

# **THE GLOBAL ENVIRONMENT FACILITY SMALL GRANTS PROGRAMME (GEF SGP)**

## **UNITED NATIONS DEVELOPMENT PROGRAMME**



### **COUNTRY PROGRAMME STRATEGY FOR THE SMALL GRANTS PROGRAMME IN JAMAICA**

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**Approved June 2016**

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## LIST OF ACRONYMS

ACR	Annual Country Report
AMR	Annual Monitoring Report
ABS	Access and Benefit-Sharing
CARICOM	Caribbean Communities
CBD	Convention on Biological Diversity
CBO	Community-based Organization
CC	Climate Change
CLSC	Community landscape/seascape conservation
CPMT	Central Programme Management Team
CPS	Country Programme Strategy
CRP	Community Renewal Programme
CSO	Civil Society Organization
EFJ	Environmental Foundation of Jamaica
GEF	Global Environment Facility
IPCC	Intergovernmental Panel on Climate Change
IWEco	Integrating Water, Land and Ecosystem Management in Caribbean Small Island Developing States
JSIF	Jamaica Social Investment Fund
MoA	Memorandum of Agreement
MTF	Medium Term Socio-Economic Policy Framework
NAMA	Nationally Appropriate Mitigation Action
NAPA	National Adaptation Plans of Action
NAP	National Action Programmes
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Coordinator
NCSA	National Capacity Self-Assessment
NEPA	National Environmental Planning Agency
NGO	Non-governmental Organization
NSC	National Steering Committee
NIP	National Implementation Plan
PASMP	Protected Areas System Master Plan
PIOJ	Planning Institute of Jamaica
PPCR	Pilot Program for Climate Resilience
PSOJ	Private Sector Organisation of Jamaica
SAP	Strategic Action Programmes
SDC	Social Development Commission
SDG	Sustainable Development Goals
SEPL	Socio-ecological resilience indicators for production landscapes
SGP	Small Grants Programme
SIDS	Small Island Developing States
STAR	System for Transparent Allocation of Resources
STATIN	Statistical Institute of Jamaica
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development

## EXECUTIVE SUMMARY

The Country Programme Strategy (CPS) is the primary document which articulates the platform for the GEF Small Grants Programme in Jamaica. It is a guide to programme and project development, lays the basis for project implementation, monitoring and evaluation, and is a vehicle for developing and maintaining a results-oriented programme. The CPS identifies the project impacts, outcomes and outputs for OP6 during the time period 2015-2018 and gives a general idea of which types of projects will be funded if the impacts are to be achieved. The CPS also identifies basic project eligibility criteria and demarcates the indicators that will be used to determine the success of the programme and the lessons learned.

The CPS also assists the GEF SGP in meeting its primary objectives of environmental sustainability, poverty alleviation and community empowerment. GEF SGP gives grants to Community-based Organisations (CBOs) and Non-Governmental Organisations (NGOs) to work towards these objectives. This CPS was developed based on the following methodology:

1. Scoping Exercise and consultation: This comprised: (i) a review of SGP Jamaica documentation and relevant national and global policies and sustainable development plans (e.g., Vision 2030 Jamaica – National Development Plan, Medium Term Socio-Economic Framework, and the Sustainable Development Goals); (ii) several key informant interviews with government agencies, development partners, National Steering Committee and GEF SGP Secretariat, GEF implementing partners, and potential donors; and (iii) a National Consultation Workshop with participants NGOs, CBOs, Academia, youth groups and Government agencies. While invitation was extended to members from the Private sector, no one participated.
2. Baseline assessment: informed by data collected via a comprehensive desk study and stakeholder consultations with representatives from implementing partner agencies and relevant stakeholder groups in the prioritized landscapes/seascapes, including past and potential grantees. Both quantitative and qualitative techniques were used to provide measureable indicators and detailed contextual information about the programme quality, performance, impact and outcomes. The main methods of data collection were formal interviews (face to face, online, telephone), desk review of relevant project documents and semi-formal consultations with key stakeholders drawn mainly from the public and private sectors.

Jamaica is signatory to many international environmental conventions and locally there is a plethora of legislation and several policy documents that target environmental protection. SGP Jamaica will utilize seven of these documents in conjunction with the CPS to ensure that OP6 resources support the achievement of national priorities within the context of GEF-6 Strategic Priorities. These documents are:

- Vision 2030 Jamaica - National Development Plan (2010-2030) – the Plan articulates the vision and the framework for national development over the next twenty 20 years
- Protected Areas System Master Plan (PASMP) (2015) – addresses the conservation and sustainable use of Jamaica’s Biodiversity within the protected areas system
- National Energy Policy (2009-2030) - securing energy efficiency, advancing competitiveness and promoting sustainable prosperity
- National Policy for Gender Equality – addresses gender issues broadly especially those related to women, men and youth
- Jamaica Climate Change Policy Framework (2015) - outlines strategies to be implemented to effectively respond to the impacts and challenges associated with climate change
- Food and Nutrition Security Policy (2013) –provides strategies, actions and framework within the critical issues of food security and nutrition security

- National Forest Management and Conservation Plan (2001) and the Strategic Forest Management Plan (2010-2014) – outlines how to manage the forest areas

These documents contain the advocated premises of the Government of Jamaica and every effort is being made by the country to turn them into actions. As such, the GEF SGP positions itself in this context with a focus to complement the initiatives of the Government and people of Jamaica.

