

# **St. Kitts and Nevis**

National Capacity Self Assessment:

## **Cross-Cutting Assessment Report And Capacity Development Action Plan**

UN Convention on Biological Diversity  
UN Framework Convention on Climate Change  
UN Convention to Combat Desertification

Floyd Homer  
[fmhome@sunbeach.net](mailto:fmhome@sunbeach.net)

31<sup>st</sup> January, 2006

***TABLE OF CONTENTS***

ACRONYMS ..... 2

INTRODUCTION ..... 3

CAPACITY CONSTRAINTS THAT CUT ACROSS THE THREE CONVENTIONS..... 4

CONCLUSION..... 9

BIBLIOGRAPHY ..... 9

CAPACITY DEVELOPMENT ACTION PLAN ..... 10

## ***ACRONYMS***

CDB	Caribbean Development Bank
COP	Conference of Parties
CPACC	Caribbean Planning for Adaptation to Climate Change Project
DPPE	Dept. of Physical Planning and Environment
DPPNRE	Dept of Physical Planning, Natural Resources and the Environment
EIA	Environmental Impact Assessment
GEF	Global Environment Facility
GHG	Green House Gases
MEA	Multi-national Environmental Agreement
NCSA	National Capacity Needs Self-Assessment
NCEMA	National Conservation and Environmental Management Act
NEMS	National Environmental Management Strategy and Action Plan
NGO	Non-governmental Organisation
NIA	Nevis Island Administration
UNFCCC	United Nations Framework Convention on Climate Change

## ***INTRODUCTION***

The purpose of this report is to identify the issues that cut across the three conventions (Climate Change, Biological Diversity and Desertification/Land Degradation), and to identify opportunities for cooperation and synergies across the three Conventions. Much of the information presented here is synthesized from the Thematic Assessment Report for each of the three conventions.

### **Existing arrangements to coordinate across the three Conventions**

The Focal Points for the three conventions are three senior officers of the Department of Physical Planning and Environment. Each officer has other substantive duties and devotes a small percentage of their time towards administrative matters and international workshops/meetings related to the convention. Currently, departmental coordination in the discharge of national obligations under these three conventions appears to be weak.

There is currently only one national activity that attempts to link all three conventions. This is the finalization of the National Conservation and Environmental Management Act (NCEMA). However, it is useful here to give an overview of the range of activities that can have linkages among the conventions. Table 1 below provides a summary of these cross-cutting activities.

<b>Activity</b>	<b>Biodiversity</b>	<b>Climate Change</b>	<b>Desertification/ Land Degradation</b>
National and regional action plans	Article 6 (a), (b)	Article 4 (b)	Articles 9, 10
Identification and monitoring	Article 8		Article 16
Legislation	Article 8 (k)	Preamble	Article 5 (e)
Research	Article 12 (b)	Article 5	Articles 17, 19 (b)
Public education	Article 13	Article 6	Articles 5 (d), 19 (6)
Environmental impact assessment	Article 14	Article 4 (i) (d)	
Clearing house for technical information	Article 18		Article 18
Public participation	Article 9	Article 6 (i) (a) (iii)	Article 19 (4)
Information exchange	Article 17	Article 7	Article 16
Training	Article 12 (a)	Article 6	Article 19
Reports	Article 26	Article 12	
Examine obligations – assess implementation	Article 23	Article 7 (e)	
Report to COP, steps taken to implement convention	Article 26	Article 12	Article 26
Adapted from: UNDP, <i>Synergies in National Implementation: the Rio Agreement</i> .			

**Table 1: Cross-cutting activities across the Rio Conventions**

## **List of organizations involved in two or more of the three conventions**

The Department of Physical Planning and Environment, Ministry of Sustainable Development (DPPE): The DPPE is responsible for national environmental management, protection, conservation including watershed protection, land-use planning and development control.

