

**CROSS CUTTING ASSESSMENT OF INTEGRATED
MANAGEMENT, POLICY, LEGISLATIVE AND
INSTITUTIONAL FRAMEWORK FOR THE NCSA
PROJECT**

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Acronyms

NEMS	National Environmental Policy And Management Strategy
ARD	Agency for Reconstruction and Development
GREP	Grenada Rural Enterprise Project
UNCCD	United Nations Convention To Combat Desertification
SRO's	Statutory Rules and Orders
FNPD	Forestry and National Parks Department
ECC	Environmental Coordinating Committee
UNCCD	United Nations Convention to Combat Desertification
UNCCC	United Nations Convention on Climate Change
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOH	Ministry of Health
MOT	Ministry of Tourism
BOT	Board of Tourism
Dept.of Env.	Department of Environment
ECC	Environmental Coordinating Committee

Executive Summary

This document seeks to take a consultative rather than a technical approach towards environmental management. It recognizes the importance of bringing all environmental players together in addressing critical legislative, policy and institutional issues. Consequently, it looks at how the objectives of three environmental conventions (United Nation Convention to Combat Desertification and Drought, United Nation Convention on Biodiversity and United Nation Convention on Climate Change) can be harmoniously achieved without affecting culture, rights and peoples participation. It is with this regard that the thematic reports of the three conventions were reviewed.

Analysis of the conventions thematic reports revealed several crosscutting issues that must be addressed within the following four frameworks: integrated management, legislative, institutional and policy. These issues include the fragmentation of environmental management, the absence of a land use policy, inadequacy of capacity to effectively implement the conventions, the absence of legislation to support the implementation of the conventions, the absence of SORs to support environmental enforcement, the lack of a national awareness environmental programme, insufficient coordination among agencies responsible for the implementation of environmental initiatives and the lack of active participation / involvement of Civil Society in environmental policy and legislation development.

The document also highlights a number of crosscutting issues pertaining to the aforementioned four frameworks that may not have been addressed by the thematic reports. Such issues include: recommendations to move the process forward; the need for the management of the implementation of these conventions be carried out within a holistic policy framework; the need to develop a programme for creating awareness on all environmental issues including the development of environmental policy and legislation; the need for web sites, which were set up within environmental agencies and later abandoned due to lack of funding, to be harmonized and serviced (e.g. in Forestry and Climate Change); the need to develop a participatory process to guide the implementation of the conventions and the overall National Environmental Policy; the need to build and

strengthen the capacity within agencies and organizations that should play a role in the implementation of the conventions; and the need for environmental research to be embedded in all the existing policies.

The crosscutting issues yield areas of priorities from which a detailed three-year action plan was developed and which is outlined in this document. The action plan incorporates outcomes, responsible parties, time frames and funding sources. Derived from the action plan are detailed work plans that describe activities for the outcomes indicated. Time schedules for the activities, the partners that will implement such actions/activities, and the estimated cost of implementation are also detailed.

Three project profiles are included. They were developed based on three priority areas/outcomes. The titles are; (a) The development of a process to enhance, strengthen and operationalize the National Environmental Policy, (b) Capacity development for integrated environmental enforcement management, and (3) Capacity development for environmental institutional strengthening. Components of the profiles include objectives, justification, scope, time frame, lead agency and other agencies, implementing strategy, project management, outcome, indicators and budget.

Incorporated into this document is a summary of existing capacity, an analysis of the strength, weakness, opportunities, and the threats relevant to environmental initiatives. There are also recommendations for capacity development and institutional strengthening for efficient and effective planning as well as implementation of environmental conventions, policy and legislation for integrated environmental management.

1.0 Introduction

1.1 Overview

The implementation of the environmental conventions in Grenada is geared toward development that would meet the needs of the entire Nation with the aim of being equitable, fair and people oriented. Implementation must recognize culture, respect the rights of other countries, and work harmoniously with them in order to achieve the conventions' goals.

