

NATIONAL CAPACITY

SELF ASSESSMENT

Final Report

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LIST OF ACRONYMS

ARD	-	Agency for Reconstruction and Development
CBD	-	Convention on Biological Diversity
CBO	-	Community Based Organization
CCCC	-	Caribbean Climate Change Centre
CEHI	-	Centre for Environmental Health Institute
CITIES	-	Convention International Trade on Endangered Species of Flora and Fauna
CPACC	-	Caribbean Panel for Adaptation to Climate Change
EATF	-	Environmental Awareness Task Force
EIA	-	Environmental Impact Assessment
GEF	-	Global Environment Facility
GHG	-	Green House Gas
GREP	-	Grenada Rural Enterprise Project
IPCC	-	International Panel on Climate Change
LDC	-	Lesser Developed Countries
NBSAP	-	National Biodiversity Strategy and Action Plan
NCCC	-	National Climate Change Committee
NCB	-	National Coordinating Body
NCSA	-	National Capacity Self Assessment
NEMS	-	National Environmental Management Strategy
NEP	-	National Environmental Policy
NGO	-	Non Governmental Organization

NSTC	-	National Science and Technology Council
MOF	-	Ministry of Finance
MCS	-	Monitor Control and Surveillance
MEAs	-	Multilateral Environmental Agreements
OAS	-	Organization of American States
SDC	-	Sustainable Development Council
SLM	-	Sustainable Land Management
SPEED	-	Strategic Plan for Educational Enhancement and Development
SWOT	-	Strength, Weaknesses, Opportunity, Threat
UNCBD	-	United Nations Convention on Biological Diversity
UNCCD	-	United Nations Convention to Combat Desertification
UNFCCC	-	United Nations Framework Convention on Climate Change
UNDP	-	United Nations Development Programme
WTO	-	World Trade Organization

National Capacity Self-Assessment Project

1.0 Introduction:

1.1 Background:

Pursuant to the Global Environment Facility (GEF) mandate to identify country level priorities and needs for capacity building to address global environment issues, Grenada elaborated a National Capacity Self Assessment (NCSA) in 2006. The major aim of the project was to undertake a comprehensive assessment and analysis of the capacity needs, priorities and constraints relevant to the objectives and commitments of the three Rio Conventions on biological diversity, climate change and land degradation namely; the United Nations Conventions on Biological Diversity (CBD), the United Nations Framework Convention on Climate Change (UNFCCC) and the United Nations Convention to Combat Desertification and Drought (UNCCD). The project was also designed to explore the synergies among the Conventions as well as the linkages with the wider concerns of environmental management and sustainable development. The project included the development of a strategy and action plan aimed to address identified constraints and to strengthen national capacity for sustainable and effective environmental management.

1.2 Methodology:

The utilized methodology was based on the guidelines provided in the GEF document entitled “A Guide for Self Assessment of Country Capacity Needs for Global Environment Management.”

The project was country driven, undertaken by national experts and included a cross sectoral process of consultations, stakeholder participation, sequencing and prioritization of capacity needs. It also included the identification of bottlenecks and gaps that are inimical to the attainment of the national goals, objectives, commitments and obligations under the Rio Conventions.

The process included the following:

- Thematic assessments on climate change, biodiversity and land degradation.
- Analysis of a list of identified cross cutting issues and synergies among them
- Preparation of thematic assessments and cross-cutting issues reports
- Development of a national strategy and action plan

1.3 Expected Outcomes:

The expected outcomes of the project were as follows:

- A through assessment of national capacity for environmental management with respect to climate change, biodiversity and land degradation;
- A through assessment of national capacity with respect to environmental management matters generally;
- Coordination and harmonization of overlapping activities among the three conventions to contribute to determining effective national measures to protect the environment;
- Development of a comprehensive national action plan focused on capacity building that will identify overall goals, specific objectives and courses of action;
- Identification of follow up measures and projects to address climate change, biodiversity loss and land degradation.

1.4 Process:

The Sustainable Development Council (SDC) was used as the main forum for ventilating issues relating to the conduct and technical findings of the NCSA Project.

Following a series of stakeholder consultations, a NCSA National Steering Committee was formed. The Steering Committee comprised representatives from the various sectors that are associated with the implementation of the Convention.

The Steering Committee provided broad support, policy and technical advice to the work of the team of local consultants.

The National Steering Committee included the following:

Mr. Ryan Lalitte	-	National Focal Point for NCSA and Biodiversity Projects
Mr. Augustus Thomas	-	Focal Point, UNCCD
Mr. John Auguste	-	Focal Point, Montreal Protocol
Ms. Jocelyn Paul	-	Focal Point, UNFCCC
Dr. Guido Marcelle	-	Focal Point, Stockholm Convention
Ms. Judy Williams	-	NGO Representative
Dr. Spencer Thomas	-	Project Coordinator

Ms. Ivy Bain - Administrative Assistant

Three consultants were engaged to conduct the thematic assessments. They were as follows:

Mr. Leon Charles - Climate Change

Mr. James Finlay - Biodiversity

Dr. Valma Jessamy - Land Degradation

Four consultants were engaged to analyze the identified cross-cutting issues. They were as follows:

Mr. Allan Joseph - Legislative framework
Institutional framework
Policy framework
Integrated management framework

Mrs. Dianne Roberts - Education and Training
Human resources
Public awareness
Participation

Ms. Jennifer Deveney - Disaster management
Technology
Socio economic and ecological linkages

Dr. Malachy Dottin - Finance
Partnerships
Regional networks
Information management

The engaged consultants each produced stand alone assessments and analysis of the defined areas.

The consultants each conducted a series of interviews with selected stakeholders and participated in several consultation exercises with the major stakeholders.

This document constitutes the final output of the NCSA process and provides a synopsis of the findings of the consultants. It also includes the strategy and action plan necessary to address the capacity related issues for the implementation of the Rio Conventions. This document provides a summary analysis of existing

capacity, an analysis of capacity building priorities issues, a strategy and action plan, consideration for monitoring and evaluation and concludes with a series of annexes which includes the consultants' reports.

2.0 Summary and Analysis of Existing Capacity

2.1 Individual Capacity

On the individual level there is a dearth of expertise working consistently to advance the objectives of the Conventions. Several individuals have been trained in the various technical aspects over the years but the system does not retain the experts. The Forestry Department serves as a typical example. The Department is now also totally void of capacity on the individual level even after a period of intense training which saw several persons attaining up to masters level degrees in several technical areas. Throughout the various ministries there are trained individuals but the critical mass is not present and the present compliment is stretched to the limit thus reducing their effectiveness and their ability to focus on Conventions objectives.

2.2 Institutional Capacity

At the institutional level, there exist several institutions across the government departments that are responsible for various aspects of the Conventions' mandates. In the main, the institutions, individually or collectively, lack the capacity to adequately address the three Conventions. The activities are conducted in an adhoc and uncoordinated manner leading to duplication and inefficient resource allocation and use. As it currently stands the Ministry of Finance has the pivotal role for the UNFCCC and the UNCBD while the Ministry of Agriculture handles the UNCCD and the Biosafety Protocol under the UNCBD. Within recent months there was move to centralize some coordination functions within the Ministry of Health and the Environment.

A National Environment Committee has been established in the Ministry of Health and the Environment. This committee is headed by the Minister and includes senior officials of stakeholder ministries. While the committee is in its infancy it is expected to address the environmental coordination issue.

Further, there are concrete proposals on the table to establish a semi autonomous environmental management authority to be charged with the management of environmental activities.

An alternative proposal now also under active consideration is the restructuring of the ministerial portfolios and to locate the current environmental unit now attached to the Ministry of Health and the Environment to another Ministry.

The Sustainable Development Council (SDC) also assists in environmental coordination. The SDC is a broad based voluntary organization which meets on a regular basis and acts as a forum for the ventilation of environmental issues and other issues of national development. The SDC constitutes the only non-public sector institution that addresses environmental concerns.

2.3 Systematic Capacity:

At the systematic level, the national capacity to treat with the Rio Conventions was seriously compromised due to the lack of a structured approach and the absence of the mainstreaming of environmental considerations in national development planning programme. This has been even more critical in the wake of the reconstruction and development following the impacts of recent hurricanes.

The Government has since elaborated a National Environmental Policy (NEP) and a National Environmental Management Strategy (NEMS) which sought to place environmental concerns as a main pillar in the development process. The two referenced documents are to be complemented by an action plan which will seek to institutionalize legal and administrative frameworks for environmental management.

With assistance from several development partners Government has placed renewed emphasis on integrated development planning in the post Ivan reconstruction period. The establishment of the Agency for Reconstruction and Development (ARD) provides a pathway and mechanism for coordination of policy responses across sectors and integration of sustainable land management principles into development strategies.

2.4 National Capacity Constraints

The major national capacity constraints relating to the Rio Convention are as follows:

- Lack of appreciation of the strategic importance of environmental management
- Lack of effectively functioning governance structures
- Lack of political will to implement the recently determined policy framework
- Weak and ineffective legal framework
- Weak and ineffective institutional and administrative frameworks
- Low public awareness
- Low public participation
- Lack of adequate levels of human resources
- Lack of the required technical and technological capacity
- Limited ability for full and effective participation in international fora
- Lack of adequate financial resources

- Lack of effective integration of environmental concerns in integrated planning and development
- Lack of appreciation of the socio economic, ecological and environmental linkages
- Lack of adequate baseline information and data for effective planning
- Lack of national capacity to access resources for environmental sustainability

2.5 National Capacity Strengths

The major national capacity strengths are related to a growing awareness within recent times on the need to address the serious capacity constraint on the national level.

Following the signing of the St. George's Declaration of Principles on Environmental Sustainability, the Government of Grenada has embarked on a series of initiatives to address the problem. Further, due to the enabling activities of the Global Environment Facility and other donor driven initiatives, there exists some remnant individual capacity that can serve as a core team for building a platform for addressing the national capacity constraints.

