minister and the other is the Speaker of the House. In the Upper House or Senate the President is a woman and there is one other female senator. At the Permanent Secretary level there are currently 4 women out of a total of 12 ministries (33%). These statistics illustrate progress but not equity in economic and political power.

At the international level Saint Lucia has ratified the *Convention on the Elimination of all Forms of Discrimination Against Women*³² and within the country there is a Gender Department with Gender Officers. Notwithstanding these initiatives, there is a general feeling that gender issues are not given the level of significance they deserve and there has been no concerted effort to integrate gender analysis into all forms of national policy. A troubling and significant trend in the whole gender debate remains the increasing dropout rate of boys from school and the inordinate number of boys engaged in criminal activity.

2.8 Indigenous and/or Marginalised Communities: Saint Lucia does not have a significant indigenous population. There is however a national grouping of people who have formed themselves into the *Indigenous People (Bethchilokono) of Saint Lucia*. This group though recognised by the United Nations is not formally recognised by the Government. There are also known communities in Saint Lucia in the district of Choiseul where many people are descendants of the Caribs and the Freedom Fighters (Brigands).

In terms of marginalised people there are three groups which appear to be marginalised because of their economic status and their lack of effective organisation and representation. These are women, the youth and the elderly, all of whom require significant assistance to improve their status in society.

2.9 Donor Programming Context: There are several bi-laterals and multilateral donors in the Caribbean. The bi-laterals include USAID; DFID; and The Canadian, German, British and Japanese Embassies. By far the largest bi-lateral funder appears to be the European Union whose funding like many others is dedicated to addressing poverty and building economic resilience. The multilaterals include IICA/OAS; UNDP and the other UN agencies; Oxfam; and foundations such as Mac Arthur Foundation. The Italian Government is also currently looking to develop programmes which focus on youth entrepreneurship. Another multilateral source is the Caribbean Development Bank which can assist with technical assistance and in certain instances grants. Finally, the Government of Saint Lucia offer grants through its various poverty programmes and the private sector can be considered a cofunder. See Appendix 6 for a summary of some existing sources of funds.

global water crisis

³² Saint Lucia acceded to that Convention on 8th October, 1982.

3.0 PROGRAMME STRATEGY:

3.1 **Programme Niche:** The programme niche or priorities were identified using three distinct yet interdependent methods in a triangulation process. First, the literature was reviewed as the main source of secondary information. Second, two workshops were convened during which stakeholders were able to identify the priority environmental problems and undertake a more detailed analysis of the direct and indirect causes of these problems in the selected geographic area. Finally, there were consultations with selected professionals, colleagues, the GEF SGP National Focal Group of Saint Lucia and the Sub-regional Steering Committee. This process occurred over a period of nine months.

The research process revealed that Saint Lucia suffered from several environmental problems but the magnitude and extent was not known because of the absence of environmental monitoring systems. The main problems identified included the following:

- *Land degradation:* This occurred on agricultural lands where there was a general sense that agrochemicals had polluted the land and nearby water courses. Deforestation of lands particularly on private lands and in zones with xerophytic vegetation was considered problematic and there was evidence of encroachment in the central forest reserve.
- *Pollution:* This occurred from untreated sewage, agrochemicals and high turbidity rates in water courses and the coastal marine environment.
- *Biodiversity Loss:* The destruction of coastal ecosystems such as coral reefs, mangroves and sea grass beds were considered major problems. The true extent and impact of invasive species appears unknown.

Several other problems were identified but none were considered to be of a high magnitude. For example, the release of GHG was low and attempts were being made to reduce Saint Lucia's net contribution to global GHGs, which in reality is insignificant. The real problem however was that despite Saint Lucia's insignificant contribution it will suffer inordinately from the consequences of climate change and must invest heavily in climate change adaptation measures.

The causes of these problems varied from lack of political will; qualitative and quantitative human resource issues; lack of enforcement of existing laws and the need to revise and improve them; unplanned subdivisions; the absence of sustained environmental monitoring; and insufficient funding. These causes are not mutually exclusive but interlock to manifest themselves in various ways over the territorial area of the island.

The first workshop held in December 2006 was dedicated to identifying environmental problems and determining whether a thematic and/or geographic focus

would be best for GEF SGP programming (Appendix 7). In a brainstorming session the list of environmental problems identified included the following:

- Near shore water quality (decline)
- Soil Erosion & Sedimentation of corals
- Deforestation
- Land Degradation: absence of land use policy and plan
- Solid Waste Disposal – Plastics in particular.
- Liquid Waste - disposal of used oil.
- Sand mining.
- Slaughtering of Turtles
- Fresh Water (decline in quality and supply)
- Loss of biodiversity
- Natural Disasters
- Marine pollution from yachts.

By categorising these problems participants were able to determine that the top priority for action and focus should be:

Sustainable Land Management: which can help to address pollution, deforestation, and the deterioration in water quality. It was agreed that this priority would be dealt with in one geographic area for impact where 80% of resources will be concentrated. The remaining 20% was recommended for use in other parts of the island where strategic and catalytic projects could be implemented to address land degradation. The other problems and causes of problems identified were thought to have more resources dedicated to them than land degradation and they were therefore not considered for funding.

To determine the geographic area participants examined two major existing protected areas which needed immediate attention because of their inadequate management and the increasing number of environmental problems, i.e., the Pointe Sable Environment Protection Area (PSEPA) and the Pitons Management Area (PMA). Noting that the PSNP had already received funding from a regional GEF project, it was agreed that the PMA as a World Heritage Site should be the selected area for focus.

At a second workshop held in June 2007 with stakeholders in the PMA a conceptual framework was developed by workshop participants to help explain the major direct, indirect and contributing factors to the environmental status of the PMA (Appendix 8). This was done after 33 specific problems (several overlapping) were identified out of which five were considered top priorities as follows:

- Developmental pressures (value of land; illegal and legal constructions).
- Solid Waste Disposal
- Marine pollution from raw sewage.
- Deforestation

- Lack of education (ignorance; illiteracy; lack of knowledge)

The major contributing factors or threats were then identified and prioritised using criteria such as community perception; area; intensity; urgency; political practicality; social acceptability; and organisational ability. Each threat was then rated on a scale of 1 (least) to 6 (maximum), then the scores tallied and then ranked. This exercise revealed that the following were the three most important threats in order of priority:

- *Lack of awareness, appreciation and involvement* (Total score = 32; Ranked 1st; considered very urgent or critical [score = 6 max.] threat with an intensity score of 5).
- *Limited Institutional Capacity* (Total score = 29; Ranked 2nd; and considered very urgent or critical [score of 6] with an intensity score of 5).
- *Inadequate policies, legislation and enforcement* (total score = 28; Ranked 3rd; considered urgent [score of 5] but of high intensity (score of 6).

(Appendix 8)

Based on this analysis it was concluded that the analytical framework for SGP in the PMA would be as summarised in Table 2. This means that the Saint Lucia CPS would have the following features:

- Focus on one major environmental problem, i.e., sustainable land management which could be addressed through cross cutting focal area interventions.
- Place emphasis on the three principle threats identified;
- Prioritise projects from women and young people;
- Contribute to the three SGP objectives of environmental sustainability, poverty alleviation and capacity building;
- Address cross-cutting themes such as sustainable livelihoods to address poverty; public awareness and education to address the primary threat identified; gender equality to address poverty issues; and capacity building to address capacity issues; and
- Fund projects in other parts of Saint Lucia in sustainable land management which are strategic and catalytic.

Table 3
Theoretical Framework for the Saint Lucia CPS

PROGRAMME OBJECTIVES	FOCAL AREAS					DEMOGRAPHIC FOCUS
	BC	CC	LD	POPs	IW	
Environmental Sustainability Poverty Alleviation Community Empowerment	SUSTAINABLE LAND MANAGEMENT					Women Young People Young Men
Cross Cutting Themes	← Capacity Building of CSOs. Public Awareness & Education → Sustainable Livelihoods Gender Equality					Cross Cutting Themes

3.2 CPS Results – Impacts, Outcomes and Outputs:

3.2.1.0 Sustainable Land Management (SLM): SLM will be interpreted in the broadest possible way to ensure that the direct and indirect threats to the integrity of the PMA are addressed over the next three years. Projects will therefore focus on the three priority threats identified and contribute to the following:

- Protection of marine ecosystems from land based sources of impacts;
- Protection of biodiversity; and
- Maintenance of landscape quality.