Grenada has acceded to a number of international conventions and has the responsibility to implement these conventions [United Nations Convention to Combat Desertification (UNCCD), United Nations Convention on Biodiversity (UNCBD), and United Nations Convention on Climate Change]. In an effort to ensure that these conventions are efficiently and effectively implemented and the obligations met, there is a need to assess what measures and structures need to be put into place. There is therefore a need to examine the cross cutting issues for these three conventions and to find ways to address these issues to ensure optimal management of this area of the environment.

It appears that in the past formal policy on environmental management in Grenada has been more of a technical nature rather than consultative or cross-sectoral. Participatory policy and legislative framework initiatives had not generally been encouraged prior to the Forest Policy exercise. There had more often than not been external reasons for revising policy rather than popular reasons (e.g. meeting the requirements of donor countries and organizations). Once initiated, any new policy initiatives tended to be structured afresh, perhaps following a donor's process guidelines rather than through a routine Grenadian procedure.

The National Development Strategy seems to be largely targeted at satisfying requirements for external aid, and is less linked to livelihood and market realities. The annual budgetary process is a strong process. Although dealing only with shorter-term policy/plans, it is switched into sectoral government, business, and politics. It

incorporates a well-understood inter-sectoral mechanism for assessing and coordinating priorities (with the Ministry of Finance at the centre) (Bass 2000).

‘Real’ policy seems to often be made quickly and not supported by any legislative framework. Bass (2000) states that, ‘There is a sense, then, in which ‘real’ policy - in terms of deliberate decisions that affect land, labor, capital and rights - is very much a short-term affair. An effective, well-organized face of this is the annual budget’.

In fact, even in cases where legislation that supported environmental management existed, although they were at times outdated, this legislation was often not even known to managers. Wilkinson (1999) concluded that; ‘One fact, which the interviews conducted revealed, was that all of the stakeholders with two exceptions were unfamiliar with the legislation that should be guiding the various departments in their actions as they relate to the forest. As a result of this lack of familiarity with the legislation, the author was unable to solicit either criticism or positive comments in relation to the various laws’.

It is within this context that a vision for environmental development was conceptualised through a participatory consensus workshop carried out in 2000, and a logical basis and concept developed.

1.2 Logical basis and context

The vision that was developed was based on the following elements:

- i. An equitable, just and people-centred society; attentive to the needs of all sectors; socially integrated; with participatory institutions; capable of coping with the challenges provoked by internal and external change and of responding pro-actively to issues;

- ii. A society based on self-worth, committed to freedom of thought, expression and belief, and built on positive humanistic and spiritual values;
- iii. A society where individuals and institutions have full respect for each other and for their natural environment;
- iv. A society where the basic needs of people are met, and from which poverty has been eliminated;
- v. Sustainable economic growth, within ecological limits, with a diversified economy, where goods and services are equitably distributed;
- vi. Economic development built on the country's natural and human capital;
- vii. A National culture which is:
 - Rooted in indigenous expressions;
 - Dynamic;
 - Progressive.

1.3 Objectives and Scope

This consultancy is intended to examine and review the thematic National self-assessment reports of the three conventions and to identify the crosscutting issues that need to be addressed with in the following focal areas:

- Legislative Framework;
- Institutional Framework;
- Policy Framework;
- Integrated Management.

This report then recommends a process that will facilitate successful implementation of the three conventions.

1.4 Outputs

This document identifies the capacity, constraints and bottlenecks that exist within the policy, legislative and institutional and integrated management frameworks as they relate to the implementation of the three conventions. This document makes recommendations to improve and enhance their functionality. A three-year work plan has been produced to implement three projects that are profiled. These projects are designed to bring together environmental players to address legislative, policy and institutional issues through a consultative approach that will enhance the implementation of the conventions. These work plans also commit policy makers to promote/enhance the implementation of the conventions that will in turn improve environmental management and sustainable development.