Another practice to note is the complimentary work done at the sub-regional level by experts attached to the OECS Environment and Sustainable Development Unit (OECS/ESDU). The OECS/ESDU offers a logical extension of the national capacity on the technical level. Work is currently ongoing to revise the St. George's Declaration of Principles for Environmental Sustainability wherein provisions will be made to address existing gaps in the national and regional policy framework.

2.6 Climate Change

2.6.1 Current Status and Existing Initiatives

Climate change programming was initiated in Grenada in 1997 as part of a regional project, Caribbean Planning for Adaptation to Global Climate Change (CPACC) and its succeeding projects. Grenada participated in the four regional components of the CPACC Project namely: the design and establishment of a sea level / climate monitoring system; the establishment of databases and information systems; inventory of coastal resources and use; and the establishment of a policy framework for integrated coastal and marine management. Grenada was selected as a pilot site for a component on coastal vulnerability and risk assessment. Through the pilot project the vulnerability sea level rise of there selected areas were examined in Grenada. The assessment highlighted the vulnerabilities of Grenada's economic infrastructure and computed estimates of the potential economic impact of sea level rise.

Through the GEF enabling activities, Grenada implemented its First National Communication during the period March 1999 to November 2000. The First National Communication process involved the compilation of an inventory of Green House Gases (GHG) emissions using 1994 baseline and the development of a vulnerability assessment for Grenada.

The foregoing activities were facilitated by a National Climate Change Committee (NCCC) which comprised stakeholders from all key sectors and institutions that were identified as having the potential to be directly impacted by climate change.

The National Climate Change Committee also facilitated the execution of Grenada's Top Up Proposal under the enabling activities programme. The key focus areas for the Top Up Project included the following:

- Strengthening the capacity of the water sector to monitor water levels in a changing climate
- Strengthening the capacity of the meteorological services and the Land Use Division to achieve and analyze weather data
- Introducing climate change into the schools' curriculum
- Stakeholder outreach targeted at the vulnerabilities to climate change and the impact of GHG emissions

Grenada is currently conducting a series of stakeholder interfaces aimed at determining a national climate change policy and work is currently ongoing towards the completion of the Second Report on Climate Change.

The table below highlights the history of climate change programming in Grenada and the programme for 2007 to 2010.

Table 1 – Climate Change Programming in Grenada

Program	Date	Output	Funding
Caribbean Program for Adaptation to Global Climate Change (CPACC)	1997 – 2001	<ul style="list-style-type: none"> ▪ Participation in relevant CPACC regional components ▪ Pilot vulnerability assessment for three coastal areas 	OAS/World Bank
Initial National Communication Enabling Activity – Phase 1(a)	April 1999 – October 2000	<ul style="list-style-type: none"> ▪ Grenada’s First National Communication to UNFCCC 	GEF/UNDP
Initial National Communication Enabling Activity – Phase 1(b)	July 2001 – June 2002	<ul style="list-style-type: none"> ▪ Formation and training of National Climate Change Committee ▪ Analysis and recommendations for ratification of Kyoto Protocol ▪ Development of project proposal for funding under Enabling Activity Phase 2 (Top Up) ▪ Establishment of web site ▪ Development of Public Awareness Strategy 	GEF/UNDP
Initial National Communication Enabling Activity – Phase 2 (Top Up Project)	May 2003 – Nov 2003 (some activities still ongoing)	<ul style="list-style-type: none"> ▪ Awareness and outreach in Tourism sector ▪ Provision of materials and training to Education sector ▪ Strengthening capacity of water sector to monitor stream flows ▪ Strengthening capacity of meteorological and agro-met services to analyse weather data 	GEF/UNDP
Climate change self assessment exercise	2005 - 2006	<ul style="list-style-type: none"> ▪ Assessment of climate change initiatives ▪ Develop second national communication project proposal 	GEF/UNDP
National climate Change Adaptation Policy	2006 - 2007	<ul style="list-style-type: none"> ▪ Develop national policy and action plan for climate change programming in Grenada 	GEF/UNDP
Second National Climate Change Communication Project	2007 - 2010	<ul style="list-style-type: none"> ▪ Green House Gas inventory ▪ Vulnerability assessment ▪ Public awareness ▪ Technology need assessment ▪ Capacity building 	GEF/UNDP

2.6.2 Issues, Challenges and Opportunities

Table 2 below provides a summary of the analysis of climate change programming in Grenada.

Table 2 – SWOT Analysis of Climate Change Programming

<p><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ Basic Governance structure in place through NCCC ▪ Significant analysis done of legal issues ▪ Significant analysis done of potential impacts in Grenada ▪ Small cadre of persons with basic understanding of issues and basic experience in working on greenhouse gas inventories and climate change vulnerability and adaptation ▪ Limited funding available from Government 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ▪ Climate change does not have strategic importance in national programming ▪ Governance structure not functioning effectively ▪ Governance structure not being utilized ▪ Absence of policy framework for climate change and related issues ▪ Weak legal framework for management of climate change impacts ▪ Low level of policy maker awareness at both national and sectoral levels of potential impacts of climate change and response options for sector ▪ Low level of public awareness of climate change ▪ No significant efforts to address commitments other than submission of National Communication ▪ No action initiated in mitigation, adaptation, systematic observation, technology needs analysis ▪ Deficiencies in data sets for greenhouse gas inventories, for monitoring climate variability over time and for conducting vulnerability analyses ▪ Limited capacity to participate in international negotiations ▪ Inability to implement Public Awareness Strategy
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ▪ NEMS, CHAMP programming provide synergistic opportunities for mainstreaming climate change ▪ MOF restructuring could provide opportunity for structured approach to climate change ▪ SNC and MACC processes could provide new impetus to climate change programming ▪ CCCCC is a technical resource that could be utilized in support of national programming 	<p><u>Threats</u></p> <ul style="list-style-type: none"> ▪ Inability of National Focal Point to concentrate on climate change issues could result in continued weak leadership of the process. ▪ Lack of ownership of national and sectoral leadership could hinder the development of response programming ▪ Lack of public understanding of nature of threat and response actions needed and consequent involvement in formulating response actions could make implementation of response programming difficult.

2.6.3 Priority Issues

Table 3 below highlights the priority areas related to climate change programming in Grenada

Table 3 – Issue Prioritization Matrix				
Issue	Scale of Problem <i>(Regional, National, Global)</i>	Level of Concern <i>(Low, Medium, High)</i>	Ability to Adequately Address Issues <i>(Low, Medium, High)</i>	Priority Ranking <i>(1=Most Severe)</i>
1. No strategic importance	National	High	Medium	1
2. Governance structure not functioning effectively	National	High	Low	1
3. Governance structure not being utilized	National	High	Low	1
4. No policy frameworks	National	High	Medium	2
5. Weak legal framework	National	Medium	Medium	5
6. Low policy maker awareness	National	High	Medium	1
7. Low public awareness	National	High	High	2
8. No action on mitigation	National	Low	Low	6
9. No action on adaptation	National	High	Low	3
10. No action on systematic observation	National	Medium	Medium	5
11. No action on technology transfer	National	Medium	Low	5
12. Deficient data sets	National	High	Medium	4
13. Limited ability to participate in international negotiations	National/Regional	High	Medium	2

2.6.4 Capacity Constraints

Table 4 below highlights the major capacity constraints in climate change programming in Grenada

Table 4 – Capacity Constraints Matrix			
Issue	Individual Capacity Constraints	Institutional Capacity Constraints	Systemic Capacity Constraints
1. No strategic importance	<ul style="list-style-type: none"> ▪ Individual decision makers not aware and/or convinced of need to strategically address climate change issues 	<ul style="list-style-type: none"> ▪ Weak operating structure and processes within MOF for strategic national planning 	<ul style="list-style-type: none"> ▪ Absence of national development plan ▪ Absence of a National Policy Framework for sustainable development and environmental management
2. Governance structure not functioning effectively	<ul style="list-style-type: none"> ▪ Focal points not able to devote sufficient time to climate change issues 	<ul style="list-style-type: none"> ▪ Weak accountability framework within MOF ▪ Focal point does not have sufficient time to address climate change issues 	
3. Governance structure not being utilized	<ul style="list-style-type: none"> ▪ Individual decision makers not aware and/or convinced of need to strategically address climate change issues 	<ul style="list-style-type: none"> ▪ Weak operating structure and processes within MOF for strategic national planning 	<ul style="list-style-type: none"> ▪ Absence of a National Policy Framework for sustainable development and environmental management
4. No policy frameworks	<ul style="list-style-type: none"> ▪ Limited skill in developing policy frameworks among local personnel ▪ Focal point and NCCC members not providing leadership in advocating for climate change issues 	<ul style="list-style-type: none"> ▪ Weak operating structure and processes within MOF for strategic national planning 	<ul style="list-style-type: none"> ▪ Absence of a National Policy Framework for sustainable development and environmental management
5. Weak legal framework			<ul style="list-style-type: none"> ▪ Absence of a National Policy Framework for sustainable development and environmental management
6. Low policy maker awareness	<ul style="list-style-type: none"> ▪ Focal point and NCCC members not providing leadership in advocating climate change issues 	<ul style="list-style-type: none"> ▪ Weak operating structure and processes within MOF for strategic national planning 	<ul style="list-style-type: none"> ▪ Absence of a National Policy Framework for sustainable development and environmental management