Based on extensive review of the Vision 2030 National Development Plan and several consultations, it was decided that the CPS for Jamaica would focus on three main priorities – Climate Smart Innovative Agro-ecology, Community Landscape/Seascape Conservation and Low Carbon Energy Access Co-benefits. This will assist Government and the people of Jamaica in establishing and managing the country's protected areas. Project implementation in these priority areas will support Outcomes # 10, 13, 14 and 15 of the country's National Development Plan, while providing global environment benefits.

The CPS will have three cross-cutting themes namely CSO-Government dialogue platforms, Social inclusion and Contribution to global knowledge management platforms. All projects will contribute to achieving the Programme goals of environmental sustainability, poverty alleviation and community empowerment/capacity building; where relevant, the needs of youth, women/men, indigenous peoples and vulnerable groups (based on physical, geographical or other vulnerability) will be adequately considered.

SGP Jamaica's main priority will be to fund projects which:-

- fit into the priority themes of the CPS which themselves fit into one or more of the GEF focal areas
- are in keeping with national priorities as articulated in the Vision 2030 Jamaica – National Development Plan
- address environmental management, poverty alleviation and empowerment
- include capacity building, public awareness and education, sustainable livelihoods, and gender equality

## SGP COUNTRY PROGRAMME STRATEGY FOR OP6

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**COUNTRY: JAMAICA**

**OP6 resources (estimated US\$)<sup>1</sup> – 1,441,610**

- a. **Core funds: 400,000**
- b. **OP5 remaining balance: 163,610 (Core 88,610 + STAR 75,000) – committed but undisbursed**
- c. **STAR funds: 878,000**
- d. **Other Funds to be mobilized: TBD during implementation**

### **1. SGP country programme - summary background**

SGP Jamaica started financing projects in 2005. Since then, it has succeeded in funding and providing technical support for more than **110 grant projects**, delivering over **US\$ 3 million in cash in addition to near 1-1 matching funds of cash and in-kind** to Jamaica. The diverse portfolio of projects covers four main thematic areas namely the prevention of land degradation, biodiversity conservation, climate change adaptation (community-based) and climate change mitigation. A number of the projects have been cited as global good practice examples (UNDP 2012). To make the CPS development process in Jamaica totally transparent, public consultations (through a National Stakeholder Workshop, key-informant interviews, online and telephone surveys/interviews) were undertaken with a wide cross section of stakeholders to identify and agree on the specific areas of focus for the SGP Jamaica Programme for 2015-2018. The primary objective of the consultation and scoping exercise was to identify the SGP Jamaica niche within national and global priorities and plans.

#### ***1.1. Important National Results and Accomplishments***

SGP Jamaica, with a diverse portfolio of projects, has significantly contributed to the achievement of national and global environmental benefits and has helped to build the capacity of community groups and organizations. The programme (grantee partners and projects) has received national and global recognition for its excellent track record over the years. One such example is the prestigious Equator Prize Initiative Award in June 2014 (GEF, 2015), which was the first for Jamaica as well as the first in the English speaking Caribbean. During OP5 (2011-2015), GEF SGP Jamaica funded a total of 37 projects with a cash investment of **US\$1,884,000** in addition to near 1-1 matching funds, a composite of cash and in-kind contributions. The projects were implemented in all 14 parishes across (the 10,991 square km land area of) Jamaica. As required by the OP5 CPS, all made outstanding contributions to Vision 2030 Jamaica – National Development Plan, which is the national blueprint for sustainable development for Jamaica, and also to the Millennium Development Goals of the United Nations.

Based on land area and the number of projects implemented, SGP Jamaica can be considered one of the largest programmes in the Anglophone (English-Speaking) Caribbean<sup>2</sup>. The Country programme has exemplary projects in community-based environmental conservation. Among good practice examples cited in the 20 Year (1992-2012) Report, the Jamaica Maritime Institute Trust Fund Project which featured a composite of renewable energy and water conservation was very highly commended as a global best practice example for renewable energy.

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

<sup>2</sup> <https://sgp.undp.org>

This project was replicated (at the Pedro Cays) and one that Influenced National Policy (UNDP 2012). Further, the SGP Jamaica Programme was listed among the best known global grant making Programmes for remote, rural locations (UNDP 2012).

### ***SGP's Contribution to Achieving Global Environment Benefits***

SGP Jamaica has contributed to the achievement of global environment benefits in many ways. Notable SGP projects in this regard include:

- The Jeffrey Town Farmers' Association Project, which received an international award for their multi-media approach to inform and educate farming communities on alternative energy options, sustainable agriculture techniques and disaster risk reduction.
- The Oracabessa Bay Fish Sanctuary project, which was used as a template by the National Environment and Planning Agency (NEPA) to manage fish sanctuaries across the island. It is also being replicated in at least one CARICOM country.
- The Hope Zoo Project, for which one of the key results was the release of 83 Jamaican Iguanas (*Cyclura collei*). The Jamaican Iguana is currently on the IUCN Red List<sup>3</sup> of threatened species, within the Critically Endangered<sup>4</sup> category.