1.5 Methodology

The process for carrying out the research for the preparation of this document was highly consultative / participatory and involved as many stakeholders as possible in the process. The three thematic assessment and other relevant documents were reviewed. Discussions and other interactions were carried out with the thematic consultants, and interviews were conducted with key stakeholders to include their views on the crosscutting issues. Some views were drawn from a multi-sectoral, multi-disciplinary consultative process with other stakeholders. The analysis and findings were presented to and discussed with key stakeholders and their feedback will be incorporated into the final document. The final presentation to, and review by, the Sustainable Development Council (a broad umbrella organization) will be carried out. Consultations were carried out by the project coordinator throughout the consultancy, including with the Ministry of Finance, who has had overall responsibility for the project through all stages of the production of this document.

1.6 Specific Terms of Reference

Focus Areas:

- Legislative Framework
- Institutional Framework
- Policy Framework
- Integrated Management

Tasks

- i. Review the stocktaking and thematic assessments reports
- ii. Review the relevant literature including the GEF Document entitled “Guidelines for NCSA of Country Capacity Needs for Global Environment Management”.
- iii. Analyze these and other relevant documents to identify established priorities, capacity constraints bottlenecks, and needs relating to the above focus areas.
- iv. Liaise with thematic assessment consultants to explore mechanisms for facilitating synergies among the Conventions and make recommendations thereto.
- v. Examine and detail mechanisms for sustainability, monitoring and evaluation and make recommendations thereto.
- vi. Prepare a comprehensive report on the findings of the consultancy detailing the evaluation of the cross cutting issues.
- vii. Prepare a three year action plan based on the above priorities for addressing capacity needs.
- viii. Prepare a detailed work plan based on the proposed action plan.
- ix. Prepare at least three project profiles based on the above stated priorities.
- x. Assist the project coordinator to organize and participate in two (2) national workshops and present findings to the stakeholder community.

2.0 Review of the stocktaking and thematic assessment reports

The stocktaking and thematic assessment reports have identified a number of crosscutting issues as they relate to the four frameworks; legislative, institutional, policy, and integrated management. The following are some of the issues identified:

- i. Environmental management is fragmented;
- ii. A land use policy is lacking;
- iii. There is insufficient or inadequate capacity to effectively implement the conventions (trained and adequate personnel and adequate equipment);
- iv. There is no legislation to support the implementation of the conventions;
- v. That there is legislation within Government agencies where there is a mandate to manage aspects of the environment but that they maybe out dated or do not have SROs to support their enforcement;
- vi. There is a need for a national awareness programme;
- vii. There is limited available accessible information to the public so that policies could adhered to during development planning;
- viii. There is a lack of involvement of Civil Society in environmental policy and legislation development;
- ix. There is a need for environmental policy to define roles for agencies working in areas of development without conflict or overlap;
- x. There is not enough communication and cross referencing between agencies that manage various aspects of the environment to achieve policy requirements;
- xi. There is inadequate coordination of enforcement where legislation and regulation exist;
- xii. There is a need for adequately trained personnel to carry out enforcement;
- xiii. There is a need to develop a policy framework on the three conventions; climate change, biodiversity and desertification and land degradation;
- xiv. There is a need to include social aspects within the policy for the implementation of the three conventions.

Crosscutting issues as they relate to legislative, institutional, policy, and integrated management frameworks that may not have been addressed by the thematic reports are as follows:

- i. Recommendations to move the process forward have not been identified;
- ii. There is a need for the management of the implementation of these conventions to be carried out within a holistic policy framework;
- iii. There is a need to develop a programme for creating awareness on all environmental issues including the development of environmental policy and legislation;
- iv. Web sites which were set up within environmental agencies and are abandoned due to lack of funding should be harmonized and serviced (e.g. in Forestry and Climate Change);
- v. There is a need to develop a participatory process to guide the implementation of the conventions and the overall National Environmental Policy;
- vi. There is a need to build and strengthen the capacity within agencies and organizations that should play a role in the implementation of the conventions;
- vii. Environmental research is not embedded in all the existing policies.

2.1 Policy and legislative framework: Areas for strengthening

It is clear that in terms of the policy and legislative framework, the thematic reports have addressed the fact that environmental policy is either inadequate or is non-existent. The same is true for environmental legislation. The reports have also identified other areas of major weakness such as fragmentation and ignorance of environmental policy and legislation. The availability of information for the public and the involvement of the civil society in environmental issues need greater attention. The existing management structures do not provide for environmental monitoring.