7. Low public awareness	<ul style="list-style-type: none"> ▪ Focal points and NCCC members not providing leadership in advocating for climate change issues 	<ul style="list-style-type: none"> ▪ Weak NCCC capability to lead process without resources and leadership 	
8. No action on mitigation	<ul style="list-style-type: none"> ▪ Lack of individual expertise in mitigation programming 	<ul style="list-style-type: none"> ▪ Weak NCCC capability to lead process without resources and leadership 	<ul style="list-style-type: none"> ▪ Absence of specific policy framework within which to initiate action
9. No action on adaptation	<ul style="list-style-type: none"> ▪ Lack of individual expertise in adaptation programming 	<ul style="list-style-type: none"> ▪ Weak NCCC capability to lead process without resources and leadership 	<ul style="list-style-type: none"> ▪ Absence of specific policy framework within which to initiate action
10. No action on systematic observation		<ul style="list-style-type: none"> ▪ Weak NCCC capability to lead process without resources and leadership 	<ul style="list-style-type: none"> ▪ Absence of specific policy framework within which to initiate action
11. No action on technology transfer	<ul style="list-style-type: none"> ▪ Lack of individual expertise in technology transfer 	<ul style="list-style-type: none"> ▪ Weak NCCC capability to lead process without resources and leadership 	<ul style="list-style-type: none"> ▪ Absence of specific policy framework within which to initiate action
12. Deficient data sets		<ul style="list-style-type: none"> ▪ Weak NCCC capability to lead process without resources and leadership 	
13. Limited ability to participate in international negotiations	<ul style="list-style-type: none"> ▪ Lack of individual expertise 	<ul style="list-style-type: none"> ▪ Weak operating processes within MOF does not provide adequate leadership in this process 	<ul style="list-style-type: none"> ▪ Absence of a National Policy Framework for sustainable development and environmental management
Common Constraints within Thematic Area	<ul style="list-style-type: none"> ▪ Lack of individual expertise in specific disciplines ▪ Lack of individual expertise in providing leadership and advocating for change 	<ul style="list-style-type: none"> ▪ Weak leadership provided by MOF due to weak operating processes re national strategic planning ▪ Lack of resources for NCCC to operate with 	<ul style="list-style-type: none"> ▪ Absence of national development plan ▪ Absence of national policy on sustainable development and environmental management ▪ Absence of thematic policy frameworks e.g. energy and adaptation

2.7 Biological Diversity

2.7.1 Current Status and Existing Initiatives

Following Grenada's ratification of the UNCBD in 1994, programming began in 1997 as part of the GEF enabling activities programme. Through the enabling activities programme, Grenada during the period 1997 to 2003 completed its National Biodiversity Strategy and Action Plan (NBSAP), the First and Second National Reports to the Convention and a series of capacity building initiatives.

Through the enabling activities project specific focus areas included the following:

- Implementation of General Measures for In-situ and Ex-situ Conservation Measures and Sustainable Use of Biological Diversity
- Methodologies to Evaluate and Mitigate Threats to Biological Components through Implementation of EIAs
- Use of Economic Incentives and Instruments for Biodiversity Conservation
- National Capacity to Preserve and Maintain Traditional Knowledge Innovations, Practices of Local Communities Embodying Traditional Lifestyles

Under the Protocol to the Convention, the Cartagena Protocol, Grenada elaborated a National Biosafety Framework including the development of a Draft National Biosafety Bill and a Public Awareness and Education Strategy on Living Modified Organisms. In 2004 a national survey report on existing conditions with respect to international engagement on biotechnology was completed.

These activities were facilitated by the Cabinet appointed national committees on biological diversity and biosafety. These committees comprised broad representation of major stakeholders from the public and private sectors.

Table 5: Biosafety Programming in Grenada

Table 1 – Biodiversity Programming in Grenada

Program	Date	Output	Funding
National Biodiversity Strategy and Action Plan	1998 – 2000	<ul style="list-style-type: none"> ▪ Provision of strategic plans and programmes ▪ Provision of public education consultations ▪ Provision of equipment and other enabling resources ▪ Provision of sector reviews ▪ Establishment of a Project Steering Committee 	GEF/UNDP
Biodiversity Enabling Activity Project I & II	1999 - 2004	<ul style="list-style-type: none"> ▪ Identification of general measures to apply ▪ Identification of methodologies to apply ▪ Identification of eco-incentive measures to apply ▪ Identification of the role and relevance of traditional knowledge innovations ▪ Equipment and other enabling resources ▪ Establishment of multi-sectoral steering group overseeing implementation of the Biodiversity Enabling Activity Project 	GEF/UNDP
National Biosafety Framework	2004 – 2005	<ul style="list-style-type: none"> ▪ Draft Biosafety Bill ▪ Review of community consensus on applications of Biosafety provision within the local community ▪ Proposal based on community consultation, for public awareness and education with respect to Living Modified Organisms (LMOs) ▪ A status report on bilateral and multilateral programmes in Biotechnology in Grenada ▪ Community based consultations and community awareness /education through Radio / TV outreach programmes on Biosafety 	GEF/UNDP

2.7.2 Issues, Challenges and Opportunities

Table 6 provides a summary of the analysis of Biodiversity Programming in Grenada

Table 6 SWOT Analysis of Biodiversity Programming

<p><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ Utilization of the biodiversity is highly obvious within the agricultural sector, one of the centre-pieces of the Grenada economy. ▪ Significant attention has been given in recent times to issues of biodiversity as a key element of ecosystem management in forestry, fisheries farming: some human capacity enablement is recognizable. ▪ Significant work has been done in recent years for gearing up biodiversity-relevant agencies for administering both existing and new regulations ▪ Significant inter-sectoral linkages have been fostered in recent times among forestry, fisheries, tourism agencies and public awareness is now being given much more emphasis. 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ▪ The level of national programming as exists with respect to issues of biodiversity does not match the value that the biodiversity holds as a multi-sectoral assets ▪ Enabling resources are often lacking even after commitment is declared by the Government. ▪ Enabling capacity to enforce existing biodiversity-relevant legislation is very limited. ▪ Notable inconsistencies in policy application, for protection of biodiverse habits adjacent to urban area, is obvious. ▪ Insufficient inter-sectoral linkages among agencies; serious lack of focus shown for awareness at both the sector agencies and at the community level.
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ▪ Increasing a collaborative approach to environmental management is being adopted within the NEMS process. ▪ Deliberate efforts to foster synergies in the application of International Conventions and Protocols could be matched at the local level by appropriate inter-sectoral linkages and collaboration. ▪ Current “change-of-use” of biodiversity both for habits and for products, could be helped by the current focus on issues. ▪ Biodiversity could now be appreciated from the economic perspective. 	<p><u>Threats</u></p> <ul style="list-style-type: none"> ▪ Insufficient focus by Government on the goals of NEMS as a coordinating sustainable development and with continued concentration by sectoral agencies on their own mandates at the expense of opportunities to foster synergistic programming and inter-sectoral linkages. ▪ Failure by policy-makers to recognize biodiversity as an essential component of the economic well-being of the state.

2.7.3 Priority Issues

Table 7 and 8 highlight the priority issues, gaps and constraints of biodiversity programming in Grenada

Table 7 Gaps and Weaknesses in Capacity

Issues Identified with Gaps / Weaknesses in Capacity	Manifestations of Gaps / Weakness in Capacity	Specific Capacity Constraints	Root causes of Capacity Constraints
1. Government's policy and emphasis with respect to allocation of scarce resources among competing needs	- Disproportionate allocation of resources to economic development and social welfare versus issues of conservation and sustainable use of Biodiversity	- Lack of interest by policy-makers in applying greater resources toward implementing existing or enhanced policy instruments for the purpose of conservation land sustainable use of Biodiversity	- Government's perception that their constituency is more interested in economic and social development than in the longer term benefits of conservation and sustainable use of Biodiversity
2. Fragmentation in the agri-sector disabling sufficient ecosystems management within farming eco-spaces	- Traditional commodity crop-based management applied: each commodity marketing agency applying its own management system, sacrificing the integrated farms ecosystems management, and failing to accommodate conservation and sustainable use of wild and cultivated Biodiversity as a single package	- Lack of sufficient economy of scale at each commodity agency so as to sustain an interest in applying long term investments such as conservation and sustainable use for the enhancement of farm production	- A public policy, agreed upon between Governments and farming interest over the years, that allowed commodity agencies to exercise the role of delivering most farm services (especially marketing) to farmers and with little interest in conservation of natural areas within farm areas
3. (Government) Maintaining leverage for livelihood options of rural peoples in a large informal economic sector as exists	- A traditional environment of open access / free entry to common property resources in the form of subsistence and semi-subsistence hunting of wild game, harvest of raw materials e.g. bamboo and fishing in rivers and the sea	- Even while having law and some institutional capacity, a lack of willingness by individual statutory agencies to enforce limits / use controls at public / private eco-spaces - Inability to consistently apply the multi-stakeholder approach that would reduce or avoid conflicts in the application of policy objectives	- Insufficient livelihood options and employment in the formal sectors - Government policy allowing much leverage to rural people to maintain subsistence livelihood opportunities
4. Inconsistent use of the multi-stakeholder consultative mechanism between Government management agencies and non-Governmental agencies with relevant vested interest in conservation and sustainable use of Biodiversity	- Mostly sector by sector approach for satisfying mandates given in statutory and administrative requirements for the management of respective dimensions of the Biodiversity - Lack of capacity at the NGOs to relate to Government's initiatives Biodiversity	- Lack of: i. A sufficiently institutionalized consultative mechanism ii. joint and formal inter-sectoral management mechanisms iii. Clearing house mechanism iv. Interest in participatory management	Government delegates powers and responsibilities through Ministries Ministries guarding their mandate Cabinet reinforces separation of functions (assigned mandates) among Ministries and Departments
5. The more integrated response to management of Biodiversity	- Responses to CITIES, WTO/SPS, IPPC and other non-Rio-based Conventions and Protocols that are closely related to UNCBD, are administered separately by different Government agencies	- Existing administrative capacity for managing most responses to Bio-based Conventions and Protocols reside in the Ministry of Agriculture, Lands, Forestry and Fisheries - A formal consultative mechanism among relevant agencies is lacking or absent	- Government reinforcement of the separation of mandates among Ministries. - The convenience of Government operating in the context of a critical mass of resources residing within one implementing agency.