The conceptual model (Appendix 8) will be used as the basis for the analysis of all projects to determine how these projects address the direct and indirect threats to the integrity of the PMA.

3.2.1.1 Impacts, Outcomes and Outputs: The impacts, outcomes and outputs for the next three years are as stated in Table 4.

TABLE 4

Sustainable Land Management – Impact, Outcomes and Outputs

IMPACT	OUTCOMES	OUTPUTS
<p>Lands within and outside the PMA are managed in a sustainable manner for the benefit of the community and the nation.</p>	<ul style="list-style-type: none"> • Residents are more aware of the benefits of World Heritage Designation and are acting as stewards of the environment. . • NGOs and CBOs have the capacity to effectively participate in the management of the PMA. • Establishment of an effective land management system with stakeholder participation. • Land based pollution reduced significantly. • Sustainable micro-enterprise developed and thriving. 	<ul style="list-style-type: none"> • The majority of the residents of the PMA educated about World Heritage and pledge to become stewards. • Land management incentives identified and in use. • Ways and means of financing the management of the PMA identified and in use. • All NGOs and CBOs interested in various aspects of management trained to participate in the management of the PMA. • All farmers trained in sustainable land management practices. • Reduction in polluted soils. • Establishment of micro enterprises as a means of reducing negative land impacts. • Legal and institutional structure rationalised.

3.2.1.2 Monitoring Plan: The following plan shall be used to monitor the progress made over the next three years:

Table 5

Monitoring Plan – Sustainable Land Management

EXPECTED OUTCOMES	INDICATORS	BASELINE DATA	SOURCES OF DATA	METHOD OF DATA COLLECTION	MONITORING FREQUENCY	RESPONSIBLE PARTY
Residents are more aware of the benefits of World Heritage Designation and are acting as stewards of the environment .	<ul style="list-style-type: none"> Environmental practises. Level of knowledge of the PMA. Level of Involvement. 	<ul style="list-style-type: none"> Present Environmental practises. Level of Knowledge/ involvement 	<ul style="list-style-type: none"> Project reports. Reports based on observations. 	<ul style="list-style-type: none"> Surveys. 	<ul style="list-style-type: none"> Two years 3 to 5 years after the project. 	<ul style="list-style-type: none"> Grantees Government partners.
NGOs and CBOs have the capacity to effectively participate in the management of the PMA.	<ul style="list-style-type: none"> No. of projects implemented. Structure and Systems. 	<ul style="list-style-type: none"> History of project implementation. Organisational inventory. 	<ul style="list-style-type: none"> Project reports. Organisational reports. 	<ul style="list-style-type: none"> Surveys. 	<ul style="list-style-type: none"> Annually End of projects. 3 to 5 years after project termination. 	<ul style="list-style-type: none"> Grantees. Government partners.
Establishment of an effective land management system with stakeholder participation.	<ul style="list-style-type: none"> Level of monitoring. Existence and effectiveness of structure and systems. 	<ul style="list-style-type: none"> Study of capacities. Level of monitoring. 	<ul style="list-style-type: none"> Project reports. Government Reports. 	<ul style="list-style-type: none"> Surveys 	<ul style="list-style-type: none"> Annually 3 to 5 years after project termination. 	<ul style="list-style-type: none"> Grantees. Government partners.
Land based pollution reduced significantly.	<ul style="list-style-type: none"> Water quality test. Land quality test. 	<ul style="list-style-type: none"> Test of water and land. 	<ul style="list-style-type: none"> Project reports 	<ul style="list-style-type: none"> Field Testing 	<ul style="list-style-type: none"> Annually End of projects. 3 to 5 years after project termination. 	<ul style="list-style-type: none"> Grantees. Farmers Government partners.
Sustainable micro-enterprise developed and thriving.	<ul style="list-style-type: none"> No. of enterprises in existence and managed by young people and women. 	<ul style="list-style-type: none"> No. of existing enterprises linked to the PMA and managed by women and young people. 	<ul style="list-style-type: none"> Project reports. Government Reports. 	<ul style="list-style-type: none"> Surveys. 	<ul style="list-style-type: none"> Annually 3 to 5 years after project. 	<ul style="list-style-type: none"> Grantees. Government partners.

See Appendix 9 which lists the varied results which GEF SGP wishes to achieve in the five GEF Focal Areas. All projects will also be expected to contribute to these results.

3.2.1.3 Evaluation Plan: 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 an end of project evaluation and will produce a Lessons Learned Report which is independent of the end of project report.
- **Programme Level:** At the end of the programme cycle in 2010 a major participatory evaluation session will take place which will be the basis for planning the next programme cycle.

3.2.1.4 Yearly Programme Focus: In order to achieve the desirable impacts the following project areas will be funded in each of the three years (Table 6).

**Table 6
Focus of Projects in Each Year of the Three Year Cycle**

THEMATIC FOCUS	IMPACT	OUTCOMES	YEARS		
			YEAR 1	YEAR 2	YEAR 3
SUSTAINABLE LAND MANAGEMENT	Lands within and outside the PMA are managed in a sustainable manner for the benefit of the community and the nation.	<ul style="list-style-type: none"> • Residents are more aware of the benefits of World Heritage Designation and are acting as stewards of the environment. • NGOs and CBOs have the capacity to effectively participate in the management of the PMA. • Establishment of an effective land management system with stakeholder participation. • Land based pollution reduced significantly. • Sustainable micro-enterprise developed and thriving with young people and women managing them. 	<ul style="list-style-type: none"> • Baseline Studies. • Education and public awareness. • Legal and institutional review. • Identification of land management incentives. • Identification of sustainable financing options for the PMA. • Establishment of an environmental monitoring system. 	TBD	TBD

3.3 Reporting Requirements: Reporting shall be required at two levels as follows:

- **Project Level:** project reports shall be a major component of the reporting process and for determining progress. The periodicity of reports shall be determined on a project by project basis. All projects shall also produce separate lessons learned reports which shall be an integral part of the final report.
- **Programmatic Level:** At the programmatic level there shall be a:
 - *Financial Report:* prepared on a quarterly basis (NFP & SRC)
 - *Semi-annual country report:* status of implementation of the CPS and projects. This report will focus on successes and shortcomings and make recommendations to address the shortcomings. It will also include a description of the work of the NFG and the NFP for the period. This report will be prepared by the NFP and NFG and will be due on 10th July and 7th December.
 - *SubRegional Report:* This is an annual programme report on successes and shortcomings of the CPS and funded projects and will make recommendations to address the shortcomings. This report will be produced by the SRC. (Due by 30th December)

3 OPERATIONAL ISSUES

4.1 Structure: The structure for programme implementation at the national and sub-regional level shall include:

- A National Focal Group (NFG).
- A National Focal Person (NFP);
- A Sub-regional Coordinator (SRC);
- Programme Assistant; and
- A Sub-Regional Steering Committee (SRSC)³³.

(Appendix 10).

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

³³ Terms of Reference can be made available on demand.

At the sub-regional level the SRSC is a group of volunteer professionals with competencies in the five GEF SGP Focal Areas. Their main functions are to review and approve sub-regional projects, review country projects to ensure that they do not contravene SGP guidelines, assist in the preparation of the sub-regional programme strategy, and monitoring and evaluation on behalf of the SGP. The SRC serves as the chief technical and administrative officer to the entire sub-regional programme, interfacing directly with the SRSC, the NFP and NFG in ensuring that the programme is implemented in the most efficient and effective way possible. The Programme Assistant (PA) assists the SRC in carrying out the technical and administrative functions of the programme.

This decentralised structure was recently established to ensure that decision making was country driven and there was a regional support network for the entire sub-regional programme.