According to the GEF AMR for the period 2013-2014, SGP Jamaica has supported the conservation of 97 hectares of protected areas, four reef systems, two sea grass areas, one turtle nesting beach, one estuarine area and one breeding lagoon. Additionally, SGP Jamaica, through the Oracabessa Bay Fish Sanctuary project has increased coral coverage by 153%, fish density by 272%, hatching and returning over 13,400 hawksbill sea turtles to the sea and rehabilitated over 13,000 m<sup>2</sup> of beach (GEF, 2014).

A key contribution to SGP Jamaica's national and international success has been the strong emphasis that has been placed on capacity building of its grantees, a strong and active National Steering Committee (NSC) and local ownership of projects. Another key feature of the country programme is the forging of strategic partnerships with relevant stakeholders which has led to greater impact and the leveraging of additional resources where needed. The vital and valuable role that partnerships play in efficient and effective implementation has been one of the key lessons learnt by the Programme.

## ***1.2 Situation Analysis for the SGP Country Programme in OP6***

### **Geography**

Jamaica is the largest Anglophone Island in the Caribbean Basin, spanning an area of approximately 10, 991 km<sup>2</sup> or 4,244 sq. miles. The island is located in the northern Caribbean basin and is one of the five island nations that make up the Greater Antilles. In terms of climate, rainfall is the dominant meteorological variable that influences the meso-scale fluctuations of temperature, humidity, and evaporation across the island. The rainfall pattern is bimodal with early rainfall peaking in May and June and late season rainfall peaking in October.

### **Population Growth and Distribution**

Since the 1960s, Jamaica's population has undergone considerable changes in terms of its size, composition and distribution. These changes have been fuelled by and large by the interplay and changing levels and patterns of demographic processes such as fertility, mortality and migration. Based on the last official census count, Jamaica's population totalled 2,704,133<sup>5</sup> persons in 2011.

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<sup>3</sup> The International Union for Conservation of Nature (IUCN) Red List is the world's most comprehensive information source on the global conservation status of animal, fungi and plant species and their links to livelihoods ([http://www.iucn.org/about/work/programmes/species/our\\_work/the\\_iucn\\_red\\_list/](http://www.iucn.org/about/work/programmes/species/our_work/the_iucn_red_list/)).

<sup>4</sup> <http://www.iucnredlist.org/details/6027/0>

<sup>5</sup> Source: [http://statinja.gov.jm/Demo\\_SocialStats/population.aspx](http://statinja.gov.jm/Demo_SocialStats/population.aspx)

Concerning spatial distribution, Jamaica's population can be described as highly uneven and geographically concentrated in a few parishes and urban centres. Together, the three parishes of Kingston, St. Andrew and St. Catherine<sup>6</sup> alone accounted for approximately 43.7 percent of Jamaica's total population in 2011, amounting to a resident population of 1,181,100 persons (Population Census, 2011). There has also been a mark increase in the proportion of the country's population residing in urban areas since the 1970s. While only 38 percent of Jamaicans were recorded as living in urban areas in 1970, estimates from the 2011 Population and Housing Census indicate that 54 percent of Jamaicans now reside in urban areas relative to rural areas.

### **Macro-economic Performance**

Jamaica's economy currently suffers from widening trade and balance of payments deficits, a looming debt burden, high inflation and relatively high levels of unemployment. These problems have been compounded by developments in the international trading environment over the past two decades including the recent global economic recession (*circa* 2007-2010) that saw food and fuel prices spiraling to unprecedented levels and a downturn in the island's bauxite industry.

Despite long-term gains in reducing the incidence of poverty in Jamaica, rural poverty remains disproportionately higher than that of urban areas. Based on the 2010 Jamaica Survey of Living Conditions, Rural Areas (23.2 per cent) have continued to register higher poverty rates than the Kingston Metropolitan Area (KMA) (14.4 per cent) and Other Towns (11.6 per cent), with twice the prevalence for Other Towns and 8.8 percentage points higher than the KMA. With respect to poverty status, children, the dependent elderly, Rural Area residents and female-headed households comprise the most vulnerable groups in Jamaica.

### **The Natural Environment**

Near- to long-term changes in Jamaica's climate present one of the clearest and largest threats to the island's development. Jamaica is highly vulnerable to climate change impacts, and faces direct threats from anticipated climatic changes largely because of its geographic location and size. These vulnerabilities are exacerbated by social and economic issues such as poverty, the location of human settlements in disaster prone areas, limited institutional capacity, inadequate access and use of appropriate technologies and the continued degradation of the country's natural environment. The most vulnerable groups in society tend to be those people with insufficient access to assets or resources, and who are less prepared or equipped to cope with major climate disruptions or shocks. The large concentration of population, industry and physical infrastructure along Jamaica's coastal zone further compounds the country's vulnerability to a range of natural disasters including coastal floods, storm surges, saline intrusion (due to sea level rise), and impacts from hurricanes and tropical storms.