Issues Identified with Gaps / Weaknesses in Capacity	Manifestations of Gaps / Weakness in Capacity	Specific Capacity Constraints	Root causes of Capacity Constraints
6. Controls for trans-boundary movement of bio-products	<ul style="list-style-type: none"> - Inadequate and insufficient risk analyses for imports - Mostly broad-based MCS measures are applied; insufficient inter-agency collaboration 	<ul style="list-style-type: none"> - Inability to conduct sufficient risk-analysis - Lack of Laboratory facilities and field network to adequately respond to international requirements 	<ul style="list-style-type: none"> - The small scale of MCS system on island and the relatively high cost of inter-sectorial collaboration
7. Application of non-coercive / incentives –based regulatory instruments toward conservation and sustainable use of Biodiversity	<ul style="list-style-type: none"> - Public unaccustomedness with –non-coercive input / out control measures; weaknesses in the capacity of agencies to enforce even coercive measures; inconsistent and un-integrated application of chosen policy instruments for ensuring compliance 	<ul style="list-style-type: none"> - Insufficient and inappropriate policy instruments - Lack of dedicated staff resources for ensuring compliance - High cost of applying incentives-based measures 	<ul style="list-style-type: none"> - Accustomedness of both Government and the public with coercive versus non-coercive measures for resource management - Incentives-based measures are often difficult to attribute cause of impact to
8. Challenges of applying public education and awareness as a tool for fostering conservation and sustainable use of Biodiversity	<ul style="list-style-type: none"> - Absence of appreciation within the community for the multi-values of the biodiversity - Lack of awareness within the community for links between wild and cultivated biodiversity - A growing disconnection between the community and its local Biodiversity caused by urbanization. 	<ul style="list-style-type: none"> - Experts in public education within the community are usually lacking in a Biodiversity focus - Absence of a consensus between community educators and persons knowledgeable in Biodiversity 	<ul style="list-style-type: none"> - An absence of consensus among competent and NGO agencies so as to facilitate a cross-fertilization of skills knowledge and competences for the purpose - Bias toward formal education and a disinterest and lack of value for popular education
9. Eco-tourism with its opportunities and threats – unmanaged eco-tourism in both terrestrial and marine areas	<ul style="list-style-type: none"> - Considerable free access to and use of terrestrial habitats; lack of confidence for applying access control measures - Virtual free access to sensitive marine habitats by yachts, sports-based cruise tourism, dive operators - Lack of confidence for applying site-specific access control measures - Insufficient licensing and MCS measures to control: <p>Local growth over-fishing at specific sites</p> <ul style="list-style-type: none"> - Over fishing by persons accessing from nearby jurisdictions - Overuse of remote habitats 	<ul style="list-style-type: none"> - Lack of a needed inter-sectorial and formal mechanism for administering a MCS system for eco-tourism management e.g. Tourism / Fisheries, Ports Authority / Police services providers for marine Tourism/Forestry services-providers and Police for terrestrial - Lack of MCS capability at agreeable costs 	<ul style="list-style-type: none"> - Lack of sufficient awareness by authorities for the potential and current use of eco-tourism target sites especially in the marine areas

Issues Identified with Gaps / Weaknesses in Capacity	Manifestations of Gaps / Weakness in Capacity	Specific Capacity Constraints	Root causes of Capacity Constraints
10. Sharing management of trans-boundary stocks habitats and sea-space that are important to Biodiversity	<ul style="list-style-type: none"> - Pouching and other encroachments by fishers and other sea users from neighboring states Over fishing of trans-boundary recruits into the fish stocks Uncontrolled use of habitat and sea-space at locations remote to the authorities of adjoining states - Non-implementation of agreed-upon measures to control with local and foreign fishing vessels based on a regional plan of action 	<ul style="list-style-type: none"> Lack of willingness to devote sufficient resources to the management of common property resources, especially in the ocean environment Lack of political will and institutional and economic resources to implement agreed upon plan of action 	A traditional regime of “freedom of the seas” and inspite of a new regime of Law of the Sea, MCS of ocean resources is still at the incipient stage
11. A local appetite for imported / processed bio-products and processes versus locally grown food and other preparations from the local Biodiversity	<ul style="list-style-type: none"> - Growing proportion of food consumption coming from imported foods, lack of taste for local foods - A general disconnection between the community and the local Biodiversity - Absence of sufficient local substitutes for imported food products 	<ul style="list-style-type: none"> - Difficulties in creating sufficient “economies of scales” and other economic advantages for enabling local derived food products to compete well with foreign food preparations; and even with foreign raw food products 	<ul style="list-style-type: none"> i. The strong influence of commercial food preparations ii. The inability of the small island community to match the competition posed by foreign goods economy
12. Depletion of the farming and wild Biodiversity and specifically the impact of Hurricanes Ivan and Emily – resources devoted to rehabilitation	<ul style="list-style-type: none"> - Depletion of upper, middle and coastal forests including mangrove ecosystems - Depletion of farming vegetation especially nutmegs and tree crops - Depletion of wild life 	<ul style="list-style-type: none"> - Lack of enabling resources to rehabilitate critical zones in the forest, with over-dependence on natural regeneration - Lack of resources to make long-term investments for rehabilitating tree crops 	<ul style="list-style-type: none"> - Primary focus is for rehabilitating human habitation and depending on natural regeneration at this time - Rehabilitation of agriculture depends on long-term investments having calculated risks
13. Depletion of the Biodiversity and scarce resources devoted to recovery at this point in time	Current disinterest in replenishing agro-forest e.g. fruit trees in urban areas	– Lack of strong demand for seedlings of fruit trees	- Rehabilitation of farming by investment requires Government and farming community in tandem ;investment by both is measured currently
14. The challenges of using close areas and reserves as instruments toward conservation and sustainable use of the local Biodiversity	<ul style="list-style-type: none"> - Successful management of reserves manifested only in forest reserves that are remote to the public - Depletion of habitat at popular marine dive sites - An absence of a system for MCS of marine protected areas and other targeted eco-sites 	<ul style="list-style-type: none"> - Lack of awareness by Government authorities of the extent to which eco-sites are targeted and their potential for enhancing the tourism package especially in the marine zone 	Unclarified and conflicting policy applications for multi-use of common property resources targeted by different communities e.g. the ”fish-for-food” community versus the “fish habitat for satisfying tourism client opportunity” community

2.7.4 Capacity Constraints for Biodiversity Management

Table 8 Capacity Constraints for Biodiversity at Various Levels of Management

Capacity Response Implications / Constraints

Key Capacity Issue (...and focus of interventions to apply)	Systemic Capacity Response/Constraints	Institutional Capacity Response/Constraints	Individual Capacity Response/Constraints
1. Government's Strategic Emphasis (...Political level policy-makers)	Lack of an Integrated Natural Resource Development Plan	Lack of focus at biodiversity-relevant agencies	Individual Policy-makers are often unaware of the economic development value of the biodiversity
2. Application of systematic Ecosystems Management (...Institutional level policy-makers and those designing work programs)	Absence of an integrated Natural Resource Development Plan	The efforts of Agencies promoting Ecosystems Management are often compromised by those of other agencies having the economic development Emphasis	Individuals having specialized roles for the purpose of biodiversity management are required to share time at many other functions
3. Assuring rural livelihood options for rural people in the informal sector (...Political level policy-makers)	Absence of policy and/or policy instruments to systematically control unsustainable use of Common Property resources	Lack of consensus for enforcement of existing regulations at the level of management agencies having law for shared management of the Common Property	Individuals tasked with the responsibility of implementing policy are often unclear as to how to apply coercive or non-coercive control measures.
4. Multi stakeholder participatory management as public Policy. (...Consensus-building engagements between policy-makers and biodiversity-relevant Government agencies)	Participatory Governance is only now at its incipient stage within the community inspite of public promotion and provisions made in some recent legislation.	Individual Government agencies Exercise considerable caution in applying this Policy; it is not a policy Emphasis.	Individual officers at Government agencies embrace public participation however enabling resources are limited for providing greater emphasis.
5. Integrated response to Natural Resource Management (...Policy-makers consensus on formal mechanisms for inter-sectoral management of the biodiversity)	Lack of an Integrated Natural Resource Development Strategy	Only <i>ad hoc</i> Inter-sectoral responses have been shown however sector agencies hold mostly to their own mandates. There is an obvious disconnection for example between Rio-based Conventions and others such as CITES and WTO/SPS	Individuals who implement Policy take their lead from the mandates of their respective agencies

Table 8 – Capacity Constraints for Biodiversity Management

Capacity Response Implications / Constraints

Key Capacity Issue ...and focus of intervention(s) to apply	Systemic Capacity Response/ Constraint	Institutional Capacity Response/Constraint	Individual Capacity Response/Constraints
6. Trans boundary Movements of Bio-products (...Policy initiatives to allow for integrated responses to WTO/SPS and CITES, for example)	At the Governmental level it is often felt that controls for the purpose are mostly generated and maintained by Metropolitan trade	Difficulties are faced by key control agencies e.g. Customs and their allied agencies such as Pest management and Fisheries, in satisfying trade requirements.	The liberalization of trade creates additional responsibilities for the limited number of control agents.
7. Shared management of trans-boundary (natural) stocks (...Consensus by policy-makers on shared management of fish stocks, habitat and fishing spaces).	Lack of Regional and International consensus for the management of Shared (natural) stock	Relevant stock management agencies apply the available legislation in the context of the lack of consensus among the Regional States	Enabling capacity to control shared stock is not within the direct control of the local Competent Authority.
8. Application of non-coercive regulatory mechanisms . (...First use a small selection of well-known policy instruments for which attribution of impact is clear and applied at institutions having known capability)	The open-endedness of the Grenada economy and the accustomedness of the community with direct fiscal controls.	Weak regulatory Instruments available to the competent agencies; lack of instruments for confidently determining attribution of impact.	Considerable training is required for individuals monitoring impacts of measures.
9. Challenges for Public Education and Awareness (...Policy-maker consensus on how Government agents might share outreach initiatives with non-Governmental agencies)	Lack of Government's consensus on Public Policy concerning Public Education involving NGO'S and civil society.	Public Education and Awareness is a secondary concern for Govt. Management agencies	Individual's within Government agencies lack the skills and focus for fulfilling the purposes of biodiversity.
11. Local Persons preferences for Imported Bio-products (...Task local biodiversity utilization ad marketing agencies institutions with the job of enhancing bio-products for quality and value-added)	Trade Liberalization and the competitive advantage of imported bio-products	Local trade facilitation agencies now required to emphasize local product diversification and aggressive marketing notwithstanding a new trade order.	The scale of investments required for competitiveness are often not available to local individual having special interests in local bio-products.
12. Depletion of local and cultivated Biodiversity and with allocation of scarce resources to recovery of the Biodiversity (...Biodiversity-relevant institutions to plan programs to be set in place immediately as Government refocuses on the recovery of bio-resources)	Governments Strategic Emphasis in the short term is to rehabilitate Housing and with later Emphasis on Natural resource rehabilitation	Biodiversity-relevant agencies require significant and long term programmes for rehabilitation of the natural resources; enabling financial resources are not available at this time.	Individuals within agencies must necessarily await enabling resources in the context of a strategic plan of action enabling recovery.