4.2 Resource Mobilisation (RM): Resource mobilisation 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 mobilisation strategy shall be to:

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

RM should result in *In-Kind* and/or *Cash* and take place at three levels targeting the GOSL and its various Ministries, the Private Sector, Bi-lateral and Multilateral donors and where possible wealthy persons living in the country. The new GEF RAF is also one avenue through which the GOSL 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 in-kind and in-cash and provide evidence to the NFG, NFP and SRC to that effect. A wavering of the financial cofunding component for selected CSOs will be dependent on the success of the national and subregional RM efforts and SGP policies in existence at the time.
- *The Country Programme Level:* Once completed, the CPS shall serve as a basis for raising funds over its three-year life span. This task shall be the direct responsibility of the SRC, NFP and NFG.
- *The Sub-regional Level:* The SRPS and the CPS shall serve as the basis for RM at the sub-regional level and the country level. This task shall be the

direct responsibility of the SRC and the SRSC with assistance from the CPMT.

Successful RM strategies are context specific and cannot be generalised as each potential donor has different requirements. There are however a menu of general guidelines which can be adapted to various contexts, all of which are in one way or the other linked to the credibility of the programme. These guidelines include:

- *Effective Promotions of SGP:* Using various media forms to promote the SGP in the country and to disseminate the Lessons Learned from projects.
- *Knowledge of the Donor:* Developing an information database on the donor which answers such questions as the donor programme focus; their requirements and preferences; and their project approval cycle. Cultivating a relationship with the donor is also indispensable for future funding prospects and this frequently requires an investment of time and patience. Very importantly, one must ensure that the donor is not involved in projects or programmes that contradict the principles and values of the SGP.
- *Knowledge of Organisation:* Knowing the strengths of the organisation and not misrepresenting its achievements and capabilities. Honesty is usually the best approach as misleading the donor is guaranteed to sully reputations, as donors talk to each other.
- *Effective Management of the Funds:* Ensuring that there is transparency and accountability for the funds and that all reporting requirements are met in a timely manner. Reporting requirements are to stakeholders, the community, donors and in many cases a report to the appropriate Ministry of Government is recommended for strategic and information reasons. It is also necessary to ensure that all commitments made during negotiations are kept.
- *Covering the Administration Cost:* Receiving a grant is one successful step in a two step process which includes the management of the funds and the project activities. If a grant will add responsibilities to a CSO which are beyond the capacity of its volunteers and/or staff, it is wise to negotiate for sufficient funds to cover a part of the administration and operational cost. If this is not done, successful project implementation will be in jeopardy from inception.
- *Checking with the SRC on SGP Regulations:* Contacting the SRC to be aware of the SGP RM guidelines, in particular the “dos” and “don’ts”; the legal instruments which can be used to confirm donor and SGP obligations; and the formulas used to calculate in-kind contributions from donors. These are all critical requirements to ensure that an initiative is fundable and has a high probability of being successful.

- *Monitoring and Evaluation:* It is a requirement that a monitoring programme on RM be established for Saint Lucia which could include a registry of funding sources, documenting successes, failures and lessons learned. It is also necessary that there be an annual evaluation of the RM programme to identify lessons learned and share at the national and community levels.

Finally, clarity of message is also a critical part of every RM strategy and time and resources need to be spent on that area in order to avoid confusion and misinterpretations.

4.3 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 upscaling. 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 the project or programme on the ecosystems and ecological processes and the GEF Focal Areas.
- *Organisational Sustainability (OS):* The capacity of the organisation to implement the project and to improve its capacity to manage future projects. Management considerations such as vision, mission, human resources, structure, systems and income or profits are critical to OS. An important element is the nature of the organisation, i.e., is it static or dynamic or has it become a learning organisation. Finally, the enabling environment for the operations of the organisation or the institutional setting, is considered a major part of OS.
- *Financial Sustainability (FS):* The financial viability of a product or a service developed to generate a surplus need to be established prior to approval of funding for its development. That means the principles and practise of small business enterprise should be integrated into projects. Frequently, FS is not sufficiently considered and assessed in environmental and sustainable development projects and programmes.
- *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.

Sustainability will be the essential test for a successful Saint Lucia SGP programme and shall in addition to ES, OS, FS, and SCS incorporate such factors as:

- *Country Priorities:* The extent to which the CPS helps in meeting the national priorities of the GOSL as articulated in various policy documents.

- *Genuine Partnerships:* The extent to which grantees can nurture genuine partnerships with the GOSL, the private sector, and donors.
- *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 and subregional levels 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.

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 in terms of succession planning. To add emphasis to this element, participants at a workshop in Saint Lucia identified the following skills for capacity building of CSOs:

- Project design and development
- Proposal writing.
- Small business development.
- Customer relations.
- Organisational management and strategic planning.
- Negotiation skills
- Conflict resolution and management.
- Fund raising techniques

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

To ensure the sustainability of the Saint Lucia SGP programme, all projects shall therefore be subjected to the Sustainability Test of ES, OS, FS, and SCS and shall focus on the extent to which the sustainability factors are considered and addressed in each project. This shall be the responsibility of the NFG, NFP, SRC and the SRSC.

4.4 Knowledge Management (KM): Knowledge Management is the vectoral force for change which can influence how things are done over time and can lead to

positive change. It is about learning in a dynamic environment where change is the major driving force and where SGP is striving to create a learning programme which is knowledge driven. Any KM programme should have at least four major components as follows:

- **Basis of Knowledge Creation (BKC):** Gathering and documenting data and information as well as explicit and tacit knowledge. This includes information generation through projects and programmes and the careful documentation of that information.
- **Archiving (A):** i.e., archiving or storing the information for ease of access and retrieval.
- **Creating Knowledge(CK):** i.e., analysis and synthesis of information to arrive at conclusions, generalisations and knowledge which can guide and influence future decisions.
- **Sharing (S):** i.e., dissemination of knowledge in various forms to target populations to achieve desirable results. Knowledge created and not shared is perishable which is contrary to the goal of making SGP a Learning Programme.(Figure 2)

The spiral nature of KM which includes information generation from projects and programmes, careful documentation, storage of information, analysis, synthesis then dissemination in an upward spiral is a classical approach to KM and is based on a culture of continuous learning. To achieve this goal the M & E system must be well integrated into the programming process and project cycle in each country. The documenting and reporting process must also be responsive and efficient. Table 13 contain the details of a KM strategy for Saint Lucia over the next three years.