The combination of rising sea levels<sup>7</sup> and changing weather patterns will seriously affect the quality and availability of existing freshwater resources, especially along low-lying coastal areas where the majority of Jamaica's population lives. The anticipated adverse impacts on water resources and increases in the frequency and/or severity of extreme weather events will also have serious negative consequences for several key economic sectors including agriculture, tourism, energy, mining and manufacturing. The SGP Jamaica Country Programme raised a significant total of US\$ 2,114,498.34 in co-financing (cash value of US\$ 514,919 and in-kind support of US\$ 1,554,579) during OP5. There were a number of very successful co-financing partnerships established, such as:

- GEF STAR – US\$ 464,000
- Christian Aid – US\$ 80,000
- The Environmental Foundation of Jamaica (EFJ) – US\$ 50,000

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<sup>6</sup> St. Catherine was the fastest growing parish between 2001 and 2011, growing by 7 per cent, doubling the national figure.

<sup>7</sup> Sea water intrusion has resulted in the loss of 100 million cubic meters of groundwater (10% of local supply) in Jamaica annually (CSGM 2012)



- Forest Conservation Fund - US\$ 75,000

This past performance augurs well for the new operational phase, as most of these relationships can be leveraged for continued support in OP6.

Co-financing options for SGP Jamaica in OP6 could include but not limited to the following:

- I. Allocation from GEF STAR: this is currently being negotiated with the GEF focal Point. A ten (10%) of the country's allocation is being considered for the SGP. The GEF Focal point has also expressed satisfaction with the SGP's performance to date.
- II. GEF Implementing Agencies: SGP has been recommended (by National Agencies) as the programme of choice to implement the community component of the GEF Integrating Water, Land and Ecosystem Management in Caribbean Small Island Developing States (IWEco) regional 5-year project. SGP will be engaged as the delivery mechanism to implement micro community-based projects to improve biodiversity conservation.
- III. International Donor Partners (Non-GEF): Listed among these are: The United States Agency for International Development (USAID), The European Union (EU), and Embassies. USAID has been engaged in as a possible partner in funding community projects in thematic areas of common interest. This partnership, if realised would likely to focus on low carbon technologies and community-based climate change adaptation. The UNFCCC and the Intergovernmental Panel on Climate Change (IPCC) National Focal points have also named the Green Climate Fund as another funding stream that could perhaps be used to support SGP activities.
- IV. Private Sector: Discussions are currently underway with a number of private sector agencies and companies. At least one group has expressed interest in funding at least one major community-centred initiative that could have multiple sites. Discussions are on-going with other agencies with interest in funding SGP's community-based projects, especially those involving Climate Change Adaptation and Mitigation.
- V. National Projects (Non-GEF): There are synergies that can be explored with initiatives such as the Pilot Program for Climate Resilience (PPCR<sup>8</sup>), possibly resulting in opportunities for co-financing and increased impact. The PIOJ has outlined a number of initiatives, for which co-financing could be explored, such as the Aquaponics Initiative, which is being done in conjunction with INMED Caribbean<sup>9</sup>.

### ***1.3 Strategic Partnerships and Sources of Co-financing***

SGP Jamaica has established a number of strategic partnerships in OP5, which will serve to bolster its grant-making capabilities and overall project impact in OP6. These include: The engagement of technical assistance through the Technical Advisory Group (TAG) to provide, expert advice to the National Steering Committee (NSC).

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<sup>8</sup> The Planning Institute of Jamaica (PIOJ) is the focal point for the PPCR, which is currently being developed as an initiative under the Strategic Climate Fund (SCF), one of two Trust Funds under the World Bank's Climate Investment Funds. It provides incentives for the integration of climate risk and resilience into development planning through scaled-up actions. Jamaica is one of the six Caribbean pilot countries slated to benefit.

<sup>9</sup> INMED is originally an acronym for International Medical Services for Health; however their program of work extends beyond health. Through INMED's Jamaica Adaptive Agricultural Programme (JAAP), funded by the United States Agency for International Development, several community groups and schools have benefitted from aquaponics systems and technical training.

Partnerships with academia, especially applied research groups from the University of the West Indies, Mona; Ongoing partnerships and working relationships with relevant GEF implementing agencies (i.e. UNEP, UNDP), relevant national bodies (e.g., PIOJ).

This will support effective implementation in OP6 through niching of SGP into national development planning and priorities, harmonizing with the sustainable development goals, and increasing collaboration at all levels (local, regional and global), donor harmonization and taking advantage of synergies that exist. Strong relationship with community groups and organizations. This relationship has been strengthened through capacity building and addressing of community issues. A stronger civil society base means these groups will be more competent at project identification, development, management and evaluation, and will therefore contribute to more effective implementation. Taken collectively, the different collaborative engagements have increased the reach of the programme beyond what would have been possible through only its core support from the SGP global treasury. Further, for OP6 the prospects are encouraging for leveraging additional co-financing of both cash and in-kind, including the much needed capacity strengthening of our grantee partners for project identification, development, management and monitoring and evaluation.