The Department of Physical Planning, Natural Resources and Environment, Ministry of Communication and Works, Public Utilities and Posts, Physical Planning Natural Resources and Environment, Nevis Island Administration (DPPNRE): The DPPNRE is responsible for environmental management in Nevis as well as development control and forward planning.

Several other government departments in St Kitts and Nevis have potential roles in the implementation of the three conventions, but they have not been actively engaged to fully understand their roles and to assist with the discharge of national obligations under these conventions. Such departments include: the Meteorological Service, Dept of Agriculture, Dept of Fisheries, Dept of Public Works and Utilities, Dept of Environmental Health, and the Tourism Authority.

The St Christopher Heritage Society and the Nevis Historical and Conservation Society are active in projects related to biodiversity conservation and land degradation, however, their programmes of work (and those of the government departments) are not guided by prescriptions of the any of the three conventions.

## ***CAPACITY CONSTRAINTS THAT CUT ACROSS THE THREE CONVENTIONS***

The major obligations of the Government to comply with the conventions can be summarized into five groups, namely:

- Conceptualisation and formulation of policies, legislation, strategies and programmes;
- Implementation of policies, legislations, strategies and programmes;
- Engagement and building of consensus among all stake-holders;
- Mobilisation of information and knowledge; and
- Monitoring, evaluation, reporting, and learning

The cross-cutting capacity issues can be summarized as a lack of, or inadequate:

- National policy, legal and regulatory framework;
- Monitoring and enforcement;
- Awareness and exchange of information;
- Institutional mandates, co-ordination and processes for interaction and co-operation among all stakeholders;
- Institutional management and performance;
- Individual skills and motivation;

- Information management and reporting;
- Mobilisation of science in support of decision-making;
- Financial resources; and
- Incentive systems and market instruments.

### **National policy, legal and regulatory framework**

There are no defined national environmental policy document, effective cooperation policy with Nevis on environmental and related administrative matters, or adequate regulations to ensure compliance with environmental obligations under the three conventions. However, the preparation of the NCEMA presents an opportunity for the development of an appropriate legal and regulatory framework that could potentially strengthen the implementation of the three conventions.

There is no policy manual at the departmental level that can serve as an easy reference to guide operations within a department, between departments, and between departments and third parties. Such a document would lead to consistency, clarity and accountability in programme delivery.

#### Capacity needs

A review and comparative analysis of policy related to the implementation of the three conventions is needed. This process should have high level support and should result in the development of appropriate policies.

### **Monitoring and enforcement**

Systematic monitoring of projects that impact on the environment or the monitoring of policy implementation and its effects on the environment and human livelihoods are essentially non-existent. Enforcement to ensure compliance with existing policies and laws or regulations related to the environment, is poor.

#### Capacity needs

Sufficient trained staff, dedicated to monitoring for compliance is needed. Institutionally, staff redeployed and dedicated to monitoring and compliance responsibility within the Ministry of Sustainable Development may be an option. This redeployment should also facilitate technical assistance to departments as needed, in the implementation of their programmes.

### **Awareness and exchange of information**

Senior decision makers, particularly politicians, are insufficiently aware of the national irreversible consequences of ignoring the prescriptions of the three conventions, or of the extent of sustainable benefits to be accrued from enlightened environmental stewardship. Detailed information on development projects that may have large negative impacts are not readily shared

with many departments, NGOs or other civil society parties. There are opportunities to improve transparency in decision making and information exchange, including best practice in planning or impact mitigation.

#### Capacity needs

Develop a programme on promoting information on the benefits of implementation of the three conventions and consequences of poor environmental stewardship needs to be appropriately packaged and presented in a stimulating audio-visual manner to all Ministers of Government, Permanent Secretaries, Heads of Departments, Boards and Chief Executives of all State companies. Private sector companies should also receive such an awareness development activity.

A policy on information sharing in decision making and related administrative framework is also needed.