FIGURE 2

The Spiral Nature of KM

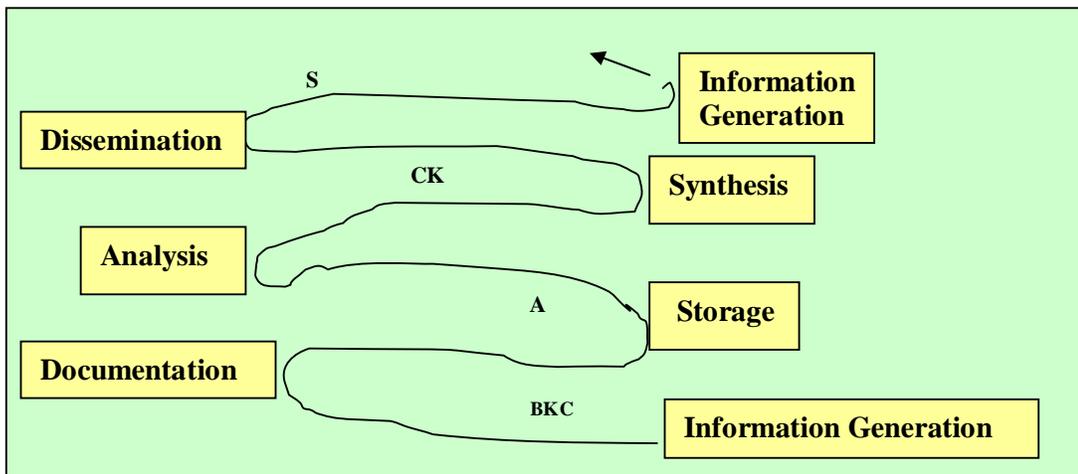


Table 7
KM Strategy for Saint Lucia

KEY OBJECTIVES	TARGET AUDIENCE	KNOWLEDGE PRODUCTS	DISSEMINATION STRATEGY	MONITORING		EVALUATION
				INDICATORS	MEANS OF VERIFICATION	
Develop new and existing policies.	<ul style="list-style-type: none"> Government Stakeholders 	<ul style="list-style-type: none"> Discussion Papers Brochures Posters & Information Boards. 	<ul style="list-style-type: none"> Meetings with Government Officials. Public meetings Workshops 	<ul style="list-style-type: none"> No. of polices approved. No. of policies implemented. 	<ul style="list-style-type: none"> Gazetted policies. Newspapers Policies influencing decision making. 	<ul style="list-style-type: none"> End of Year Review.
Implement Management Plan for PMA.	<ul style="list-style-type: none"> Government Private Sector Developers Public 	<ul style="list-style-type: none"> Leaflets and/or brochures. Summary Papers Public 	<ul style="list-style-type: none"> Public Meetings Presentation to Schools, Churches. Workshops 	<ul style="list-style-type: none"> Level of public knowledge of Mgmt. Plan. No. of meetings, workshops and presentation completed. 	<ul style="list-style-type: none"> Survey. Records of Meetings & Presentations. Workshop reports 	<ul style="list-style-type: none"> End of year review.
Increase in public awareness of the significance of the World Heritage Site and the benefits to be derived.	<ul style="list-style-type: none"> General Public Decision Makers. 	<ul style="list-style-type: none"> Videos & DVDs Brochures. Media releases Posters & Public Information Boards. 	<ul style="list-style-type: none"> Extensive use of Media. Popular Theatre. Town Hall Meetings Workshops 	<ul style="list-style-type: none"> Level of public awareness. Change in attitude. 	<ul style="list-style-type: none"> Surveys Monitoring records. 	<ul style="list-style-type: none"> End of year review and Focused Group Sessions.
Develop support for the Effective Management of the PMA.	<ul style="list-style-type: none"> Resource Users. Government Officials Communities 	<ul style="list-style-type: none"> Marketing Brochures. Capacity Building Modules on Sustainable Micro Enterprise development. 	<ul style="list-style-type: none"> Workshops Meetings Lectures Media programmes Major paper on benefits to be derived. 	<ul style="list-style-type: none"> Level of public and community support received. No. of persons who can relate their economic success to the PMA. 	<ul style="list-style-type: none"> Surveys 	<ul style="list-style-type: none"> End of year review and Focused Group Sessions.

5.0 CONCLUSION: The CPS is presented as a framework for action and a tool which will help the SRSC and the NFG to focus on pertinent issues relevant to sustainability. It is an evolving document which can be changed as knowledge is acquired and learning occurs. It is also a reactive document to Saint Lucia 's environmental problems while simultaneously being proactive, that is, pointing to ways and means of reversing the adverse impacts of these problems and improving the quality of the environment. It is the basis for creating partnerships and nurturing collaboration for addressing the environmental problems that fit into the GEF Focal Areas. Finally, it provides the Government and people of Saint Lucia with a framework for the effective management and the realisation of the benefits of the Pitons World Heritage Site.

APPENDIX 1

LIST OF MEAs DIRECTLY IMPORTANT TO GEF SGP

CONVENTIONS	DATE SIGNED	RESPONSIBLE MINISTRY & EXECUTING AGENCY
CONVENTIONS DIRECTLY RELEVANT TO GEF SGP		
United Nations Convention on Biological Diversity (1992)	Party: 28 th July, 1993.	Ministry of Agriculture, Forestry and Fisheries.
United Nations Framework Convention on Climate Change (1992)	Signed: 14 th June, 1993. Ratified: 14 th June, 1993.	Ministry of Physical Development and National Mobilisation.
The Kyoto Protocol to the UN Framework Convention on Climate Change (1997)	Signed: 16 th March, 1998. Ratified: 20 th August, 2003.	Ministry of Physical Development and National Mobilisation.
United Convention to Combat Desertification (1994)	Acceded: 2 nd July, 1997 30 th September, 2003.	Ministry of Agriculture, Forestry and Fisheries.
Stockholm Convention on Persistent Organic Pollutants (2001)	Acceded: 4 th October, 1991.	Ministry of Physical Development and National Mobilisation.
The World Heritage Convention	Ratified: 14 th October, 1991.	Ministry of Physical Development and National Mobilisation & The Saint Lucia National Trust.
RAMSAR Convention on Wetlands	19 th June, 2002.	Ministry of Agriculture, Forestry and Fisheries.
OTHER RELEVANT CONVENTIONS		
Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES) 1973 as amended at Bonn on 22 nd June 1979.	Acceded: 15 th December, 1982. 15 th March, 1983. .	Ministry of Agriculture, Forestry and Fisheries.
United Nations on the Law of the Sea (UNCLOS) 1982	Signed: 27 th March, 1985.	Ministry of Finance, External Affairs, Home Affairs, National Security, and Information and Broadcasting.
Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region (The Cartagena Convention)	Signed: 24 th March, 1983. Acceded/Ratified: 20 th November, 1984.	Ministry of Finance, External Affairs, Home Affairs, National Security, and Information and Broadcasting.
The Vienna Convention on the Protection of the Ozone Layer (1987)	Acceded: 28 th July, 1993.	Ministry of Physical Development and National Mobilisation.
Montreal Protocol on Substances that Deplete the Ozone Layer (1987)	Acceded: 28 th July, 1993.	Ministry of Physical Development and National Mobilisation.

APPENDIX 2

VISION FOR ENVIRONMENTAL MANAGEMENT IN SAINT LUCIA

The Government and People of Saint Lucia envision a healthy and productive environment that guarantees the sustainability of development activities and processes and that contributes fully to human development and to the quality of human life. In this vision, poverty will be eliminated, and the environmental causes of poverty, such as inadequate land use, poor sanitation and inequitable access to natural resources, will be effectively addressed. At the same time, all main threats to human health and safety will be eliminated, and mechanisms will be in place to cope with new and emerging risks and to manage the different types of wastes and the various sources of contamination generated from within and outside the country.

While the economic and social benefits of environmental management will be recognised, nature and the environment will also be respected for their intrinsic value, and for their place within the national patrimony. In this vision, there will be fair and equitable opportunities for people to access and use natural and environmental resources for social, economic and cultural benefits. The environment and the way it is perceived, used and managed will contribute to cultural identity and social cohesion at the local and national levels.

In this vision, all people and institutions will be aware and will have a good understanding of environmental issues, making them conscious and ready to demand, as well as to play a part in, environmental conservation and management. In accordance with Principles 3, 4 and 5 of The St. George's Declaration, rights and responsibilities in environmental management will be distributed among all sectors of society, including the state, the private sector, non-governmental and community organisations, communities, and individual households. In particular:

- the public sector will be efficient and effective, providing overall guidance to the processes of environmental management as well as specific resources and services in relevant areas;
- there will be a strong sense of corporate social and environmental responsibility, with businesses and private sector bodies playing a part in the regulation of market forces and in the management of the environment;
- people and communities will be empowered and involved in all relevant aspects and institutions of governance, particularly for the management of the environment;
- some of the responsibilities for environmental management will be shared with other nations, through relevant regional and international institutions and instruments;
- there will be genuine international cooperation in environmental affairs, and external partners will assume their responsibility for environmental management at the global, regional, national and local levels.

In its quest for environmental quality and sustainability, Saint Lucia will fully assume its global and regional responsibility, especially for the joint management of resources, landscapes and environments that are shared with other countries, either in ecological terms, or on the basis of historical cultural relationships.

Source: GOSL, Ministry of Physical Development, Environment and Housing (2004) *National Environment Policy and National Environmental Management Strategy*

APPENDIX 3

GOAL, PRINCIPLES AND VALUES FOR SUSTAINABLE ENVIRONMENTAL MANAGEMENT

Goal

The goal of national environmental policy is to ensure that development is environmentally sustainable, while optimising the contribution of the environment to the economic, social and cultural dimensions of development.