Table 8 - Capacity Constraints for Biodiversity Management

Capacity Response Implications / Constraints

Key Capacity Issue ...and focus of interventions to apply	Systemic Capacity Response/ Constraint	Institutional Capacity Response/Constraint	Individual Capacity Response/Constraints
<p>13. Challenge for establishment and maintenance of Reserves and Close Areas</p> <p>(...Consensus-building engagements between Eco-systems management agencies and those agencies targeting 'unused' eco-spaces)</p>	<p>Lack of an integrated natural resource development plan and with lack of consensus by policy-makers</p>	<p>Development of Reserves and Close Areas require an Inter-sectorial collaborative efforts among relevant management agencies</p>	<p>Limited human capacity is available at agencies</p>
<p>14. The scope for opportunities in Biotechnology research and development.</p> <p>(Selective applications of biotechnological research and development by competent agencies, in the context of competitive advantages held by commercial enterprises)</p>	<p>Research and Development has a limited role in Government's overall Social or Economic strategy</p>	<p>The scale of investment required for economically viable responses in biotechnology are mostly prohibitive and hence do not normally fit into Government's agenda at relevant agencies and institutions</p>	<p>There are few skilled persons available who can satisfactorily respond to the few useful opportunities offered for Biotechnology research and development.</p>

2.8 Land Degradation

2.8.1 Current Status and Existing Initiatives

Since the ratification of the UNCCD, Grenada's enabling activities focused on the identification and elaboration of priorities for the development of a National Action Plan for the implementation of the Convention. The main objective of the National Action Plan was to identify factors contributing to desertification and practical measures necessary to combat desertification and mitigate the effects of drought. The National Action Plan was also geared to ensure the following:

- Efforts to combat desertification be fully integrated in development programming
- Formulation of long term strategies with the active participation of local Communities
- Specify the practical steps and measures taken on the national level to achieve the objectives of the Convention

- Strengthen national programming and harmonize sub-regional and regional programmes.

Two national reports were completed and submitted to the Secretariat of the Convention in 2000 and 2002 respectively. The two related projects executed included the Dry Forest Conservation Project and the National Forestry Policy and Action Plan. In addition the LDC – SIDS Targeted Portfolio Project for Capacity Building and Mainstreaming of Sustainable Land Management is currently ongoing. The main aim of the project is to build capacities in public and private institutions to mainstream land management into reconstruction and development planning.

In 2005, a Cabinet appointed National Steering Committee was established to manage the various activities relating to the fulfillment of the mandates of the Convention. The Committee includes broad based representation from major stakeholders.

Table 9 highlights progress made on the national level to meet capacity related objectives of the UNCCD

National Action to fulfill UNCCD Objective	Status
1. The process of desertification and drought must be addressed, physically, biologically and socio-economically.	There is limited empirical data on desertification and drought in Grenada, Carriacou and Petit Martinique. Efforts to systematically address this issue are recent and there remains the need to address land degradation in all dimensions.
2. Give due attention within the relevant international and regional bodies to the situation of affected developing country parties with regard to international trade, marketing arrangements and debt with a view to establishing international economic environment conducive to the promotion of sustainable development.	Grenada has not undertaken any activities under the WTO Trade and Environment Agenda
3. Poverty eradication strategies should be integrated into efforts to combat desertification and mitigate the effects of drought.	Although poverty is identified as one of the causes of land degradation there is no national action for integration to the Poverty Reduction Strategy coordinated under Grenada Rural Enterprise Project (GREP).
4. Promote cooperation among affected country parties in the fields of environmental protection and the conservation of land and water resources, as they relate to desertification and drought.	At present there are no projects that directly meet this objective. However, Grenada is participating, together with other OECS States in a regional Sustainable Land Management (SLM) programme
5. Sub regional, regional and international cooperation should be strengthened	It is envisage that the involvement in projects that are funded by UNDFP, GEF and other international partners and implemented by regional and sub-regional agencies, namely CEHI and OECS there will be opportunities for strengthened cooperation.
6. Cooperate within relevant intergovernmental organizations	As noted previously Grenada is involved in several environmental protection and SLM initiatives which are implemented trough OECS and CEHI.
7. Determine institutional mechanisms, if appropriate, keeping in mind the need to avoid duplication	The need exists to develop a coherent framework for integrated development planning and interagency collaboration.
8. Promote the use of existing bilateral and multilateral financial mechanisms and arrangements that mobilize and channel substantial financial resources to affected developing country parties in combating desertification and mitigating the effects of drought.	With support from UNDP and the Global Coordinating Unit from the UNCCD, Grenada will be able to access financing for undertaking sustainable land management initiatives.

2.8.2 Land Degradation Programming in Grenada

In addition to this capacity assessment and activities being implemented under the UNCCD referenced above, there are several initiatives with relevance for sustainable land management that are presently being implemented. Among them are:

- The establishment of a Human Settlement Task Force by ARD with the aim of preparing a National Human Settlement Policy.

- Strengthening of the Physical Planning and Land Use Units as part of the development of a National Land Registry. This includes improving the GIS capability of these two units.
- Development of a National Land and Land Use Policy.
- Implementation of demonstration projects under the United Nations Environment Programme (UNEP) / Caribbean Environmental Health Institute (CEHI) Sustainable Land Management Project.
- Implementation of an Integrated Watershed and Coastal Area Management Project.
- Implementation of demonstration projects under the OECS Protected Areas and Associated Livelihoods Project.
- National Capacity Self Assessment on Implementation of the Multilateral Environmental Agreements (MEAs) for Climate Change, Land Degradation and Biodiversity including cross cutting issues such as natural hazard mitigation.
- National Public Education and Environmental Awareness Program.
- Development of an Environmental Information System.

2.8.3 Issues Challenges and Opportunities

Table 10 provides a summary of the analysis of land degradation programming in Grenada

Table 10 SWOT Analysis of Land Degradation Programming

<p><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ International and regional initiatives for sustainable land management. ▪ Key watersheds in upland areas set aside as forest reserves. ▪ Tree crop agriculture conducive to soil Conservation ▪ New policies and programs that emphasize integrated development planning and environmental management ▪ Increased awareness among decision makers on the need for sustainable land management 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ▪ Low priority given to land degradation on national development agenda ▪ Fragmented land management planning ▪ Lack of land use policy, codes or practice ▪ Inadequate financing for land management agencies ▪ Lack of technical information to support effective land management ▪ Lack of implementation and enforcement of policies and regulations
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ▪ Current projects and funding initiatives that provide support for capacity development ▪ Regeneration of healthy forests with increased biodiversity ▪ Increased training and technical assistance for land management departments ▪ Growth in eco-tourism industry 	<p><u>Threats</u></p> <ul style="list-style-type: none"> ▪ Unplanned development in watersheds and on agricultural lands ▪ Natural hazards and changing climatic trends ▪ Competing demands for limited land Resources ▪ Aging agriculture labour force and low Interest in agriculture as a career.

2.8.4 Priority Issues

Table 11 highlights the priority issues relating to land degradation in Grenada

Issue	Table 11 – Issue Prioritization Matrix			
	Scale of Problem (Regional, National, Global)	Level of Concern (Low, Medium, High)	Ability to Adequately Address Issues (Low, Medium, High)	Priority Ranking (1=Most Severe)
1. Land Use Policy	National	High	Low	1
2. Enforcement and monitoring of environmental laws	National	High	Low	2
3. Consistency in Government policy towards land degradation	National	High	Medium	3
4. Sustained public education and awareness	National	High	Medium	1
5. Maintenance of stakeholder consultation process	National	High	High	1
6. Enforcement of environmental regulations and standards	National	Medium	Medium	2
7. Institutional strengthening of Land Management Unit	National	Medium	Medium	3
8. Development of research capacity	National	Medium	Low	4
9. Linkage of socio-economic development with sustainable land management	National	High	Medium	1

2.8.5 Capacity Constraints:

The capacity constraints are similar to those identified under climate change and biodiversity, thus the major constraints are highlighted in this section.

Table 12 Major Constraints in Land Degradation

Issue	Individual	Institutional	Systemic
1. Legal and policy framework	Limited available skill sets	- Lack of coordination among agencies and focal points - Lack of role definition	- Absence of Land Use Policy - Lack of public awareness - Over lapping jurisdictions - Lack of enforcement capacity - Absence of adequate legal framework
2. Unsustainable agricultural and development policies	Over worked and stressed out human capacity Loss of technical capacity on the national level	- Lack of inter agency coordination - The squatting phenomenon - Inadequate linkages for socio economics	Lack of public education and information - Lack of enforcement capacity - Lack of capacity to provide alternative livelihoods
3. Mainstreaming of sustainable land management in development planning	Over worked and stressed out human resource in MoA	- Weak operating procedures in various ministries	- Lack of political will - Lack of public education and information
4. Management structure	Limited skilled personnel	Limited mechanisms for coordination	No national development plan
5. Policy outcomes	Limited authority for leadership	Fragmented legal framework	Lack of national policy framework
6. Compliance to UNCCD	Lack of experts in specific disciplines	Weak framework for strategic planning	Weak political commitments

2.9 Cross Cutting Issues

Based on the thematic assessments, several cross cutting issues were identified for further analysis.