#### **Institutional mandates, co-ordination and processes for interaction and co-operation**

The institutional mandate with respect to the three conventions seems to be clear within the departments responsible for environmental management in St Kitts and Nevis. However, this is not the case with most of the other agencies that should have a significant role in the discharge of national commitments under these conventions. Active co-ordination and processes for informed and meaningful interactions and co-operation are weak or not well defined, leading to less than desirable outcomes. Inviting representatives from different agencies to a meeting to discuss issues does not necessarily lead to better co-ordination or co-operation.

#### Capacity needs

In terms of process, the key elements of the three conventions that should be coordinated must be identified. Why and how these elements should be coordinated need to be clearly defined to all parties that have some jurisdiction in or responsibility for those elements. Roles (including terms of reference), targets, resources and sources of funds must be agreed upon. Wherever appropriate, the “coordination committee” should be Cabinet appointed or the committee could be established by statutory instrument to ensure that it has sufficient legitimacy.

#### **Institutional management and performance**

Government departments generally report through the Permanent Secretary to the relevant Minister. However, there appears to be no clearly defined mechanism that ensures departments are held accountable for delivery of their annual work programmes. No routine performance evaluation of work programmes were carried out within most departments. In the context of the three conventions, inadequate or lack of implementation of the articles seem not to draw Ministerial attention.

### Capacity needs

Training in programme planning, including the preparation of work programmes and development of performance indicators are needed to improve efficiency. A system of periodic performance measurement has to be developed and procedures put in place to help staff identify and overcome deficiencies.

### **Individual skills and motivation**

No government department has sufficient skills in-house to adequately implement many of the articles of the three conventions. However, there is no database of the existing skills relevant to these conventions, within the Ministries of government or private sector; so the extent of potentially available skills is unknown. No structured training programme for key staff in areas related to implementation of the conventions, exist. Motivation within most government departments for implementation of the conventions also appears to be low, because of job dissatisfaction, excessive workload, external bureaucracies related to the conventions, inadequate facilities and resources, low morale, and inadequate expertise.

### Capacity needs

The compilation of a database of personnel with skills relevant to the three conventions, within government agencies and the private sector, needs to be undertaken to determine the in-country human resources that could be harnessed. Priority training needs related to the three conventions should be defined and opportunities to address these needs should be identified and pursued. Additionally, recruitment of suitably trained staff will enhance the government's performance with respect to implementation of the conventions.

### **Information management and reporting**

There is currently no efficient information management system for public access in which documents or information relating to the three conventions are organized within the Ministry responsible for these conventions. Some information is stored in filing cabinets and on the individual computer hard drive of the officer responsible for a particular convention. Some GIS and planning information on St Kitts and Nevis is organized and available in hard copy and digital format. Reporting the progress of implementation of the conventions is often delayed and is prepared only when requested by the Conference of Parties.

### Capacity needs

All available information needs to be catalogued and stored in a centralized, systematic retrieval system. A digital cataloging system should be utilized to improve efficiency. A system for periodically compiling elements that will contribute to national reports needs to be developed so as to improve on the timeliness of report preparation.

The setting up of a clearing house facility is needed for the collection and cataloguing of environmental and related information, and the facilitation of public access to such information.

## **Mobilisation of science in support of decision-making**

It is not clear how many national decisions, if any, related to environment and development are based on relevant scientific information. The use of scientific information can further rationalize the range of available options that could lead to sustainable development, rather than short term economic gains.

### Capacity needs

Identify and engage a network of scientific expertise related to the articles of the three conventions. Much of the scientific information needed to inform many development decisions already exists and much is freely available. Establish a mechanism for getting a broad range of scientific input into decision-making.

## **Financial resources**

The government currently allocates financial resources to pay existing staff salaries at the agencies responsible for implementation of the three conventions, however the budget does not allow for capital or development costs associated with implementation of the articles. The government also makes some in-kind contributions towards implementation. Funds for enabling activities, reporting and limited implementation are usually through international donors such as UNDP, UNEP (also through GEF), through bi-lateral agreements with North American and European governments, and through sub-regional programmes with the OECS. The capacity to access and utilise the funds in a timely manner is often a challenge.