Principles and values

In the achievement of these policy objectives, a number of fundamental principles will be adhered to:

- **Rights:** all citizens, including those of future generations, have the right to a clean, healthy, safe and productive environment. The actions and behaviour of people and institutions must respect these rights.
- **Equity:** the rights of all citizens must be recognised, and opportunities to access environmental resources and to derive benefits from these resources must be equitable, without any discrimination on the basis of age, sex, race, religion or ability.
- **Stewardship:** all citizens and institutions should feel a sense of responsibility, and there should be a fair sharing of rights and authority among the state, civil society, individuals and the private sector. All stakeholders must recognise that they have a part to play in the processes of environmental management.
- **Leadership:** it is the responsibility of the state to establish and manage a policy framework for environmental management, and government must therefore assume and retain a leadership role in policy formulation and implementation.
- **Accountability and transparency:** it is also the responsibility of the state to ensure that there is fairness, transparency and accountability in the formulation, adoption and implementation of all public policy, including national environmental policy.
- **Collaboration and participation:** public policy must promote the participation of stakeholders, facilitate the development of collaboration and partnerships among relevant actors, and encourage community involvement in management whenever desirable and practical. Voluntary compliance must be promoted and encouraged to the maximum extent possible.
- **Enforcement:** at the same time, laws and regulations must be effectively and efficiently enforced, conflicts and crises must be fairly resolved and arbitrated whenever they arise, and the procedures and processes of enforcement must be properly coordinated.
- **Legitimacy:** enforcement measures should be acceptable to and accepted by all stakeholders, thanks to the fairness and transparency of decisions and to stakeholder participation in policy formulation and decision-making.
- **Efficiency:** organisations and processes of environmental management must be fully effective and efficient, with streamlined and integrated systems and procedures.
- **Capacity-building:** all social partners must be capable of participating in environmental management, and must therefore develop their human and technical resource capacity through training, organisational development, resource mobilisation and technical assistance.

- **Coordination and integration:** there is a need for proper co-ordination among all actors, and policy objectives and instruments must remain coherent, compatible and mutually reinforcing.
- **Precaution:** whenever necessary, the precautionary principle must be applied and followed, i.e. the decision not to proceed with significant changes in resource use in the absence of an adequate assessment of the potential impacts of these changes.
- **Provision of incentives and disincentives:** whenever applicable, financial and other economic instruments can be used to promote sustainable activities and patterns of resource utilisation.
- **Diversity:** public policy should make use of a wide range of instruments, using them creatively and effectively, and recognising the value of both formal and informal measures and mechanisms.
- **Public awareness:** effective environmental management requires an educated public, aware of issues and their causes, and informed of needs and requirements.
- **Knowledge:** environmental management must be based on sound research and information, with appropriate monitoring of issues, trends and impacts.

Source: GOSL, Ministry of Physical Development, Environment and Housing (2004) *National Environment Policy and National Environmental Management Strategy*

APPENDIX 4

PRIMARY LEGISLATION WHICH RELATES TO GEF SGP

LEGISLATION	BRIEF SUMMARY	AGENCY RESPONSIBLE
The Forestry Soil and Water Conservation Ordinance 1946	Provides for the establishment and management of forest reserves and protected forests as well as soil and water conservation.	Ministry of Agriculture, Forestry and Fisheries.
Beach Protection Act 1967	Protection of beaches and regulation of sand mining.	Ministry of Communications, Works, Transport and Public Utilities.
The Saint Lucia National Trust Act No. 16, 1975.	Preservation of buildings, objects and area of natural, historic, archaeological, and scenic beauty.	Saint Lucia National Trust's linked agency is the office of the Prime Minister.
The Pesticide Control Act 1975	Regulates the import, use, labelling and storage of pesticides.	Ministry of Agriculture, Forestry and Fisheries.
Public Health Act 1975	Regulates and oversight for sewage, industrial and solid waste disposal.	Ministry of Health
Wildlife Protection Act 1980	Provides for the preservation of wildlife, establishment of wildlife reserves, and enforcement of hunting regulations.	Ministry of Agriculture, Forestry and Fisheries.
The Fisheries Act 1984	Management of the fisheries sector as well as establishment and management of marine reserves and other marine protected areas.	Ministry of Agriculture, Forestry and Fisheries.
Plant Protection Act 1988	Regulates and controls pests, diseases and controls the introduction of exotic species.	Ministry of Agriculture, Forestry and Fisheries.

LEGISLATION	BRIEF SUMMARY	AGENCY RESPONSIBLE
Water and Sewerage Commission Act 1999	Regulate and manages water supply and the sewerage system.	Water and Sewerage Commission
National Conservation Authority Act 1999	Provides for the protection of beaches and other protected areas.	National Conservation Authority.
The Physical Development and Planning Act # 29, 2001.	Development control and forward planning.	Ministry of Physical Development and National Mobilisation.

APPENDIX 5

Head Count, Poverty Gap, Poverty Severity by District³⁴

DISTRICTS	POPULATION	PERCENT INDIGENT	PERCENT POOR	POVERTY GAP	POVERTY SEVERITY
St. Lucia (2005/06)	164,942	1.9	28.8	9.0	4.1
St. Lucia (1995)	144,000	7.1	25.1	8.6	4.4
Castries City (2005/06)	16,594	1.7	13.1	3.4	1.8
Castries City (1995)	-	-	15.2	4.4	1.7
Castries Sub-urban (2005/06)	51,100	0.8	22.2	6.7	2.9
Castries sub-urban (1995)	-	-	22.6	8.2	3.8
Anse La Raye/Canaries	10,287	5.3	44.9	17.7	9.6
Soufriere	9,329	0.4	42.5	12.4	4.8
Choiseul	5,401	-	38.4	9.7	3.8
Laborie	7,190	-	42.1	10.6	3.5
Vieux Fort	14,096	4.8	23.1	10.2	5.9
Micoud	18,071	4.0	43.6	14.1	6.8
Dennery	11,986	-	34.2	11.4	5.2
Gros Islet	20,787	0.4	24.4	5.8	2.2

³⁴ Kairi Consultants Ltd (2006) *The Assessment of Poverty Volume 1: Main Report* (Draft)

APPENDIX 6
MAJOR DONORS OTHER THAN GEF AND
THEIR ENVIRONMENTAL FOCUS

DONOR	PROJECT	PROJECT FOCUS	TOTAL BUDGET (US\$)	RELATIONSHIP TO GEF SGP
Canada CFLI	Bi-lateral Funding available to countries to enhance the economic, cultural and social life of the people of eligible countries.	Top areas of funding: Basic Education; Health and Nutrition; STD Control including HIV/AIDS; and Social Welfare. Main Cross Cutting Themes: General Environmental Protection; Women in Development; Emergency Assistance in Disasters.	Grants of less than CAD\$50,000 per project.	<ul style="list-style-type: none"> • Biodiversity. • Poverty • Youth • Climate Change Mitigation (alternative energy in rural areas)
OAS & IICA	Strengthening of the Tourism Sector through the Development of Linkages with the Agricultural Sector in the Caribbean.	GOAL: To promote sustainability of the tourism sector by strengthening linkages between tourism and agriculture through research, training and small business development.	\$119,000	<ul style="list-style-type: none"> • Biodiversity and tourism • Sustainable agriculture. • Natural resource management and sustainable livelihoods. • Small business community enterprises. • Land Degradation and sustainable livelihoods. • Sustainable energy in micro enterprise.
CDB/ IADB	A series of conferences between CDB, IADB with CSOs,	A forum to help CDB to better understand developmental issues in member states.	Not available	<ul style="list-style-type: none"> • Building partnerships with CSOs and multilateral funding agencies.
UNCCD	Caribbean Youth Environmental Project	Youth in sustainable agriculture and meaningful employment.	\$4,875,308	<ul style="list-style-type: none"> • Land Degradation (Sustainable Land Management)
Multi Donor including UNDP	CRMI – Caribbean Risk Management and Adaptation Initiative.	The project outcomes are: <ul style="list-style-type: none"> • Increased capacity for climate change adaptation. • Risk reduction and climate change adaptation integrated into development • Increased investment in climate risk reduction projects 	\$1,693,760	<ul style="list-style-type: none"> • Climate Change. • Land Degradation

APPENDIX 7

SUMMARY OF CONCLUSIONS FROM A CONSULTATION IN SAINT LUCIA ON THE PREPARATION OF THE COUNTRY PROGRAMME STRATEGY Saint Lucia 15th December, 2006.