2.2 Institutional framework and capacity: Areas for strengthening

Environmental management is fragment and distributed between the different agencies. The responsibility for the implementation of the conventions lies with different departments; Climate change (UNCCC) and Biodiversity (UNCBD) reside with the Ministry of Finance, Desertification and Drought (UNCCD) and International Trade in Endangered Species (CITES) is administered by the Forestry Department. The reports have indicated that the obligations of these conventions are not given enough attention in National strategic planning and therefore senior decision-makers are not encouraged to emphasize the importance of their effect on National development. The authors have cited that it is left to the officers to ensure follow-up and that there are no mechanisms in place to ensure accountability. It is also stated that the focal points of these conventions have many different responsibilities and may not always give enough attention to the work required by the conventions. In some cases, it is noted that there are numerous vacancies that are affecting the work accomplished (e.g. within the Forestry Department).

The thematic reports identified the need for linkages between implementing agencies and departments, and the need to build capacity to support these linkages. Currently, there is no adequate formal structure to coordinate and create synergies among various department and agencies.

3.0 New and emerging environmental polices and legislative frameworks

The conventions should be implemented under the umbrella of a National Environmental Policy so that implementation is in harmony with development and all other environmental activities.

3.1 The National Environmental Policy and Management Strategy

The National Environmental Policy and Management Strategy was developed and approved in 2005. The goal of this policy is to provide a coherent framework to ensure that development is environmentally sustainable, while optimizing the contribution of that environment to economic, social and cultural development in short, medium and long term. It addressed the following principles and values:

- Precaution;
- Rights, equity and responsibility;
- Accountability and transparency;
- Partnership, coordination and integration;
- Empowerment and participation;
- Rule of law: environmental;
- Information, awareness and consciousness.

3.2 New and emerging legislation that supports environmental policies

A Legal and Institutional Framework draft report was prepared for Environmental Management in Grenada for the consideration of the Environmental Affairs Division, Ministry of Health, Social Security, Environment and Ecclesiastical Affairs and UNEP/ROLAC. August 2005.

It states that Grenada records several environmental or environmentally related laws much of which consists of historical survivals from the pre-independence period. The legislative framework for environmental management in Grenada is therefore weak and outdated. Discussions are being initiated on how to meet the obligations of the conventions, such as legal enforcement. It also states that the environmental management institutions should be separate from operational institutions; (as) when they are not, experience from around the world demonstrates that operational considerations are given

priority and that environmental management priorities cannot be adequately addressed. Interdepartmental coordination for resource management responsibilities is weak, particularly in view of the fact that Grenada lacks an adequately staffed, central agency for coordinating environmental and natural resource management functions as found in some Caribbean countries. The environmental monitoring and enforcement capacity of Government is, also weak. The report has therefore recommended that a new umbrella legislative act be drafted. Such an act has been prepared and is now in the draft stage. This draft act (Draft Environmental Management Act, 2005), proposes the establishment of an Environmental Management Agency that is at the moment being discussed with a number of key stakeholders in order to incorporate their inputs.

This Draft Environmental Management Act is in its early stages of development and provides an opportunity for stakeholder involvement. However, at this stage it is unclear how the linkages will be made between the Agency and the implementing bodies of the conventions at the national level. Hence the reason for the call for further discussions and consensus building in this area in the work plan and project profile of this document.

3.3 The Role of the Heritage Advisory Committee

The Heritage Advisory Committee advises on the conservation and preservation of built, natural and cultural heritage. It is comprised of multi-sectoral stakeholders. It advises the Land Development Authority who takes decisions and gives on all land and building development. The Heritage Advisory Committee is established by the Physical Planning Act and embedded in its' roles and function. Although there maybe need for upgrading of this act to meet its' goals, it can positively impact on environmental concerns and supports conservation.

3.4 The National Housing Development Plan

The National Housing Development Plan is being developed by the ARD. A consultant is engaged to accomplish this task. A consultative approach involving all land management stakeholders is used to achieve this objective.