### Capacity needs

Additional suitably qualified or experienced personnel are needed to improve the ability of the DPPE and the DPPNRE to access and manage funds efficiently.

## **Incentive systems and market instruments.**

There are no incentive systems or market instruments that are currently applied to encourage the adoption of sound environmental technologies and practices. Perverse incentives often lead to environmental degradation, loss of biodiversity and increased vulnerability to coastal development. Such incentives are usually associated with foreign direct investments, particularly in the tourism and manufacturing industries.

### Capacity needs

Identification and establishment of innovative means of generating public and private financial resources by means of fiscal incentives and market based instruments, needed to encourage sustainable environmental management.

The effectiveness of existing economic incentives needs to be critically assessed so that perverse incentives are identified and adjusted. The range of potential fiscal incentives that could

encourage the private sector to adopt sound environmental technologies and practices also need to be identified; and at least one fiscal incentive should be developed and approved for implementation in the short to medium term.

## ***CONCLUSION***

Most of the cross cutting capacity issues identified above were at the systemic level, that is, the overall policy and framework in which individuals and organisations operate and interact with the external environment, as well as the formal and informal relationships of institutions. Several of the other cross cutting issues were at the institutional level, that is, the overall organisational performance and functioning capabilities, as well as the ability of an organisation to develop and successfully implement programmes or activities to address challenges within its jurisdiction. Few of the cross cutting issues were at the individual level, that is, the process of changing attitudes and behaviours; imparting knowledge and developing skills while maximising the benefits of participation, knowledge exchange and ownership.

The cross cutting capacity needs identified in the preceding section should be considered as priority elements for attention in the capacity development action plan that will evolve from this National Capacity Needs Assessment process. The capacity development action plan is provided in the next section of this report.

## ***BIBLIOGRAPHY***

Cross, N. (2005) Thematic Assessment Report: Activities Related to the UN Convention to Combat Desertification. National Capacity Self-Assessment for St. Kitts and Nevis.

GEF/UNITAR, (2001) A Guide for Self Assessment of Country Capacity Needs for Global Environmental Management

Homer, F. (2005) Thematic Assessment Report: The UN Framework Convention on Climate Change. National Capacity Self-Assessment for St. Kitts and Nevis.

Shim, D. (2005) Thematic Assessment Report: Convention on Biodiversity. National Capacity Self-Assessment for St. Kitts and Nevis.

UNDP, (2004) National Capacity Self Assessments: A Resource Kit.

***ST KITTS AND NEVIS  
CAPACITY DEVELOPMENT ACTION PLAN***

***For the UNCCD, UNFCCC and UNCBD***

## St Kitts and Nevis Capacity Development Action Plan For the UNCCD, UNFCCC and UNCBD

Note 1: This draft action plan was prepared as an output of the National Capacity Needs Assessment (NCSA) project. It is based on the Stocktaking Reports, Thematic Assessment Reports and Cross Cutting Assessment Report for the Conventions on Climate Change, Biological Diversity and Desertification/Land Degradation.

Note 2: Much of the proposed actions in the following tables attempt to address the priority issues that cut across all three Conventions. Reviewers are asked to offer specific changes or actions that are considered practical, feasible and needed.

Note 3: This Action Plan is expected to be implemented over a three year period. At the end of this period a review of implementation is anticipated and a new action plan for capacity development with respect to the three conventions should be developed.