PERSON PRESENT:

- Paulina Ferdinand: Superior Brooms Community Group
- Wentland Paul: Praslin Revitalisation Association
- Michael Andrew: Chief Forest Officer, Ministry of Agriculture, Forestry and Fisheries.
- Henix Joseph: Pitons Management Area (World Heritage Site)
- Lavina Alexander: Saint Lucia National Trust
- Bishnu Tulsi: National Focal Person

After presentations on the GEF SGP and the Country Programme Strategy (CPS) participants were engaged in a very informal discussion on environmental problems and priorities for the CPS.

ENVIRONMENTAL PROBLEMS

The following were listed as the main environmental problems:

- Near shore water quality (decline)
- Soil Erosion & Sedimentation of corals
- Deforestation
- Land Degradation
- Absence of land use policy and plan
- Solid Waste Disposal – Plastics in particular.
- Liquid Waste - disposal of used oil.
- Sand mining.
- Slaughtering of Turtles
- Fresh Water (decline in quality and supply)
- Loss of biodiversity
- Natural Disasters
- Marine pollution from yachts.

These problems were not rated or prioritised at this time until the list was compared with the list contained in existing Government Policy Documents and plans.

A major problem noted was the capacity of CSOs to develop and implement projects.

FOCUS: In order to determine the focus of the CPS participants examined the problems in relation to a Geographic and/or Thematic Focus. They concluded that in order to create long term impacts and results the following would best fit the Saint Lucian context:

- Country wide focus (20% on country wide projects with a percentage for geographic focus.

They also made it clear that county wide projects will only be funded if they were deemed to have a catalytic impact in environmental management, poverty alleviation and capacity building.

In deciding on the geographic focus participants looked at various protected areas including the proposed Pointe Sable National Park (PSNP) and the Pitons Management Area (PMA) (World Heritage Area). Considering that the PSNP was already covered by an existing sub-regional FSP funded by the GEF and further noting the international designation of the PMA they agreed that the PMA would be the geographic focus for Saint Lucia.

Environmental Problems within the PMA: The following environmental problems were identified as being prevalent within the PMA:

- Pollution – dumping of sewage
- Soufriere Sand and Ballast polluting the river with sediment from the quarry.
- Gray water entering the marine environment (Soufriere Town)
- **Level of awareness of the role of the PMA in the sustainable development of Saint Lucia was low.**
- **Poverty as a prevalent problem.**
- **Benefits from the PMA have not materialised and filtered to the people. (Business and Economic)**
- Charcoal production on the Pitons.
- **Stakeholder Analysis**
- National Consultation on the future of the PMA.
- **Capacity development of CSOs in the PMA.**
- **M & E System.**
- **Subsistence Farming**

The highlighted problems were considered the major problems which if addressed would lead to sustainable impacts.

Impact: Participants were then engaged in the formulation of an impact statement for the PMA. The following were considered the main themes of such a statement and its interpretation: *Conservation Sustainable Management Multiple Use Livelihoods. Public Support Capacity Building of CSOs.*

The impact statement agreed to was rather broad and encompassing but conveyed the desired future impact:

- **Sustainable Management and development of the PMA as a World Heritage Site.**

Follow-up: Giles Romulus to prepare the notes and conclusions from the meeting and to circulate for comments. This will be followed by a review of the literature, further consultations and a decision made on the priorities for focus at a country wide level and the PMA.

APPENDIX 8

REPORT FROM MISSION TO SAINT LUCIA 14th 15th June, 2007

Purpose: The purpose of the mission was to conduct a workshop as part of the process of developing a Country Programme Strategy (CPS) for Saint Lucia.

Methodology: The workshop was designed to be interactive and to involve representatives from the community of Soufriere, the Government and other stakeholders. A total of 15 persons attended over the two day period (See Annex 1). The workshop was divided into four sections as follows:

- *Section 1:* Creation of a Conceptual Model for the Pitons Management Area (PMA) which is the geographic focus for the CPS (plenary);
- *Section 2:* Identification of elements of a Resource Management Strategy, a Knowledge Management Strategy and identification of capacity building needs for NGOs and CBOs (working groups and in plenary).
- *Section 3:* Development of project concepts for the PMA based on the priorities identified in section 1 (working groups and in plenary).
- *Section 4:* Introduction to the GEF SGP project application process and the instruments of application (in plenary).

Appreciation is extended to Mr. Henix Joseph and his staff for helping to plan and manage the workshop.

Results: The following is a summary of the results:

- The three priority threats identified for the PMA and ranked in order of priority using criteria (*Community Perception; Area; Intensity; Urgency; Political Practicability; Social Acceptability; Organisational Ability*) were:
 - *Lack of awareness, appreciation and involvement* (Total Score = 32; Ranked 1st; considered very urgent or critical (score = 6 max.) threat with an intensity score of 5).
 - *Limited Institutional Capacity* (Total score = 29; Ranked 2nd; and considered very urgent or critical (score of 6) with an intensity score of 5).
 - *Inadequate policies, legislation and enforcement* (total score = 28; Ranked 3rd; considered urgent (score of 5) but of high intensity (score of 6).

(Annex 2 and 3)

- The Conceptual Model developed illustrated the complexity and the interactive nature of the variables. It was concluded that for any success to be achieved a major public awareness and education programme was urgently

needed. It was also agreed that an institutional assessment of the PMA was urgently needed to help rationalise the structure and responsibilities. (Annex 4)

- Participants identified potential sources of funds from their country, determined the strategy to approach grantors and listed skills which they thought were lacking among NGOs and CBOs. Thirteen local sources of funds were identified and nine skills were listed for improvement (Annex 5)
- Participants developed draft Knowledge Management Strategies which were linked to the priority threats and included objectives as well as target audiences, knowledge products, dissemination strategies as well as monitoring and evaluation approaches (Annex 6)
- Participants developed project concepts for two major threats, i.e., *Lack of awareness, perception, appreciation and involvement* and *Limited institutional capacity and human resources* (Annex 7)
- Participants were taken through each GEF SGP project application form with the facilitator emphasising the requirements for each section. Participants were given copies of each project application form.

Conclusion and Evaluation: At the end of the workshop 98% of the participants rated the workshop between 4 and 5 with five being the highest score. Participants recommended that a separate workshop should be held to focus on project writing and development to help build capacity among groups to access more resources to address the threats identified.

ANNEX 1

LIST OF PARTICIPANTS

NAME	ORGANISATION	CONTACT INFORMATION
Alexander, Dominic	Soufriere Regional Development Foundation	sspark@candw.lc
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Paul, Wentland	National Focal Group	wentland@andrews.edu
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Tulsi, Bishnu	St. Lucia National Trust	director@slunatrut.org (758) 452-5005

ANNEX 2

THREATS TO THE PMA (Brainstorming List)

1. **Effluent and raw sewage into the marine environment 4 4 2 1 = 11**
2. **Plastics 3**
3. **Dumping of waste from factories (Copra waste) 1 3= 4**
4. **Solid Waste Disposal 3 3 2 2 3 3 = 16**
5. **Sedimentation 2**
6. **Pesticides & Chemical Inputs (fertilisers; oil from vehicles;) 1**
7. **Urbanisation 1**
8. **Land Degradation (agricultural practises; infrastructure development) 2**
9. **Organisational Capacities 4**
10. **Deforestation 3 3 4 = 10**
11. **Developments at Beau Estate & Jalousie 4**
12. **Weather (natural forces) 1**
13. **Littering 4**
14. **Lack of education (ignorance; illiteracy; lack of knowledge) 4 3 = 7**
15. **Cultural practises and thinking (e.g. dumping of sewage) 3**
16. **Political divide and lack of political will (partisan politics) 2 2 = 4**
17. **Organisational capacity, sustainability & lack of interest 1**
18. **Coral Reef Degradation 4 2 = 6**
19. **Mass Movement (soil erosion; landslides; rock falls) 2**
20. **Fires (Pitons and Sulphur Springs) 1**
21. **Developmental pressures (value of land; illegal and legal constructions) 4 4 4 4 = 16**
22. **Natural and Man made hazards (fires; hurricanes; mass movement etc) 3 1 3 = 7**
23. **Lack of any municipal waste disposal system (sewage) 1**
24. **Government Policy & Inappropriate legal and institutional framework (political will) 1 1 4 = 6**
25. **Population growth & human impacts 3**
26. **Lack of involvement of local community 3**
27. **Uncontrolled tourist activity 2 1 2 = 5**
28. **Displacement of local communities (e.g. Baron's Drive; Palmiste) 1**
29. **Lack of land use plan 3 1 = 4**
30. **Inappropriate farming activities 2 1 = 3**
31. **Absence of direct economic benefits from PMA 4**
32. **High impact of touristic and other developments 3**
33. **Change in land use without proper planning. 4**