3.5 The Forest Policy

This policy was developed through a broad base consultative and highly participatory process with representation from all key stakeholder groups and the general public. It addresses fundamental forest management issues that are consistent with the NEMS. However, there is no formal linkage for the accomplishment of the NEMS through the Forest Policy.

The new forest legislation that supports the Forest Policy has been drafted and is ready for submission to Cabinet.

Grenada is developing local policies and legislative framework to be consistent with regional and international policies. International policies include the following:

3.6 Millennium Goals

The Millennium goal is the dominant international policy framework. The declaration, was adopted in September 2000, is a global development agenda that comprises a set of mutually reinforcing development goals, targets and indicators, known as the Millennium Development Goals (MDGs). The Millennium Development Goals represent a renewed global effort around: (1) Eradicating Extreme Poverty and Hunger; (2) Achieving Universal Primary Education; (3) Promoting Gender Equality and Empower Women, (4) Reducing Child Mortality; (5) Improving Maternal Health; (6) Combating HIV/AIDS,

malaria and other diseases; (7) Ensuring Environmental Sustainability; and (8) Developing a Global Partnership for development

3.7 St. George's Declaration Implementation and Mechanism

The St. George's Declaration is a sustainable environmental management strategy for the OECS region. In order to ensure success, implementation is based on twenty-one principles of environmental sustainability in the OECS member states. The principles are broad based, taking into consideration socio –economical and environmental factors, environmental education, sustainable livelihood, climate change, heritage, biodiversity, meaningful participation, support to science and technology, monitoring mechanisms and strengthening of legal and institutional settings and periodical evaluation / review. There is an agreement to have a review every three years. The reporting has not been adequate and consequently the review has started with the reporting process. There is a perception that it should be more strategic and should include targets and indicators to allow for measuring, monitoring and reporting.

The mechanism adopted in the implementation of the St. George's Declaration varies from country to country within the OECS region. However, implementation strategies are consistent with the twenty-one guiding principles as indicated above.

3.7.1 Rationale for the review

- Principle 21 actually commits OECS and Member States to review Declaration
- Principle 20 commits MS to report, but reporting has not been adequate, and concerns have been expressed
- This review process therefore began with a study of reporting procedures and requirements

3.7.2 Main conclusions of study on reporting requirements and procedures

- SGD is a useful and relevant policy statement, and it is an indigenous statement, formulated and owned by the region
- Regional and international policy contexts have changed since 2001 (Johannesburg, MSI, MDGs, etc.)
- SGD would gain from being more strategic

- SGD should include targets and indicators that allow for measuring, monitoring and reporting on impacts
- Reporting on international agreements often perceived as a burden
- So far, reporting on the SGD has not been effective or useful
- Reporting can be useful only if it is linked to national policy

3.7.3 Links with other policy statements

- At its December 2005 meeting, Working Group reviewed relevant targets and indicators from other policy instruments and conventions
- MDGs are the dominant international policy framework
- MDG Targets 9, 10 and 11 need to be modified to reflect the realities of the region
- There are several regional initiatives to “localise” MDGs (UNDP, CDB, others)

3.7.4 Implementation

- Continuing central role of NEMS
- Need for national coordinating bodies and implementing mechanisms
- OECS-ESDU Secretariat’s responsibilities to provide support and assistance, especially with respect to:
 - Access to funding
 - Communications, advocacy and public awareness
 - Capacity-building
 - Technical assistance

3.7.5 Next Steps

- Additional comments from MS to OECS-ESDU no later than 15th May 2006
- Consolidation of comments from national & regional consultations – May 2006
- Brief on revised SGD prepared for OECS Environment Ministers – May 2006
- Revised SGD Signed – June 2006
- Presentation to OECS Authority- June 2006
- Final revised SGD disseminated

3.8 National Environmental Management Strategies (NEMS)

The NEMS is a prescribed manifestation of Grenada’s dedication to take into custody and turn around trends of environmental degradation and to guarantee that profound environmental management is fully integrated into the national development policy

framework. In this respect, it seeks to balance and construct upon the other policy statements and mechanisms that Grenada has put in place to speak to issues of environmental excellence and sustainability in the country.