Capacity Development Action	Lead Agency	Indicators	Budget (US\$)	
			Local allocation	International
1. <u>National policy, legal and regulatory framework:</u>  a) Conduct a review and comparative analysis of policy related to the implementation of the multilateral environmental agreements to determine the need for policy reform or formulation of a national environmental policy.	Ministry of Sustainable Development	1. TOR for Consultant developed. 2. Consultant recruited. 3. Report of consultations. 4. Policy analysis report.	\$2,000	\$10,000

Capacity Development Action	Lead Agency	Indicators	Budget (US\$)	
			Local allocation	International
b) Develop a national environmental policy or reform existing policy.		1. TOR for Consultant developed.	0	\$15,000
c) Develop policy on information sharing for decision making and the administrative framework to ensure implementation.		2. Consultant recruited. 3. Report of consultations. 4. Policy development report.	\$5,000	\$10,000
Sub-total			\$7,000	\$35,000
2. <u>Monitoring and enforcement:</u>  Identify appropriately trained staff within the government, redeploy and dedicate to monitoring of development projects impacts and compliance with prescribed measures.	Ministry of Sustainable Development  Human Res. Mgt Dept	1. List of skills needed. 2. List of trained staff and current location. 3. Recommendations on staff redeployment. 4. Monitoring and compliance reports.	\$10,000	0
Sub-total			\$10,000	0
3. <u>Awareness and exchange of information:</u>  a) Develop a programme on promoting information on the benefits of implementation of the three conventions and consequences of poor environmental stewardship for all Ministers of Government, Permanent Secretaries, Heads of Departments, Boards and Chief Executives of all State companies, the judiciary, as well as senior executives of private sector companies.  b) Implement the awareness programme on a phased basis.	Ministry of Sustainable Development	1. TOR for Consultant developed. 2. Consultant recruited. 3. Report of consultations. 4. Documentation on the Awareness Programme.  1. Implementation plan. 2. Report on implementation of awareness programme.	0  \$2,000	\$30,000  \$10,000
Sub-total			\$2,000	\$40,000

Capacity Development Action	Lead Agency	Indicators	Budget (US\$)	
			Local allocation	International
<p>4. <u>Institutional mandates, co-ordination and processes for interaction and co-operation:</u></p> <p>a) Identify the key elements of the three conventions that should be coordinated. Define why and how these elements should be coordinated to all parties that have some jurisdiction in or responsibility for those elements.</p> <p>b) Roles (including terms of reference), targets, resources and sources of funds must be agreed upon.</p> <p>c) Establish a “coordination committee” by Cabinet appointment or by statutory instrument to ensure that it has sufficient legitimacy.</p> <p>d) Provide dedicated Secretariat support for the committee</p>	Ministry of Sustainable Development	<p>1. List of all agencies and key personnel for coordination.</p> <p>2. Briefing note/memo on elements for coordination.</p> <p>3. Briefing note/memo on why and how elements will be coordinated.</p> <p>4. TORs and targets developed.</p> <p>5. List of sources of funds and contact persons and requirements.</p> <p>6. Notice in Gazette of establishment of Coordination Committee.</p> <p>7. Briefing note/memo on appointment or allocation of Secretariat.</p>	<p>0</p> <p>0</p> <p>\$12,000</p> <p>\$3,000</p>	<p>0</p> <p>0</p> <p>0</p> <p>\$30,000</p>
Sub-total			\$15,000	\$30,000
<p>5. <u>Institutional management and performance:</u></p> <p>a) Provide training in programme planning, including the preparation of work programmes and development of performance indicators for staff of all departments with responsibility for implementation of the conventions.</p>	Ministry of Sustainable Development	<p>1. TOR for Consultant developed.</p> <p>2. Consultant recruited.</p> <p>3. Training schedule developed.</p> <p>4. Performance indicators developed.</p> <p>5. Report of training.</p>	0	\$20,000