## 2. SGP country programme niche

### 2.1. Alignment with National Priorities

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

Rio Conventions + national planning frameworks	Date of ratification / completion
UN Convention on Biological Diversity (CBD)	Jan 6, 1995/ April 6, 1995
CBD National Biodiversity Strategy and Action Plan (NBSAP)	May 2003
Nagoya Protocol on Access and Benefit-Sharing (ABS)	Jamaica has not yet signed the Protocol
UN Framework Convention on Climate Change (UNFCCC)	Jan 6, 1995/ April 6, 1995
UNFCCC National Communications (1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> )	Nov 2001//3 <sup>rd</sup> (under implementation)
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	Not yet completed
UNFCCC National Adaptation Plans of Action (NAPA)	Not applicable to Jamaica
UN Convention to Combat Desertification (UNCCD)	Nov 12, 1997/March 10, 1998
UNCCD National Action Programmes (NAP)	February 2006
Stockholm Convention on Persistent Organic Pollutants (POPs)	June 1, 2007
SC National Implementation Plan (NIP)	June 2005
GEF National Capacity Self-Assessment (NCSA)	October 2004
GEF-6 National Portfolio Formulation Exercise (NPFE)	Not yet completed
Strategic Action Programmes (SAPs) for shared international water-bodies <sup>10</sup>	UNEP CReW <sup>11</sup> (June 2015)
Minamata Convention on Mercury	Jamaica signed treaty on October 10, 2013

The most recent context for the development agenda, nationally and globally, has been set by the Sustainable Development Goals (SDGs), which came into effect on January 1, 2016. The SDGs seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls.

<sup>10</sup> Please identify existing IW regional projects and the regional SAPs adopted by countries sharing international waterbodies so as to align SGP local interventions. Please check this website to find some of the SAPs:

<http://iwlearn.net/publications/SAP>

<sup>11</sup> UNEP/GEF International Waters Initiative: Testing a Prototype Caribbean Regional Fund for Wastewater Management (CReW)

They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental<sup>12</sup>. Preliminary discussions with key stakeholders, such as the UNDP Country Office (CO) have indicated that SDGs 1, 10, 16, and all environmental-related SDGs, will be relevant within the Jamaican context.

## **2.2. *Involvement of Communities and Civil Society Organizations (CSOs)***

SGP Jamaica engages Communities and Civil Society Organizations (CSOs) in a number of meaningful ways, including (though not limited to) active dialogue, systematic feedback and planning, Environmental Conservation and Capacity Building. The National Steering Committee comprises members of the CSOs that help to guide the country programme and evaluate its effectiveness. Changes and alterations to the country programme are based on feedback received from national consultations with CSOs and the priorities for the country programme are based heavily on those articulated in national consultation with community groups. The programme also brings together key national representatives and agencies with CSOs in one space to chart the way forward for each operational phase. Besides, serving as a key dialogue forum, this approach has increased awareness and obligations of global treatise, enhanced ownership of the country programme, ensure harmony with national development priorities and provide opportunities for the formulation of community-led initiatives that directly contribute to national development while solving local problems.

Further, the country Programmes helps CSOs to improve their environmental conservation and stewardship, generate alternative livelihoods and empower their communities. The country programme through grant funding has financed a number of community-led initiatives that have led to the preservation of endangered species, raised awareness of conservation needs and led to the restoration of key terrestrial and marine ecosystems. The livelihood components of projects have enabled CSOs to promote sustainable use of natural resources, while generating alternative income streams that would otherwise not exist. Capacity building sessions hosted by the SGP has exposed CSOs to all aspects of successful project implementation and covers the full gamut from project identification to post project impact assessment. A number of projects have been successfully referred for scaling up and following on funding, and included in this number is the Jeffrey Town Farmers Association.

## **2.3. *Potential for Complementarities and Synergies***

Table 2 below outlines (i) how SGP Jamaica intends to support the broader GEF Mandate (globally); (ii) the niche of the programme within the national context; and (iii) its potential contribution to the UNDP's strategic programming, particularly **priority areas 2 and 3** as outlined in its Country Programme Document (CPD). The UNDP and SGP Jamaica will pursue joint programming initiatives where opportunities and common interest exist, to work closely together and take advantage of any synergies. In addition, there are other worthy national initiatives to which SGP will make notable contributions. These include, but are not limited to the following:

- Government of Jamaica's community-based programmes, such as the Community Renewal Programme (CRP), which is being coordinated by the PIO. Additionally, the Social Development Commission (SDC), provides island wide support to community - based initiatives within its mandate for community development and is therefore positioned to partner with the SGP programme. The Jamaica Social Investment Fund (JSIF) is another agency which utilises funding from the World Bank to support island wide national initiatives to fund community interventions with which the SGP can collaborate. The Pilot Program for Climate Resilience (PPCR) has national components that harmonize with the OP6 strategic initiatives. All opportunities for joint programmes and for utilizing the SGP modality for community implementation will be fully explored and pursued, where possible.

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<sup>12</sup> <https://sustainabledevelopment.un.org/post2015/transformingourworld>

- GEF IWeco (referenced in section 1.2 above as a good example of how SGP will be used to implement the community component of a full size GEF project).
- USAID funded projects, such as the Caribbean Clean Energy Programme, which aims to accelerate clean energy development in the region, with special focus on Jamaica and the Eastern Caribbean. Key activities include support of policy formulation, improving the enabling environment for clean energy development, greening the grid – optimizing variable renewable energy integration, private-sector leverage in clean energy investment, energy efficiency and donor coordination.

### OP6 Priorities – National Consultation Workshop

Resulting from a National Consultation Workshop (held on January 27, 2016), three (3) strategic initiatives were prioritized. These are:

- Climate smart innovative agro-ecology (CSIA)
- Community landscape/seascape conservation (CLSC) – the entire country will be the landscape
- Low carbon energy access co-benefits (LCEAC)

The prioritization is largely linked to the national development agenda (Vision 2030/ Medium Term Framework-MTF), the green economy and sustainable cities initiative of the GEF Jamaica country programme. Social inclusion and knowledge management are cross-cutting themes that will be key aspects of all projects.