These include the following:

- Legislative Framework
- Institutional Framework

- Policy Framework
- Integrated Management
- Finance
- Partnerships
- Regional Networks
- Information Management
- Education and Training
- Human Resources
- Public Awareness
- Participation
- Disaster Management
- Technology
- Socioeconomic and Ecological Linkages

The assessment of the cross cutting issues reinforced the findings of the thematic assessments. The major findings are as follows:

- Prevailing beliefs that socio economic and environmental issues are mutually exclusive
- Lack of exposure to technological and economic alternatives
- Lack of individual expertise in specific disciplines
- Lack of financial capacity
- Limited availability of technology infrastructure
- Zero growth public sector policies and pay grading
- Lack of leadership by national focal points and steering committees
- Low prioritization of public awareness in proposal development
- Lack of leadership provided by media
- Lack of NGO capacity in environmental areas
- Insufficient linkages between environmental integrity and livelihoods
- Lack of individual expertise
- Multiple responsibilities of focal points and under staffed departments
- Limited capacity among judiciary and law enforcement institutions
- Limited formal education opportunities
- Insufficient and poorly resourced staff to enforce compliance
- Uncoordinated approach to public awareness
- Limited focus on monitoring and evaluation
- Operational weaknesses in governance structures
- Inadequate utilization of tertiary institutions
- Lack of adequate collaboration among research, academic and public sector agencies
- Weak operating processes within line ministries
- Inhibit attraction and retention of skilled personnel
- Lack of capacity for proposal development and to access funds for environmental management

- Absence of a consistent national policy framework
- Lack of national media policy
- Limited funding allocated for sustained public awareness programming
- No established framework for participation
- No formalized framework for inter-sectoral communication and reporting
- Lack of strategic human resource plan for environmental management
- Absence of a national policy framework for sustainable development
- Lack of a framework for integrating traditional knowledge into formal environment education and training
- Substantial capacity limitations and economic hardship resulting from the devastation of two major hurricanes

2.10 Priority Issues Analysis

Table 13 outlines the priority issues for action as emanated from the cross cutting analysis.

Table 13 Priority Issues

Focal area	Priority issue	Scale of problem (Regional, National, Global)	Level of concern (Low, Medium, High)	Ability to adequately address issues (Low, Medium, High)	Priority Ranking (1 – Most severe)
Public Awareness	▪ Low policy maker awareness	National	High	Medium	1
	▪ Low public awareness	National	High	High	2
Participation	▪ Limited ability to participate in international negotiations	National and regional	High	Medium	2
	▪ Low stakeholder participation and ownership at the national level	National	High	Medium	2
Human resources	▪ No action on mitigation	National	Low	Low	6
	▪ No action on adaptation	National	High	Low	3
	▪ No action on systematic observation	National	Medium	Medium	5
	▪ No action on technology transfer	National	Medium	Low	5
	▪ Deficient data sets (see notes)	National	High	Medium	4
	▪ Limited skills in fish stock analysis	National	High	Medium	3
	▪ Low skills in risk analysis	National	High	Low	2
	▪ Low skills in biotechnology needs research	National	High	Low	2

Focal area	Priority issue	Scale of problem (Regional, National, Global)	Level of concern (Low, Medium, High)	Ability to adequately address issues (Low, Medium, High)	Priority Ranking (1 – Most severe)
Human Resources	▪ Little capacity for policy and legislation development	National	High	Medium	2
	▪ Low advocacy and leadership skills	National	High	Medium	2
	▪ No action on integration of TEK in formal programming	National	Medium	Medium	3
	▪ Low capacity for planning, management and monitoring in agriculture and forestry sub-sectors	National	High	Medium	3
	▪ Limited skills in review of EIAs, monitoring and classification of impacts, conduct of environmental audits and resource inventories	National	High	Medium	2
Education and Training	▪ Low prioritization of infusing environmental education in school system	National	High	Medium	2
	▪ Non-existent collaboration of convention management with public libraries and museum.	National	Medium	High	4
	▪ Lack of a strategic human resource development plan to support implementation of the conventions	National	High	High	2
	▪ Low utilization of local tertiary institution in human resource development	National	Medium	High	3
	▪ Low capacity of the National Science and Technology Council.	National	Medium	Medium	4
Institutional Reform and Institutional Strengthening	▪ Adhoc and uncoordinated activities	National	High	Medium	1
	▪ Low institutional capacity	National	High	Low	1

3.0 Strategy and Action Plan

3.1 Capacity Building Needs Analysis

The foregoing assessments have revealed that the current national capacity to fulfill the mandates of the RIO Conventions are not in place. Given the resource constraints it is clear that capacity building needs must be prioritized if planned actions are expected to deliver the outcomes required as per the Conventions.

The NCSA process has determined that the priority issues relate to public awareness and participation, human resources development and institutional reforms and institutional strengthening. These areas should constitute the pillars of the national capacity building needs and should be completed within a 2 – 3 year time frame.

3.3 Strategic Considerations

Strategy 1

Develop and implement an integrated multi-dimensional public education and awareness programme that addresses the linkages, usefulness and strategic importance of the three Conventions.

Strategy Elements

The recommended major elements of the strategy are as follows:

- A multi-stakeholder public awareness task force commissioned to provide guidance for the development and implementation of this strategy.
- Training of the multi-stakeholder task force in the dynamics of public education and awareness and public participation, socio-economic linkages and programme evaluation.
- The strategy should include consideration for socio-economic and sustainable livelihood principles. Research, monitoring and evaluation must be integral components of the project cycle.
- The NGO community along with the media, youth, women and community based organizations should be major collaborative agents and must be actively and effectively involved in the planning and implementation phases.

- A framework for stakeholder participation using lessons learnt for past initiatives and including a policy that guides the maintenance, preservation and utilization of traditional community based knowledge.
- Broad based public education programme to effect behavioral changes at the community level facilitated by the sharing of information between agencies and communities.
- The preparation of, and publication on a periodic basis through various media types status, reports on environmental management issues.

Strategy 2

Develop and implement a human resource development strategy designed to strengthen among other things, technical, leadership, advocacy and negotiation skills.

Strategy Elements

The recommended major elements of this strategy include the following:

- Targeted training needs assessment aimed at addressing identified individual and institutional constraints.
- An award of excellence theme for recognition of significant contributions in environmental management.
- An environmental education programme targeting the youth in primary and secondary schools based on the comparative analysis of the Convention needs and environmental information necessary to effect desired behavioral changes.
- Community based projects that encourage grass root involvement in finding and implementing solutions for environmental problems.
- Implementation of the human resource development plans outlined in the National Environmental Management Strategy.
- Implementation of the Education Reform Programmes elaborated in the Strategic Plan for Educational Enhancement and Development (SPEED).
- Strengthening of the cooperation and collaboration among partners in the delivery of environmental education services.

Strategy 3

Establish new and strengthen current environmental management institutions and foster improved linkages and networking among them.

Strategy Elements

The recommended major elements of this strategy include the following:

- Establish an Environmental Management Authority.
- Establish an Environmental Management Advisory Body.
- Improve the policy, legal and administrative frameworks for environmental management.
- Develop a comprehensive, harmonized and integrated sustainable development strategy using the NEMS as a basis.
- Strengthen the current environmental management institutions and organizations.
- Prioritize the implementation of the National Environmental Policy and the National Environmental Management Strategy.
- Mainstream environmental issues into reconstruction and development planning.

3.3 Action Plan:

The NCSA Action Plan constitutes the priority actions to be completed within a 2– 3 year timeframe. While there are many more activities which justifiably can be included, it was felt that due to financial constraints it was prudent to adopt an incremental approach.

A prioritize list of project proposals was agreed to be funded and the NCSA follow-on projects. While the bulk of the resources are expected from the GEF, the Government of Grenada is charged with making the appropriate budgetary allocation for counterpart financing.

3.4 Priority Project Profiles

PROJECT PROFILE #1

TITLE: Excellence in Environmental Public Awareness (EEPA)

OBJECTIVES: To develop an integrated public awareness (PA) strategy which fully supports implementation of the three UN Conventions, and fosters broad base participation in all decision making processes.

JUSTIFICATION: Effective implementation of the three UN Conventions necessitates that the general public including policy makers are very aware of the importance of the conventions, the respective commitments and the measures that should be adopted to address current and impending environmental and sustainable development problems. To date public awareness programming in Grenada has been largely inadequate, uncoordinated, poorly evaluated and lacking in continuity. It is therefore paramount that urgent action is taken to develop and implement a public awareness strategy that clearly recognizes the linkages between the conventions, promotes desired behavioural changes and the widest possible participation, and ensures sustainability in programming.

SCOPE: Development of a comprehensive national public awareness strategy designed to create behavioural changes which support fulfillment of the obligations of the UN Conventions. The developmental and implementation processes should be guided by a multi-sectoral task force, a clearly defined monitoring and evaluation plan and use of multiple types of media.

TIME FRAME: 3 years

LEAD AGENCY AND OTHER AGENCIES: Ministry of Health and the Environment, National Committee on Climate Change, the UNFCCC National Coordinating Body, the Biodiversity Steering Committee and the Sustainable Development Council.

IMPLEMENTATION STRATEGY: Prior to implementation of this project, the coordinating bodies (Ministry of Health and the Environment and the UN Convention Steering Committees) will identify and recruit members for the establishment of an Environmental Awareness Task Force (EATF). Members would be selected from the following interest groups: public and private sectors, civil society, National Youth Council and the media. This committee would provide strategic direction during the planning and implementation stages of the project.

The EATF would participate in a 1-2 day training exercise designed to enhance their capacity to contribute to the successful development and execution of the public awareness strategy. Potential topics for inclusion include the following:

- Overview of the obligations of the three conventions and public awareness linkages among the conventions
- Designing effective public awareness campaigns
- Social marketing and sustainable livelihood principles
- Role of research, monitoring and evaluation in public awareness programming.

Meetings of this committee would be decided based on the activity undertaken, and the level of input required from the committee.

A focus assessment study would be conducted to assess the perceptions of the general public regarding the effectiveness of current and past environmental public awareness programs, and their views and needs towards future such initiatives. This would provide an informed framework for guiding development of the strategy. A public awareness consultant and evaluator would be recruited to facilitate development of the PA strategy and evaluation plan respectively. It is important that both individuals collaborate throughout the developmental stages to ensure that the PA strategy is evaluable. All consultants would be recruited by the steering committee with support from the coordinating bodies. Preference should be given to locals to fill all consulting positions where possible.