Capacity Development Action	Lead Agency	Indicators	Budget (US\$)	
			Local allocation	International
b) Develop and implement a system of periodic performance measurement.		1. TOR for Consultant developed. 2. Consultant recruited. 3. Performance measurement system developed. 4. Report of performance.	0	\$20,000
Sub-total			0	\$40,000
<b>6. <u>Individual skills and motivation:</u></b>	Ministry of Sustainable Development			
a) Develop a database of personnel with skills relevant to the three conventions, within government agencies and the private sector.		1. TOR for Consultant developed. 2. Consultant recruited. 3. Database developed. 4. Report on priority training needs.	0	\$20,000
b) Identify priority training needs related to the three conventions and opportunities to address these needs.		5. Report on mechanism for selection of staff for training. 6. Number of staff trained in St Kitts and in Nevis.	0	0
c) Develop a mechanism for selection of appropriate candidates and train selected staff in key areas.			0	\$80,000
Sub-total			0	\$100,000
<b>7. <u>Information management and reporting:</u></b>	Ministry of Sustainable Development			
a) Catalogue and store all in-house information related to the three conventions (and the environment in general) in a centralized, systematic retrieval system. A digital cataloging system should be utilized to improve efficiency both in St Kitts and in Nevis.		1. TOR for Consultant developed. 2. Consultant recruited. 3. Cataloging equipment purchased. 4. Report on cataloging system and number of records entered.	0	\$50,000

Capacity Development Action	Lead Agency	Indicators	Budget (US\$)	
			Local allocation	International
<p>b) Set up of a clearing house facility for the collection and cataloguing of environmental and related information, and the facilitation of public access to such information in both islands.</p> <p>c) Develop a system for periodically compiling elements that will contribute to national and departmental reports.</p>		<p>1. Clearing House facility identified in both St Kitts and Nevis.</p> <p>2. Clearing house operational.</p> <p>3. Procedure for public access documented and promoted in media.</p> <p>4. Procedure for compiling elements for national reports developed.</p>	<p>0</p> <p>0</p>	<p>\$30,000</p> <p>\$10,000</p>
Sub-total			0	\$90,000
<p><u>8. Mobilisation of science in support of decision-making:</u></p> <p>a) Identify and engage a network of scientific expertise related to the articles of the three conventions.</p> <p>b) Establish a mechanism for getting a broad range of scientific input into decision-making.</p>	Ministry of Sustainable Development	<p>1. List with contact information of networks.</p> <p>2. Procedure for engaging scientific expertise.</p> <p>3. Reports or briefing notes from experts.</p> <p>4. Procedure for incorporating scientific inputs.</p>	<p>0</p> <p>0</p>	<p>0</p> <p>\$10,000</p>
Sub-total			0	\$10,000
<p><u>9. Financial resources:</u></p> <p>Identify and recruit suitably qualified or experienced personnel to improve the ability of the Ministry of Sustainable Development, particularly the DPPE and the DPPNRE to access funds and efficiently manage projects related to the MEAs.</p>	Ministry of Sustainable Development	<p>1. TOR for staff developed.</p> <p>2. Number of additional staff recruited.</p> <p>3. Reports to MEA Secretariats</p>	0	\$100,000
Sub-total			0	\$100,000

Capacity Development Action	Lead Agency	Indicators	Budget (US\$)	
			Local allocation	International
10. <u>Incentive systems and market instruments:</u>	Ministry of Sustainable Development	1. TOR for Consultant developed. 2. Consultant recruited. 3. Fiscal incentives identified. 4. Report on effectiveness of economic incentives. 5. Incentive developed through broad based consultations. 6. Incentive approved by Government.		
a) Identify and establish fiscal incentives and market based instruments, needed to encourage sustainable environmental management.			0	\$15,000
b) Assess the effectiveness of existing economic incentives so that perverse incentives are identified and adjusted.			0	\$15,000
c) Develop and approve at least one fiscal incentive for implementation in the short to medium term.			0	\$15,000
Sub-total			0	\$45,000
11. <u>Review and Evaluation of Action Plan:</u>	Ministry of Sustainable Development	1. TOR for Consultant developed. 2. Consultant recruited. 3. Evaluation report prepared. 4. National consultations held. 5. New capacity development action plan prepared.		
a) Conduct an evaluation of the implementation of this action plan.			0	\$15,000
b) Prepare a new capacity development action plan based on the results of the evaluation and other thematic issues.			\$1,000	0
Sub-total			\$1,000	\$10,000
<b>TOTAL</b>			<b>US\$35,000.00</b>	<b>US\$495,000</b>

\*\*\*