### SGP Contribution to National Priorities/ GEF-6 Corporate results

Table 2 below presents the SGP contribution to national priorities / GEF-6 corporate results for the strategic initiatives prioritized during the consultation process.

*Table 2: SGP contribution to national priorities / GEF-6 corporate results*

1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	3 Briefly describe the SGP Country Programme niche <sup>13</sup> relevant to national priorities/other agencies <sup>14</sup>	4 Briefly describe the complementation between the SGP Country Programme UNDP CO strategic programming
Community landscape/seascape conservation	<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society</i>	(i) the management and conservation of protected landscapes (e.g., Cockpit Country, Blue and John Crow Mountains) and Seascapes (The Cays, Black River Morass, fish sanctuaries); sustainable development within urban centres; and (ii) livelihood generation through landscape/seascape conservation <u>National Priorities:</u> Vision 2030 Goal 4: Jamaica has a healthy natural environment, MTF 2015-2018 theme: Environmental sustainability and Climate Change Response and Relevant national policies and plans relating to environmental protection and conservation.	<b>Priority #2</b> Resilience to climate change and natural disaster and universal access to clean energy and <b>Priority# 3</b> (Natural resources management). These are priority areas for which synergies should be explored to the mutual benefit of both work programmes.

<sup>13</sup> “Niche” refers to the role or contribution that the Country Programme is best fitted to perform and for which the other stakeholders agree with

<sup>14</sup> Describe only for those OP6 strategic initiatives which will be programmed by the SGP country programme.

<p>Innovative climate-smart agro-ecology</p>	<p><i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i></p>	<p>Climate-smart climate-resilient projects, with strong community participation, sustainable farming practices and system (e.g., greenhouses, sustainable water use/reuse, rainwater harvesting, biogas digester technology) and livelihood generation. Demonstration projects will include urban farming, aquaponics and agroponics. <u>National Priorities:</u> Vision 2030 Goals 3 and 4; relevant national policies and plans related to agriculture and forest management, and the related MTF 2015-2018 theme.</p>	<p>Priority Area 3: Natural Resources Management supporting efforts to promote sustainable land use will be a focus of the CO which can boost socio-economic development while promoting sustainable use of natural resources. In this regard, the CO will work with the relevant national ministries and agencies, specific private sector entities and CSOs.</p>
<p>Community landscape/ seascape conservation</p>	<p><i>Promotion of collective management of trans-boundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services</i></p>	<p>The entire country will be selected, as this is more of an approach.</p>	
<p>Energy access co-benefits</p>	<p><i>Support to transformational shifts towards a low-emission and resilient development path</i></p>	<p>While sustainable energy is high on the national development agenda, interventions are often very costly, as such; the SGP niche will support national priorities below by focusing on cross-cutting renewable energy/energy efficiency projects that demonstrates the benefits of sustainable energy across sectors. Cash co-financing will be critical to achieving significant impact for this priority area. National Priorities: Vision 2030 Goal 3 and related MTF theme; National Energy Policy and related sub-policies (Renewable Energy Policy, Biofuels Policy)</p>	<p>The draft CPD states that the UNDP CO will collaborate with the GEF SGP to incorporate climate change adaptation and mitigation at the community level. Focus will also be on fostering alliances with the private sector for the promotion of clean energy and adaptation to climate change. Further discussions will be held to detail the structure of the proposed collaboration.</p>
<p>Local to global chemicals coalitions</p>	<p><i>Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other</i></p>	<p>Not a priority for GEF SGP Jamaica</p>	

	<i>chemicals of global concern</i>		
CSO-Government dialogue platforms	<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	The SGP niche lies in leveraging its relationships with key government and UN partners to facilitate community participation in relevant planning fora, or organizing such fora on a regular basis (once or twice per year)	As part of its work programme, UNDP facilitates meetings of different stakeholders for planning and dialogue purposes. The possibility of having civil society representation at such meetings should be further explored.
Social inclusion (gender, youth, indigenous peoples)	<i>GEF Gender Mainstreaming Policy and Gender Equality Action Plan and GEF Principles for Engagement with Indigenous Peoples</i>	The SGP niche lies in ensuring that social inclusion forms a critical part of its projects portfolio, and that where relevant, the needs of youth, women/men, indigenous peoples and vulnerable groups (based on physical, geographical or other vulnerability) will be adequately considered. This will be supported by the fact that SGP (NSC) is served by a renowned gender/youth specialist.	Social inclusion is a part of the development agenda, and is a crosscutting issue for UNDP Jamaica as outlined in the draft CPD (Priority Area 1: Access to equitable social protection systems and quality services and Priority Area 4: Democratic Governance, Citizen's Security and Safety and the rule of law). Further discussions should be held to identify complementary areas and explore opportunities to take advantage of synergies.
Contribution to global knowledge management platforms	<i>Contribute to GEF KM efforts</i>	SGP niche lies in the promotion/showcasing of success stories and lessons learnt; grantee knowledge sharing and exchange mechanisms; and facilitating dialogue between civil society and other key national partners.	SGP and UNDP will pursue joint awareness raising initiatives

### 3. OP6 Strategies

#### 3.1. Cross-cutting OP6 Grant-making Strategies

The multifocal nature of the OP6 priorities will be for projects to simultaneously address a number of areas, while incorporating cross-cutting themes such as social inclusion and gender (see Table 4). Specifically, the projects will address, where possible, the needs of women/men, youth, indigenous and vulnerable groups (based on physical, geographical or other vulnerability). The capacity of community groups/CSOs will be built through training so as to enable them to factor these cross-cutting issues within their projects.