3.9 Physical Planning And Development Control Act 2002

This Act deals with the preparation of physical plans, control of physical development and matters pertaining to the protection of the cultural and natural heritage of Grenada. Other matter covered by this important act includes the enforcement of development control and compensation and acquisition.

3.10 Caribbean Community Climate Change Center (CCCCC)

The Carricom / Caribbean Community Climate Change Center is located at the University of Belize (Belmopan Campus). It is strategically managed through a Board of Directors comprising a taskforce of Government and NGOs representatives from the Caribbean region to look at the implementation of projects designed to mitigate detrimental impact of climate change.

In an effort to further develop the human and institutional capacity of the Caribbean Region to deal with the negative consequences on a long-term basis, Heads of Government agreed at their 21st Meeting (2000, Canouan) to establish a Caribbean Community Climate Change Centre. (CCCCC). The Centre implements projects designed to prepare for and to reduce the harmful effects of climate change and sea level rise and seek ways in which the Community can benefit from any opportunities that may result from climate change. Additionally, the CCCC is intended to position the Region to maximize benefits from new and additional resources arising from the United Nations Framework Convention on Climate Change (UNFCCC). The objectives of the Centre are:

- (a) protection of the climate system of Members for the benefit of present and future generations of their peoples;
- (b) enhancing regional institutional capabilities for the co-ordination of national responses to the negative effects of climate change;
- (c) providing comprehensive policy and technical support in the area of climate change and related issues and spearheading regional initiatives in those areas; and
- (d) performing the role of executing agency for regional environmental projects.

4.0 Needs analysis and new directions

In order to establish where we are and where we would like to be, it is necessary to carry out a SWOT analysis. Through understanding needs, we can better make recommendations to move the process of convention implementation and sustainable development forward.

The following SWOT analysis has informed the development of the work plan and project profiles in this document.

<p>Strengths:</p> <ul style="list-style-type: none"> • The approval of the NEMS creates the guiding policy; • Draft legal act was drafted based on legal analysis; • Some staff in place in line ministries to begin the work; • High level of willingness among environmental institutions to work together in implementing the NEMS. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Low level of policy awareness; • Lack of effective coordination of relevant policy implementing bodies; • Inadequate policy enforcement; • Lack of a National Land Use Policy; • Lack of clarity of intent for National environmental initiatives; • Lack of sufficient resources (human/financial); • Insufficient mechanism in place to ensure necessary overall administrative support for environmental initiatives.
<p>Opportunities:</p> <ul style="list-style-type: none"> • ARD is in the process of preparing a National Development Plan; • To develop capacity for effective and efficient handling of environmental programmes/issues; • Synchronization of environmental objectives to be accomplished by different implementing bodies in a coordinated manner; • For the clarification of crucial environmental issues/mandate; 	<p>Threats:</p> <ul style="list-style-type: none"> • Inability to effectively deal with environmental offences; • Duplication of efforts; • No National holistic strategic direction towards accomplishing the NEMS; • Environmental violations from the general public due to lack of awareness of existing laws and regulations; • Low level of direction and support

<ul style="list-style-type: none"> • For the development of partnership with defined roles and responsibility on environmental matters. 	for environmental initiatives.
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4.1 Need for Integrated Management

There is an opportunity to develop linkages and a structure between the different implementing bodies at all levels that can work within the NEMS. Through ultimate responsibility lies with the focal point of each convention, there is the need to ensure that there is responsibility for coordination and management lies at all levels. All the agencies and organizations that are now implementing the conventions should be brought together to discuss this issue and agree on how best this structure can be designed. This approach will give rise to a process that will help ensure that ownership will be achieved through participation.

It is still unclear how the NEMS will get rooted since although it is approved, its implementation deadlines have not been met.