PROJECT MANAGEMENT: This project will be implemented under the overall coordination of the Ministry of Health and the Environment, who will be supported by the steering committees of the three UN conventions and the Environmental Awareness Task Force.

OUTCOME:

- Assess the perception of the general public regarding the effectiveness of current and past environmental public awareness programs, and their views and needs towards future such initiatives.
- Establish and train the Environmental Awareness Task Force.
- Develop and implement an integrated public awareness strategy designed to create required attitudinal and behavioural changes consistent with the obligations of the UN Conventions.
- Develop and implement an evaluation plan.

INDICATORS:

Outcome No. 1: Establish and train Environmental Awareness Task Force

Indicators:

- ✓ Criteria developed for selection of task force
- ✓ Members recruited and chairperson selected
- ✓ Task force workplan developed and available for review
- ✓ Task force trained, and training report available for review
- ✓ Quarterly reports of task force available for review

Outcome No. 2: Assess the perception of the general public regarding the effectiveness of current and past environmental public awareness programs, and their views and needs towards future such initiatives.

Indicators:

- ✓ Consultant's ToR developed
- ✓ Research consultant recruited
- ✓ Assessment report completed and disseminated to relevant stakeholders
- ✓ Evidence of assessment results incorporated into final public awareness strategy.

Outcome No. 3: Develop and implement an integrated public awareness strategy

Indicators:

- ✓ Public awareness consultant recruited
- ✓ Work plan available
- ✓ Strategy and implementation plan available
- ✓ Awareness resources produced
- ✓ # of activities undertaken, e.g. number of media spots, community demonstration or discussions etc

Outcome No. 4: Develop and implement an evaluation plan

Indicators:

- ✓ External evaluator recruited
- ✓ Work plan developed and available
- ✓ Evaluation plan developed
- ✓ Evaluation report
- ✓ Steering committee's comments appended to evaluator's report

BUDGET: US\$ 120,000.00

PROJECT PROFILE # 2

TITLE: Infusing environmental education into the schools' curricula

OBJECTIVES: To infuse environmental education into the primary, secondary and tertiary curricula that promotes the principles and obligations of the three UN conventions and sustainable development generally.

JUSTIFICATION: Environmental education represents a critical element in building long term capacity to respond effectively to environmental challenges. Specifically, this type of education develops an environmentally literate citizenry that is committed to the maintenance of sound ecological integrity and quality of life. Effective environmental education also enables the integration of ecological thinking into social and economic planning, essential to the attainment of sustainable development. Grenada is currently revitalizing its natural environment in the wake of Hurricane Ivan and aggressively building national capacity to respond to environmental and sustainable development concerns. It is important to emphasize therefore that the island's long term capacity to strategically address these issues is inextricably linked to the priority it places on environmental education.

SCOPE: Infusing environmental education into the curricula of primary and secondary schools in Grenada. The project would commence as a pilot effort in selected schools and through a process of evaluation, augment the infusion model to ensure island wide integration.

TIME FRAME: 3 years

LEAD AGENCY AND OTHER AGENCIES: Ministry of Health and the Environment, Ministry of Education, National Committee on Climate Change, National Coordinating Body, the Biodiversity Steering Committee, the Sustainable Development Council, the National Science and Technology Council and St. George's University.

IMPLEMENTATION STRATEGY: An Environmental Education Review Committee would be established by the coordinating agencies to guide and provide technical support throughout the planning and implementation of this project. The committee should be comprised of representatives from the following institutions: Ministry of Health and the Environment, NCCC, NCB, Ministry of Education, public libraries, National Science and Technology Council, St. George's University and the National Museum.

An assessment of the curricula of primary and secondary schools would be commissioned to determine the extent to which principles and concepts as outlined in the three conventions are included in the curricula. Emanating from this introspection would be the design of a model¹ for infusing environmental education into the curricula, and the development of resource materials to support a pilot scale effort.

To determine the effectiveness of the infusion model, a pilot project would be implemented in selected primary and secondary schools. Pilot effort would involve the following key activities:

- Training of pilot teachers to ensure effective utilization of resource materials;
- Implementation of an outcome evaluation using a time series or other more appropriate strategy to assess program effectiveness;

The results will inform the final model, resource materials etc. To accommodate island wide implementation, all relevant teachers, including those enrolled at the Teachers College would be trained.

PROJECT MANAGEMENT: This project will be implemented under the overall coordination of the Ministry of Health and the Environment and the three UN steering committees. Prior to implementation of this project, a public awareness task force would be established to supervise the effective planning and implementation of the project specifically as it relates to review of infusion model proposed.

OUTCOME:

- Establish an Environmental Education Review Committee (EERC).
- Conduct a review of the current primary and secondary schools' curricula to determine the degree to which environmental concepts and principles which encompasses the UN conventions are infused into the curriculum.
- Design a model for infusion.
- Implement a pilot infusion program in selected primary and secondary schools.
- Modify program as recommended by evaluation, and scale up to implement in all schools.

INDICATORS:

Outcome No. 1: Establish an Environmental Education Review Committee (EERC).

Indicators:

- ✓ Criteria developed for selection of review committee
- ✓ Members recruited and chairperson selected
- ✓ Review Committee's workplan developed and available for review
- ✓ Bi-yearly reports of review committee available for examination.

Outcome No. 2: Conduct an assessment of the current primary and secondary schools' curricula to determine the degree to which environmental concepts and principles which encompasses the UN conventions are infused into the curriculum.

Indicators:

- ✓ Consultant's ToR developed
- ✓ Review consultant recruited
- ✓ Assessment report completed and disseminated to relevant stakeholders
- ✓ Evidence of assessment results incorporated into final infusion model.

Outcome No. 3: Design a model for infusion.

Indicators:

- ✓ Model for infusing environmental education into curricula completed and disseminated.
- ✓ Resource materials to support infusion process developed and circulated for review.

Outcome No. 4: Implement a pilot infusion program in selected primary and secondary schools.

Indicators:

- ✓ Develop criteria, and select pilot schools at both secondary and primary level.
- ✓ Train teachers to infuse material into curricula.
- ✓ Develop an evaluation plan to assess effectiveness of integration process.
- ✓ Conduct relevant pre and post test/s of sample pilot and non-pilot schools.
- ✓ Prepare and submit final evaluation report.

Outcome No. 5: Modify program as recommended by evaluation, and scale up to implement in all schools.

- ✓ Modify infusion model as appropriate
- ✓ Develop and publish resource materials to meet the needs of island wide implementation.
- ✓ Plan and implement training program at Teachers' College
- ✓ Train in-service teachers

BUDGET: US\$ 100,000.00

PROJECT PROFILE #3

TITLE: Green Schools and Communities GSC

OBJECTIVE: To provide financial and technical resources to facilitate the development and implementation of projects geared to fulfill the objectives of the UN conventions at the school and community level.

JUSTIFICATION: Environmental literacy fuels people to take action individually or as a collective force to address impending problems and mitigate future challenges. The multiplicity and complexity of environmental problems requires a multi-stakeholder approach due to the wealth of experience, traditional knowledge and skills that each group brings to the bargaining table. As Grenada moves assertively in developing a culture of proactive environmental management, it is important to actively engage stakeholder groups of all ages and interests in finding and implementing solutions to current and future problems. This would be instrumental in building stakeholder ownership, local capacity, establishing a more decentralized management system and providing a framework for incorporating traditional ecological knowledge in the process.

SCOPE: Schools and community based organizations would develop projects that meet the objectives of the Conventions, and apply for funding to execute these projects. Technical assistance would be provided to all interested parties in the various areas of project development, implementation and monitoring.

TIME FRAME: 2 years

LEAD AGENCY AND OTHER AGENCIES: Ministry of Health and the Environment, NCCC, NCB, NSTC, Grenada Produce Chemist Laboratory, NGOs, SDC, St. George's University.

IMPLEMENTATION STRATEGY: The National Coordinating Bodies would select a part time project coordinator to manage the overall implementation of the project. The project coordinator would chair a steering committee whose main responsibility would be to review proposed projects and decide on the ones to be funded. To ensure greater involvement of the NSTC in environmental management, one staff member of the council should be a member of the steering committee.

The tri-island state would be zoned for management purposes. Each zone would be managed at the community level by a local NGO. NGOs would be responsible

for ensuring effective implementation of funded projects within their jurisdiction. A trained staff would be provided to each participating NGOs to ensure that the required capacity is available for program execution.

PROJECT MANAGEMENT: Overall coordination would be provided via the Ministry of Health and the Environment and representatives from the three UN Convention Steering Committees. The National Project Coordinator would report to these entities.

OUTCOME:

- Establish the project's administrative framework.
- Develop and select projects for implementation.
- Implement projects and monitor progress.

INDICATORS:

Outcome No. 1: Establish the project's administrative framework.

Indicators:

- ✓ National project coordinator recruited.
- ✓ Criteria for selecting steering committee developed.
- ✓ Steering committee established.
- ✓ Partner NGOs and zone coordinators selected.
- ✓ Training workshop with NGOs and zone coordinators conducted.

Outcome No. 2: Develop and select projects for implementation.

Indicators:

- ✓ Sensitization plan prepared.
- ✓ Schools and CBOs sensitized about project.
- ✓ Number of schools and CBOs interested in participating.
- ✓ Training workshop targeting school and CBO representatives executed.
- ✓ Draft projects developed and submitted for review.
- ✓ Targeted number of projects funded and completed.

Outcome No. 3: Implement projects and monitor progress.

Indicators:

- ✓ Funded projects implemented as planned.
- ✓ Progress reports available.

✓ Final reports from all stakeholders completed and submitted for review

BUDGET: US\$ 80,000.00

PROJECT PROFILE #4

TITLE: Strengthening leadership and negotiation skills among national steering committees.

OBJECTIVE: To strengthen the capacity of national steering committees to provide leadership within their sector on issues pertaining to the three UN conventions, and to effectively represent Grenada at regional and international forums.