Table 3: Cross cutting projects for OP6

Strategic Priorities for OP6	Cross cutting OP6 Project
Climate smart innovative agro-ecology (CSIA)	Climate resilient mixed agroforestry that: reduces reliance on open field, rain-fed production will generate new livelihoods, and increase production and adaptive capacities. It will also provide good practice examples which can be included in developing user interface platforms for the agriculture sector and over time can provide meaningful alternatives to unsustainable land use practices of indigenous and other vulnerable groups.

Community landscape/seascape conservation (CLSC)	Key National Parks (Eastern, Central, and North western Jamaica); Key Marine Ecosystems (Northern and Southern Coastal Areas and Cays): Species conservation, water conservation, habitat preservation, sustainable urban centres. Will enhance capacity development for conservation, influence revision of biodiversity strategy and action plan, land use policy and increase visibility (Knowledge management) of the SGP Country Programme. Emerging priorities from this could guide the focus new SGP projects under OP6
Low carbon energy access co-benefits (LCEAC)	Use of renewable energy (wind, solar, biogas, biofuels) and more extensive use of energy efficient solutions (e.g. LED bulbs) for community-led initiatives. Training in harvesting of alternative energy will immensely benefit indigenous peoples, influence national policy and highly increase visibility of SGP nationally and regionally.