PRIORITY THREATS

1. Effluent and raw sewage into the marine environment 4 4 2 1 = 11
2. Solid Waste Disposal 3 3 2 2 3 3 = 16
3. Deforestation 3 3 4 = 10
4. Lack of education (ignorance; illiteracy; lack of knowledge) 4 3 = 7
5. Developmental pressures (value of land; illegal and legal constructions) 4 4 4 = 16

ANNEX 3

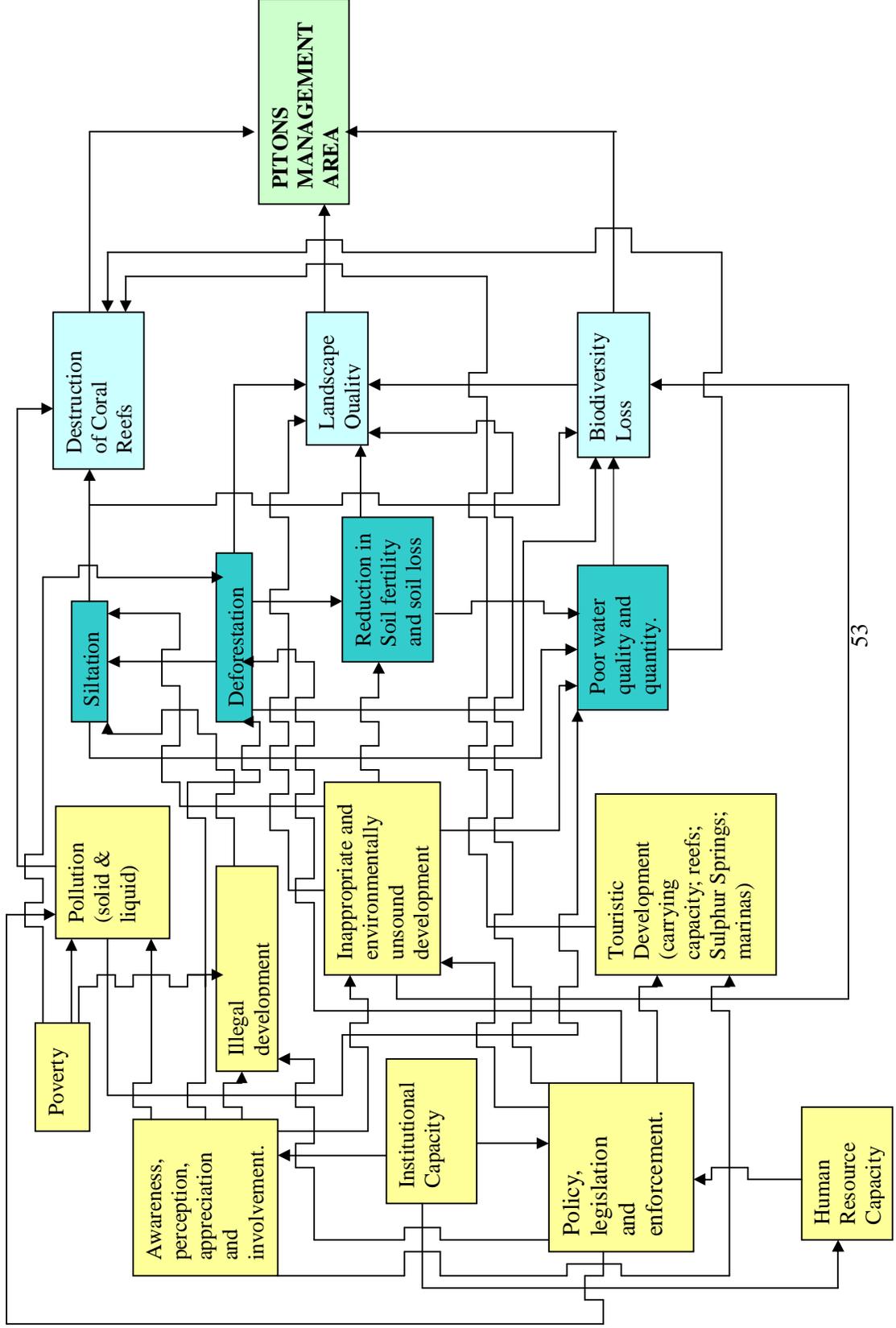
PRIORITIZATION OF THREATS

6 = max
1 = least

Threats	Community Perception	Area	Intensity	Urgency	Political Practicality	Social Acceptability	Organizational Ability	Total Score	Rank
Institutional Capacity	3	5	5	6	2	4	4	29	2
Poverty	3	5	4	5	5	3	2	27	4
Lack of Awareness, perception, appreciation and involvement	4	5	5	6	3	4	5	32	1
Lack of inadequate policy, legal and enforcement	3	4	6	5	2	4	4	28	3
Lack of Human Resource Capacity	3	5	5	5	2	4	2	26	5
Deforestation	4	5	3	4	2	5	2	25	6
Total	20	29	28	31	16	24	19		

ANNEX 4

PITONS MANAGEMENT AREA
CONCEPTUAL MODEL



ANNEX 5

**RESOURCE MOBILISATION STRATEGY
(Group 1)**

POTENTIAL SOURCES OF FUNDS	MESSAGE	MAJOR STEPS TO BE TAKEN	SKILLS REQUIRED BY CSOs
SRDF	Poverty Reduction	Research relative to donor priorities	Proposal writing
EU/SFA	Best Practises Sustainability	Preparation of Project Proposal	Project Planning Negotiation skills
USAID	Empowerment National Goals	Honesty to self and donor. Mobilisation of community.	Strategic Planning KM
French Gov.	Youth Development	Sensitisation of community	RM
CIDA	Maintenance of Biodiversity	Define and understand project cycle.	SWOT
UNESCO	Adherence to environmental laws Alignment of goals to agency's	Knowledge of issues and solutions. SWOT	

**RESOURCE MOBILISATION STRATEGY
(Group 2)**

POTENTIAL SOURCES OF FUNDS	MESSAGE	MAJOR STEPS TO BE TAKEN	SKILLS REQUIRED BY CSOs
SRDF	Define the issue	Determine which funders are interested.	<ul style="list-style-type: none"> • Communications skills (oral and written)
Coconut Growers Assoc.	The Benefit to the organisation and how well your project will meet their objectives.	Research which funders are interested (what they like and what they dislike)	<ul style="list-style-type: none"> • Project development and management. • Customer Relations.
Hotels	Benefit to the communities.	Develop project concept or proposal for presentation to donor.	<ul style="list-style-type: none"> • Vocational Skills (new agricultural practices; computer skills)
BNTF	Project progress		<ul style="list-style-type: none"> • Environmental awareness.
Banana Industry Trust Fund	Evaluation		<ul style="list-style-type: none"> • Small business management.
PRF			<ul style="list-style-type: none"> • Proposal Writing.
Japanese Grassroots Projects			
James Belgrave Fund			
Benefactors			

ANNEX 6

**KNOWLEDGE MANAGEMENT STRATEGY
(Group 1)**

KEY OBJECTIVES	TARGET AUDIENCE	KNOWLEDGE PRODUCTS	DISSEMINATION STRATEGY	MONITORING		EVALUATION
				INDICATORS	MEANS OF VERIFICATION	
Reduce domestic sources of marine pollution	Hotels Yachtsmen Schools General community Farmers Fishermen	Reports Brochure Newsletters DVD PSAs	Use several distribution points. Church Schools Focus Discussions Group	No. of products distributed. No. of persons who call for additional information or meetings. Observed changes in practices.	Group records. Group records. Structured observations.	End of year review of strategy using monitoring records and telephone interviews and focus group sessions.
Mitigate improper practice of deforestation	Farmers Developers Government agencies Cable and Wireless	News releases.	Media Training workshops	Water quality & (baseline subsequent test) Fish Stocks	Reports Records	End of year review.
Improve capacity, empower and advocacy			Town Hall Meetings Popular Theatre One-on-one discussions			