JUSTIFICATION: National steering committees are required to provide leadership at the sectoral level to promote ownership among policy makers regarding the implementation of the various conventions. Moreover, it is imperative that these individuals engage in meaningful participation at both regional and international levels to guarantee optimum assistance from these processes. It is therefore critical that members possess the capacity to achieve the above objectives. Training therefore becomes a prerequisite in fulfilling the capacity gaps among committee members.

SCOPE: This project would involve workshops convened at least once monthly targeting committee members of the three conventions. Workshops would address the key information that should be known by each member to promote advocacy and effective representation. Table 5 proposes possible topics for inclusion in the three conventions.

Table 5: Potential topics for training session

Potential workshop topics		
UNFCCC	UNCCD	UNCBD
<ul style="list-style-type: none"> ▪ Negotiation skills ▪ Climate trends locally and internationally ▪ Impact of climate change on the tourism sector ▪ Impact of climate change on the water sector ▪ Impact of climate change on the health sector ▪ Impact of climate change on the financial sector ▪ Impact of climate change on the agriculture sector ▪ Impact of climate change on the physical infrastructure, built environment and natural disasters 	<ul style="list-style-type: none"> ▪ Negotiation skills ▪ Advocacy ▪ Components of land management ▪ Threats to sustainable land management ▪ Approaches and principles for land management ▪ Best management practices in land conservation/mitigating impacts ▪ Importance of sustainable land management to national development ▪ New/emerging areas in land management 	<ul style="list-style-type: none"> ▪ Negotiation and advocacy skills ▪ Importance of biodiversity ▪ Threats to biodiversity ▪ Components of biodiversity ▪ Approaches and principles for sustainable management of biodiversity ▪ Best management practices in wise use of biodiversity/mitigating impacts ▪ New/emerging areas in land management ▪ Biosafety protocol

Where there is overlap in information to be known, for example, negotiation skills, one workshop catering to all members of the three conventions can be conducted. Local and external persons with expertise in the specific areas would be used to facilitate these sessions.

TIME FRAME: 1 year

LEAD AGENCY AND OTHER AGENCIES: National steering committee members (NCCC, NCB etc)

IMPLEMENTATION STRATEGY: As coordinating and implementing agency, the national steering committees would develop a one year training plan to overcome the information gaps. Due to the changing landscape of information and best management practices in the field of environmental management, this initiative should be repeated on a bi-yearly basis or as deemed necessary by lead agency.

PROJECT MANAGEMENT: National steering committees would be responsible for planning and ensuring timely implementation of workshops.

OUTCOME:

- Develop an integrated training plan for the three conventions that addresses the training needs across all thematic areas.
- Implement and update training plans.

INDICATORS:

Outcome No. 1: Develop an integrated training plan for the three conventions that addresses the training needs across all thematic areas.

INDICATORS:

- ✓ Training plan subcommittee established
- ✓ Integrated training plan developed.

Outcome No. 2: Implement and update training plans.

INDICATORS:

- ✓ Resource persons identified and recruited
- ✓ Training sessions conducted as indicated by plan.
- ✓ Evaluation report available for review.
- ✓ Original plan updated to accommodate new and/or emerging training needs.

BUDGET: US\$ 60,000.00

PROJECT PROFILE #5

TITLE: Developing specialist capacity for environmental management

OBJECTIVE: To develop a cadre of environmental specialists that possesses the skills necessary to fulfill the technical requirements of the three UN conventions.

JUSTIFICATION: Grenada currently does not have any significant technical expertise in some of the new emerging areas relevant to the UN conventions, for example climate change sector analyses and risk assessment. To ensure efficacy in implementation of the multilateral agreements, local technical capacity must be developed to support future programming effort. It is therefore imperative that a strategic plan for building specialist capacity be developed and implemented to ensure the realization of national obligations.

SCOPE: Appropriate individuals within the relevant sectors would be selected and trained. Training can commence as short intensive courses or attachment with regional and/or international institutions. In the medium to long term however, collaboration with the Human Resource Department would be necessary

to facilitate prioritization of environmental related training needs in the national scholarship programs to facilitate tertiary level training.

TIME FRAME: 2 years

LEAD AGENCY AND OTHER AGENCIES: Ministry of Health and the Environment, National steering committee members (NCCC, NCB etc), Department of Human Resource and Ministries of Finance and Agriculture.

IMPLEMENTATION STRATEGY: As coordinating and implementing entities, the Ministry of Health and the Environment working in collaboration with the national steering committees would develop a strategic plan for specialist training. This plan would be developed in collaboration where possible with the Department of Human Resource Development, local tertiary institutions and regional institutions such as University of the West Indies and the Caribbean Environmental Health Institute. Where feasible, individuals to be trained will be exposed to short term training initiatives or be attached to a regional and/or international institution that can offer required skill set/s. Tertiary degree level training will also be sought for these individuals to develop a mass of critical expertise.

PROJECT MANAGEMENT: National Steering Committees working in collaboration with the Ministry of Health and the Environment would be the coordinating entities for this project.

OUTCOME:

- Develop and implement an integrated training plan for meeting the technical needs of the conventions.

INDICATORS:

Outcome No. 1: Develop an integrated training plan for meeting the technical needs of the conventions.

INDICATORS:

- ✓ Training plan subcommittee established
- ✓ Integrated training plan developed.

Outcome No. 2: Implement training plans.

Indicators:

- ✓ Attachments and/or funding secured to support training needs.
- ✓ Increase number of government scholarship allocated for environmental management.

- ✓ Persons within the various sectors train and contributing to national programming.

BUDGET: US\$ 30,000.00

PROJECT PROFILE #6

TITLE: The development of a process to enhance, strengthen and operationalize the National Environmental Policy.

OBJECTIVES: Rationalize and harmonize the functions of the existing environmental agencies and to strengthening their institutional framework.

JUSTIFICATION: Agencies that are responsible for managing the environment are not often clear of their mandate and in most instances, there is duplication of efforts among implementing agencies. There is nothing in place to coordinate the activities of the various implementing bodies towards national environmental objectives and consequently there is no environmental cohesion. By rationalizing and harmonizing the functions of these agencies there can be clear and define roles and partnership functioning among the institutions thus enhancing environmental initiatives.

SCOPE: Identify the lead environmental agencies. Define their roles and responsibilities of the lead agencies.

TIME FRAME: One Year

Lead Agency and other Agencies

Ministry of Health and the Environment / Department of the Environment
Ministry of Finance / Economic Affairs
Department of Human Resources
Forestry and National Parks Department

IMPLEMENTATION STRATEGY: Bring stakeholders (Agencies) together through a process of consultation to participate in workshop to determine roles, responsibilities, overlaps and ways of functioning together in an efficient manner to strengthen the institutional framework using an objective and competent facilitator.

PROJECT MANAGEMENT:

OUTCOME: A document with clearly define institutional roles, responsibilities and partnership arrangements ready for submission.

INDICATORS:

Increased efficiency in institutional arrangements geared towards accomplishing national environmental goals / objectives.

BUDGET: US\$20,000.00

PROJECT PROFILE #7

TITLE: Capacity development for integrated environmental enforcement management

OBJECTIVES: Develop the capacity for agencies to effectively and efficiently implement enforcement operations in partnership with stakeholders, for sustainable environmental benefits.

JUSTIFICATION: The need for proper planning and implementation of environmental enforcement initiatives is fundamental not only because of the consistency of plans and accomplishments but also because of the need to ensure that enforcement strategies are undoubtedly the right thing for our sustained environmental health. Without the development of capacity, clarity of environmental enforcement intent will be vague, implementation of programmes will be ineffective and consequently the goals and objectives will not be realized. Capacity development would not only enhance the understanding, appreciation and implementation of much needed participatory approach in accomplishing environmental enforcement initiatives but will also empower partners / stakeholders.

SCOPE: Identify personnel and associated weaknesses, as relates to environmental enforcement management. Implement capacity development programme to alleviate weaknesses and to clearly define roles and responsibilities of agencies.

TIME FRAME: One year

LEAD AGENCY AND OTHER AGENCIES:

Ministry of Finance
Ministry of Health and the Environment
Solid waste
Forestry and National Parks Department
NAWASA
Customs
Physical Planning
Ministry of Tourism / Board of Tourism
Private Security Firms

IMPLEMENTATION STRATEGY: Consultation with key players (ensure that all environmental agencies are on board with the capacity development initiatives). Make logistical arrangements for the training programme and consultant for facilitation of training.

PROJECT MANAGEMENT: Department of Environment / MoH and supported by Economic Affairs / MoF

OUTCOME: Well trained, and equip staff of agencies with enforcement arms. Also has sufficient staff.

Indicators

Environmental offences and environmental degradation will be reducing which will contribute to a safer and cleaner environment.

Budget: US\$20,000.00

PROJECT PROFILE #8

Title

Capacity development for environmental institutional strengthening

Objectives

Develop the capacity of institutions that are responsible for managing the environment to provide environmental benefits to all stakeholders in perpetuity

Justification

In order for any institution to function effectively, it must have the human, financial and other resources not only available but also being able to use them efficiently for optimum realization of objectives and environmental institutions are no exception to this. Capacity development is thus fundamental for institutional strengthening and efficient functioning.

Scope

Review the status of all environmental related institutions in terms of personnel adequacy and capability to plan and implement initiatives, available tools / equipment to do the job and roles and responsibilities (stakeholder analysis) within the overall environmental objective . Host a series of workshops and establish/develop document / plan for institutional strengthening.

Time frame: One year

Lead Agency and other Agencies

Ministry of Finance,
Ministry of Health and the Environment

Solid Waste
Forestry and National Parks Department
NAWASA
Customs
Physical Planning
Ministry of Tourism / Board of Tourism

Implementation Strategy

To have consultation and bring environmental institutions together to build consensus on roles and responsibilities. The facilitator for the workshop session will identify the capacity gaps and develop the document

Project Management

Ministry of Health and the Environment / in collaboration with other institutions

Outcome

Roles and responsibilities of environmental institutions clearly defined, human capacity development needs highlighted and tools / equipment necessary for effective implementation are clear.

Indicators

Increased in clarity on institutional roles and functionality and increase knowledge on resources needed for effective and efficient institutional functioning

Budget: US \$30 000.00