5.0 Conclusions

In order to influence successful environmental change, environmental management has to become embedded into all developmental policies and become a way of life for those involved in any aspect of environmental management at all levels. All citizens, including corporate citizens, must become aware of their role in ensuring that a clean and healthy environment is maintained at all times, which will ultimately lead to poverty alleviation, a National objective.

To enhance the effectiveness and efficiency of implementing the conventions, all agencies involved must not only be ready and willing to do the required work to meet

their obligations, but there must be a coordinated approach in an atmosphere where there is clarity of intent, whereby broad and vague goals of conventions are broken down into simple operational terms and language.

Capacity development is crucial and must be given priority for the successful implementation, coordination, planning, monitoring and evaluation of any environmental initiative.

Furthermore, there needs to be political support for the intent of the conventions, and resources made readily available, and in a timely manner, for meeting the goals, objectives and activities of outline in the conventions.

6.0 Recommendations

- i. Coordination, communication and sensitization of the critical institutional issues facing Grenada in terms environmental and natural resources management;
- ii. A clear structure be instituted with a mandate to manage the conventions that deals with environment management within the overall framework of the NEMS;
- iii. Stakeholder and later national consultations and awareness programmes be held on the process and development of the institutional and legal framework for implementing the conventions;
- iv. Policymakers should be involved in the policy and legislative review and development process at a very early stage;
- v. Stakeholders be encouraged to identify the policy promotion process that will be agreeable to everyone;
- vi. Stakeholders should identify who should be core (i.e. who should be actively involved) and who should be kept informed;
- vii. This process should be facilitated by an outside neutral/objective facilitator;

- viii. The landless should be given the opportunity to raise issues of land tenure and rights during the process of developing projects for the management of common resources;
- ix. All citizens have access to information on environmental policy and legislation development so that their contributions can be incorporated;
- x. The implementation of the three conventions be considered and included in the national development plans;
- xi. National development planning should consider and encourage the interdependent relationship between sectors that is guided by environmental policy, e.g. the production of water in the Forestry sector for the tourism sector;
- xii. Negotiations and implementation of the three conventions be coordinated including the preparation and submission of national reports in compliance with convention obligations.

NCSA

Detail Action Plan

Outcome	Responsible Parties	Time Frame	Funding Sources
1. Define roles, linkages and responsibilities between environmental agencies and propose environmental coordinating committee	MOF, MOH, Forestry, Fisheries, PCL, DHE	Two Years	
2. Determine capacity needs based on roles and responsibility	Forestry D H E MOH Fisheries	One Year	
3. Design structure (?) to create linkage between implementation agencies and environmental coordinating committee	MOF, MOH, Forestry, Fisheries, PCL, DHE	Three Years	
4. Enhance the capacity to improve enforcement - train personnel to carry out enforcement	MOF, MOH, Forestry, Fisheries, PCL,	Three Years	

	DHE GRPF		
5. Harmonize the management of the three conventions / Development of capacity to efficiently implement conventions	MOF, MOH, Forestry, Fisheries, PCL, DHE GRPF	Two Year	
6. Introduce legislation to support convention implementation	MOF, MOH, Forestry, Fisheries, PCL, DHE GRPF	Two Year	
7. Develop and implement a national awareness programme	DHE MOT BOT FNPD MOH	One year	
8. Increase the involvement of Civil Society in the development of environmental policy and legislation.	MOF, MOH, Forestry, Fisheries, PCL, DHE GRPF MOT BOT	One year	

Detailed Work Plan: Outcome 1

Define roles, linkages and responsibilities between environmental agencies and propose environmental coordinating committee

Specific Action/Activities	Time in Quarters										Partners	Estimated Costs	
	1	2	3	4	5	6	7	8	9	10			
Engage a facilitator	←	→										MOF, MOH, Forestry, Fisheries, PCL, Dept. Of Environ Dept. Of Environ	
Select steering committee		←	→										
Engage partners	←	→											

Detailed Work Plan: Outcome 3

Design structure to create linkage between implementation agencies and environmental coordinating committee