**KNOWLEDGE MANAGEMENT STRATEGY
(Group 2)**

KEY OBJECTIVES	TARGET AUDIENCE	KNOWLEDGE PRODUCTS	DISSEMINATION STRATEGY	MONITORING		EVALUATION
				INDICATORS	MEANS OF VERIFICATION	
Reduce the indiscriminate disposal of solid waste.	School Children Private Sector	Plays Brochures Videos CDs DVDs Jingles	Popular Theatre Meetings Formal Communications Town Hall meetings	No. of products circulated No. of meetings, communications and town hall meetings. Level of awareness Observed changes in behaviour.	Group records Group records Pre and post event surveys. Structured observation studies.	End of year focus group sessions. Evaluation study
	SLSWMA					
	Residents					

ANNEX 7

PROJECT CONCEPTS FOR THE PMA

Group 1: Awareness, perception, appreciation, and involvement threat:

Block Party – informal setting in a public place. Disseminate information via popular theatre. Ask questions; distribute prizes, promo material (with messages and PMA logo).

Workshops (follow up) – target community groups, schools, churches

Gospel festivals, Competitions (essay, flyer, murals in each community).

Get all CBOs, NGOs and schools etc. onboard with projects.

Research community interests – specialize outreach activity accordingly.

Inclusive of mass media, publicity blitz (video documentary), bill boards

Training for persons

Measurable results – pre and post

Implementing group – YATICKA in partnership with other groups, funded by GEF.

Group 2: Institutional and human resource capacity threat:

Carry out a needs assessment of PMA and other significant institutions that impact on the PMA

- Physical capacity building (infrastructure, office equipment, organizational matrix of the PMA, institutional links)
 - Compare mandates of agencies to see how they impact on maintaining PMA standards
- Human Resource
 - assess HR capacity
 - development of a collaborative framework (training, support mechanisms etc.)
 - Training workshops

[GEF can fund a study to tell persons of the economic benefits available.]

Group 3: Policy, legal and enforcement Threat

Review existing legislation, existing organizations' mandates (overlap).

- Collate legislation

Integrated management approach – recommend a strategy of implementation

- Utilize graduate students as interns

- Include CXC SBA students – encourage ownership by younger residents

Undertake education – all levels (community, technocrats, and politicians)

Forum/Collaboration between all stakeholders within the PMA to include DCA, Attorney General Office

- Output a proposal for Cabinet to ratify

Strengthen enforcement arm of different organizations/ministries with legislation.

- Establish a new NGO or revitalize a group like Friends of the Pitons or St. Lucia World Heritage Committee – as an advocacy group

GEF – 2 Priority Areas for St. Lucia

Sustainable farming

Composting

Organic farming

Apiculture

Honey Production

Bio-diesel production

Fishing diversification – aquaculture

Hydroponics

Germplasm of indigenous plant species

PMA

Use of alternative forms of transportation – establish a small business to promote mountain biking – promoted under Climate Change

APPENDIX 9
GEF SGP COUNTRY AND GLOBAL ENVIRONMENTAL RESULTS

Biodiversity (BD)

- ✓ Increased conservation and protection of conservation areas in region X
- ✓ Decreased loss of forest ecosystems in region Y
- ✓ Increased species and habitat preservation in region Z
- ✓ Improved management of coastal, marine or freshwater ecosystems in a transnational ecoregion
- ✓ Improved protection of arid & semi-arid ecosystems and related species in region Y

Climate change (CC)

- ✓ Reduced GHG emissions (i.e. tons of CO₂) in micro-hydro demonstration project with national-level results
- ✓ Increased use of renewable energy sources in region X
- ✓ Enhanced adaptation capacity/reduced vulnerability of target population to adverse effects of climate change in region Y

International Waters (IW)

- ✓ Reduced 'run-off' of pollutants in (shared) water body in region X
- ✓ Improved coordination between countries sharing water system in region Y
- ✓ Reduced sediment load on coral reef in delta Z

Land Degradation (LD)

- ✓ Degraded pastoral or rangeland restored in region X
- ✓ Improved reforestation coverage in region Y
- ✓ Eroded land stabilized or rehabilitated in region Z

Persistent Organic Pollutants (POPs)

- ✓ Elimination of stockpiling of POPs in municipality Y
- ✓ Decreased use of POPs in region X
- ✓ Enhanced quality of POPs management and disposal in region Y
- ✓ Improved clean production systems in region Z

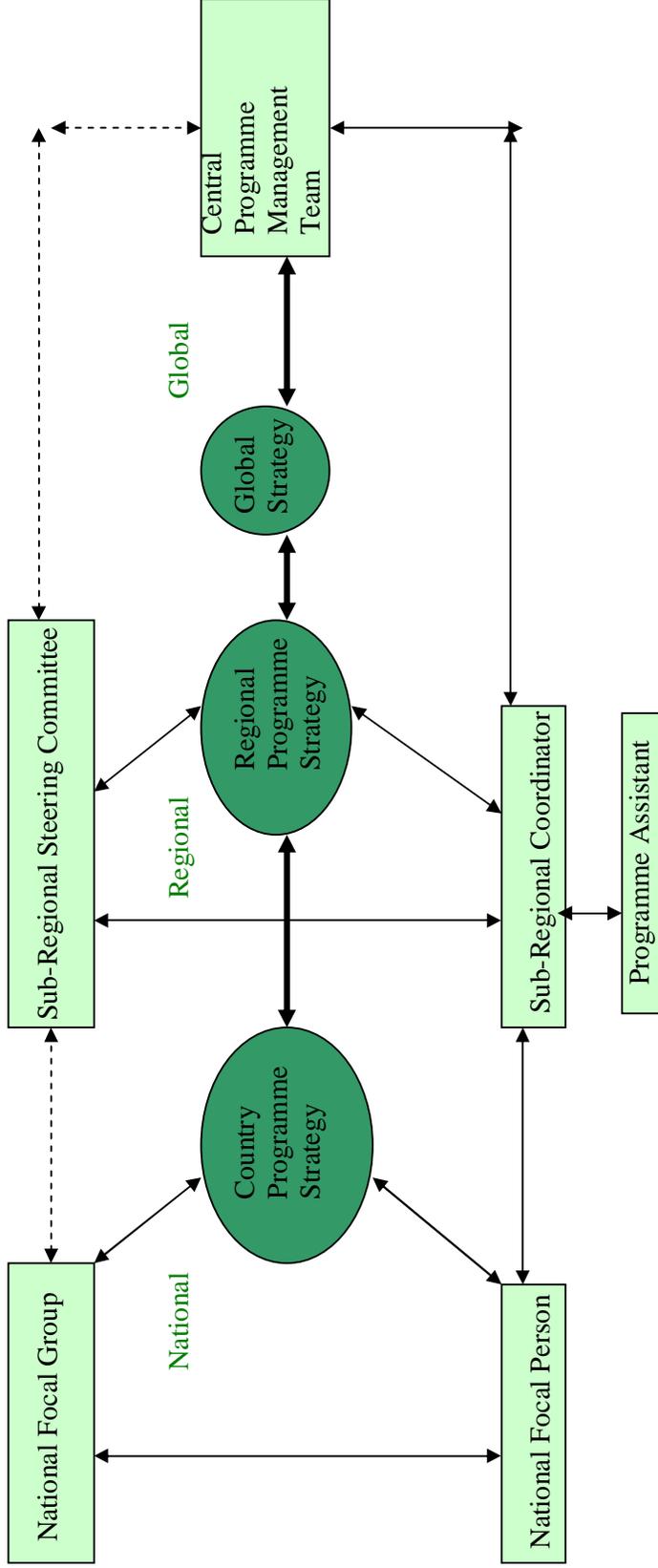
SECOND DRAFT

01/10/07

APPENDIX 10

GEF SGP SUB-REGIONAL MODALITY

(Unbroken lines represent the primary connections and feedback)



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