Specific Action/Activities	Time in Quarters										Partners	Estimated Costs
	1	2	3	4	5	6	7	8	9	10		
1.Consultation and participatory workshop with agencies	←	→										
2. Determine linkages		←	→									
3. Identify existing structural gaps			←	→								
4.Develop and agree on structure to reflect working relationship						←	→					

Detailed Work Plan: Outcome 4

Enhance the capacity to improve enforcement / Train personnel to carry out enforcement

Specific Action/Activities	Time in Quarters										Partners	Estimated Costs
	1	2	3	4	5	6	7	8	9	10		
1.Identify all agencies with environmental enforcement officers	←	→										
2.Identify roles and responsibilities		←	→									
3.determine overlaps / gaps in roles					←	→						
4.Identify training needs							←	→				

5. Implement training																		
6. Ensure that agencies are conversant with expected duties where legislation and regulation exist																		

Detailed Work Plan: Outcome 5

Harmonize the management of the three conventions / Development of capacity to efficiently implement conventions

Specific Action/Activities	Time in Quarters												Partners	Estimated Costs				
	1	2	3	4	5	6	7	8	9	10	11	12						
1. Consultation with agencies and hiring of consultant	←→																	
2. Agencies participation in workshop			←→				←→											
3. Analyze the contents of conventions				←→						←→								
4. Formularization of agencies with conventions			←→				←→											
5. Prepare document to define roles for agencies to effectively implement the conventions without conflict or overlap										←→								
6. Evaluate implementation consequences											←→							



2. Development of strategy for national awareness														
3. Implementation of awareness programme to Increase the availability and accessibility of information to the public.														
4. Develop awareness of environmental policy														
5. Ensure sufficient communication and cross referencing between agencies that manage various aspects of the environment to achieve policy requirements														

Detailed Work Plan: Outcome 8

Increase the involvement of Civil Society in the development of environmental policy and legislation.

Specific Action/Activities	Time in Quarters										Partners	Estimated Costs	
1.Hiring of consultancy													
2.Consultation with the general public													
3.Public involvement in policy formation workshop													

and partnership functioning among the institutions thus enhancing environmental initiatives.

4. Scope:

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

5. Time frame: One Year

6. 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

7. 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.

8. Project Management

9. Outcome

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

10. Indicators

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

11. Budget: US\$55,000.00

Project Profile 2

1. Title:

Capacity development for integrated environmental enforcement management

2. Objectives:

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

3. 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.

4. 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.

5. **Time frame:** One year

6. **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

7. **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.

8. **Project Management**

Department of Environment / MOH and supported by Economic Affairs / MoF

9. **Outcome**

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

10. **Indicators**

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

11. **Budget:** US\$25,550.00

Project Profile 3

1. Title

Capacity development for environmental institutional strengthening

2. Objectives

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

3. 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.

4. 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.

5. Time frame: One year

6. 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

7. 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

8. Project Management

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

9. Outcome

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

10. Indicators

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

11. Budget: US \$30 000.00

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Useful websites

<http://www.sids.unep.org/index.html>

http://www.unep.org/regionalseas/Issues/Small_Islands/default.asp

List of Contacts That Were Interviewed

Ivan Laughlin	Human Resource Settlement Consultant and Practitioner ARD
Dr. Bowen Lousion	Chief Veterinary Officer, Ministry of Agriculture
Christopher Joseph	Environmental Protection Officer, Ministry Of Health And The Environment
Ives Renaud	International Consultant NEMS
Roslyn Wilkinson	Legal consultant NEMS
Kenneth Noel	Business Promoter, Grenada Rural Enterprise Project
Martin Barriteau	Project Manager, Caribbean Regional Environmental Programme, Carriacou Environmental Committee
Gordon Paterson	Watershed Management Unit, FNPD
Michael Mason	Land Use Officer, Land Use Division, Ministry of Agriculture
Aden Forteau	Forestry and National Parks Department
Randolph Shears	Ag. Chief Extension Officer, MOA
Fabian Purcell	Ag. Senior Planning officer, Physical Planning Unit, MOF

Bonnie Rusk

Consultant, Grenada Dry Forest Project

These projects are developed to improve communication, build capacity, and strengthen existing administrative structures.