### 3.2 *Landscape/seascape-based OP6 grant-making strategies*<sup>15</sup>

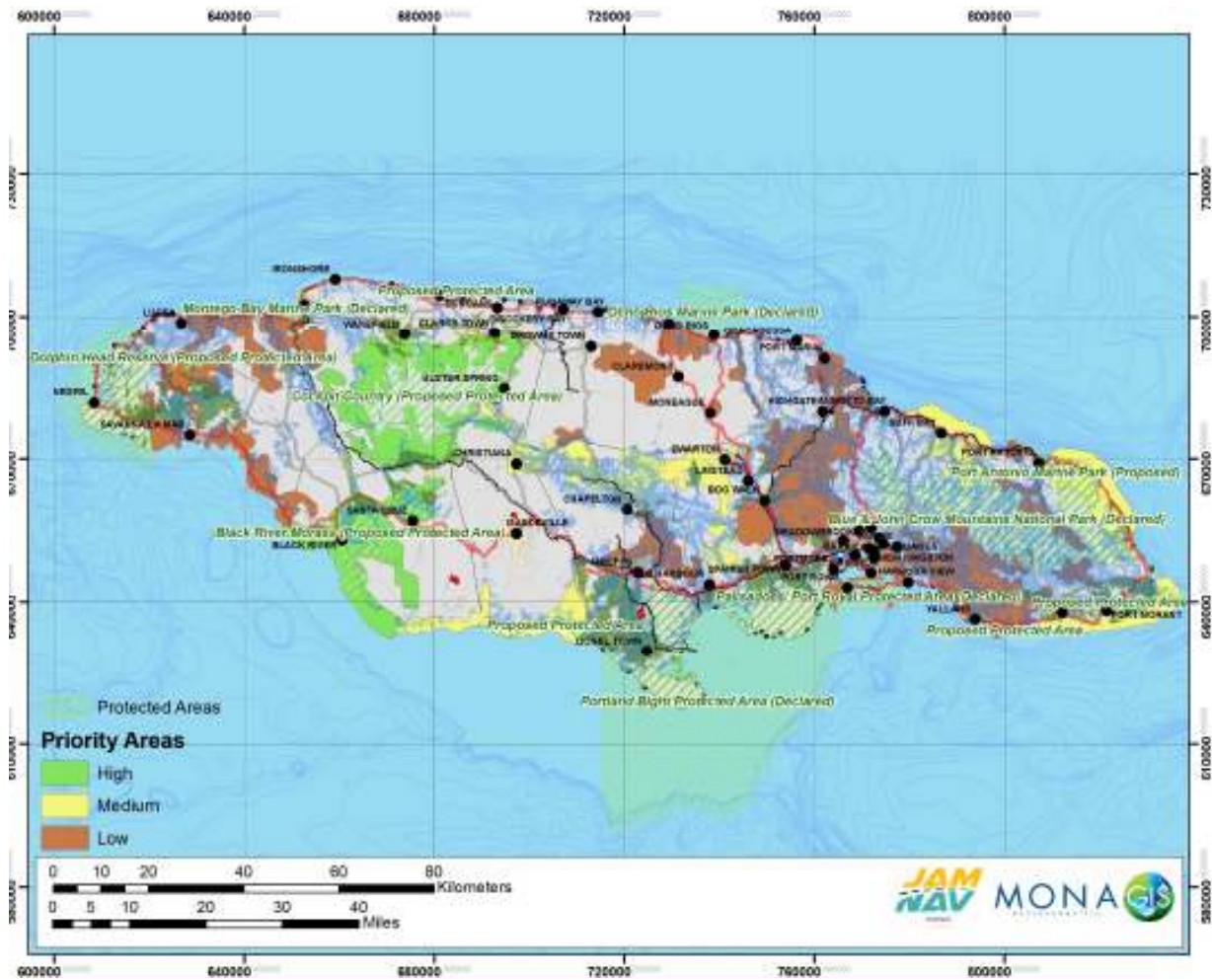
#### **Baseline Assessment Process**

The Landscape/Seascape baseline assessment process was guided by the results from the CPS consultation and scoping exercise which laid out the consensus for the priorities and strategic actions needed for delivering OP6 outcomes. Both quantitative and qualitative techniques were used to provide measureable indicators and detailed information about the programme quality, performance, impact and outcomes. The main methods of data collection were interviews (face to face, online, telephone), desk review of relevant project documents and consultations with key stakeholders of relevant agencies. Thirty-four (34) organizations from the following groups were targeted for the baseline survey: Civil Society Organizations; Community foundations; Indigenous People<sup>16</sup>; Charitable Organizations; Advocacy Groups; Youth and Women Groups. Refer to Annex 1 for more detailed information.

**Map of Jamaica’s Protected Areas System:** Jamaica was considered as one landscape given its small geographic size and the complex interconnectedness between its land based and coastal environments. As such, under OP6 it is expected that projects can be developed in any of Jamaica’s 14 parishes with special focus on working in the Protected Areas, which could generate greater national and global environmental benefits (see figure below), and achieving greater impact and sustainability.

<sup>15</sup> Refer to the various guidance documents on landscape/seascape selection and assessments.

<sup>16</sup> Based on UNESCO definitions, there is no Indigenous People (IP) in Jamaica. The project team however considers ‘Maroons’ similar to other Indigenous Peoples throughout the Caribbean given their history, political marginalization and heavy dependence on natural resources.



*Figure 1: Protected Areas Map (Mona Geo-Informatics Institute, 2016)*

**Prioritization of Strategic Initiatives – Baseline Study**

A key aspect of the Baseline assessment was the prioritization of the Strategic Initiatives similar to what was done at the National Consultation Workshop (NCW). Both the NCW and the consultations which formed a part of the baseline assessment identified Community Landscape/Seascape Conservation, Climate Smart Innovative Agro-Ecology and Low Carbon Energy Access Co-benefits as the 3 key initiatives for focus and prioritization in Jamaica (at the community level).

**Specific Strategy for Grant-making**

The specific strategy for grant-making is to focus on replicating and upscaling notable (SGP) initiatives and will also include a new focus on urban/inner-city communities (especially in the major Cities of Kingston and Montego Bay) in keeping with the Green Cities theme for Jamaica. Respondents also indicated that that watersheds, riverine, corals, forest areas (valley or otherwise), low-lying areas and wetlands are the landscape/seascape typologies that should be given greater attention as it relates to project activities under the GEF SGP OP6, with multifocal approaches and projects being encouraged, where possible. An additional important strategy for project sustainability and greater project impact is increased (innovative) opportunities for livelihood/income generation.



Table 4: Examples of Landscape/Seascape Locations for Prioritization under OP6

Parish	Community <sup>17</sup>	OP6 Strategic Initiative/Component	Focal Area
St. Thomas	Goat Ridge Summerset Mountain	Climate Smart Agro-ecology	Capacity Development, Food Security & Climate Smart Agriculture, Land Degradation
	Coastal Management		Biodiversity
St. James	Montego Bay	Community Landscape and Seascape Conservation	Land Degradation (land based pollution), Food security and Climate Smart Agriculture (urban farming)
St. Catherine	Top Hill Maca Tree	Climate Smart Agro-ecology	Capacity Development, Food Security & Climate Smart Agriculture, Land Degradation
	Bellas Gate	Undefined	Capacity Development
Trelawny	Quick Step (north of Accompong)	Community Landscape and Seascape Conservation	Land Degradation, Food Security Climate Smart Agriculture, Water Accessibility
St. Elizabeth	Elderslie Ipswich	Community Landscape and Seascape Conservation	Land Degradation, Food Security Climate Smart Agriculture, Water Accessibility
Westmoreland	Negril	Community Landscape and Seascape Conservation	Biodiversity
Kingston & St. Andrew	Kingston Metropolitan Area	Community Landscape and Seascape Conservation	Land Degradation (land based pollution), Food security and Climate Smart Agriculture (urban farming)
Portland	General Area	Community Landscape and Seascape Conservation	Land degradation, Biodiversity – <i>(flood &amp; landslide prevention activities)</i>
St. Mary	General Area	Community Landscape and Seascape Conservation	Land degradation, Biodiversity – <i>(flood &amp; landslide prevention activities)</i>
Clarendon	General Area	Community Landscape and Seascape Conservation	Food Security and Climate Smart Agriculture

In order to enhance the synergy between different initiatives and also to achieve greater impact from multifocal approaches within the landscape (where 100% of OP6 resources will be allocated), the following measures are being recommended:

- The SGP Secretariat and the National Steering Committee will advise potential grantees on potential synergistic opportunities within and external to the SGP Programme.
- The SGP Secretariat and the NSC, in their interactions with other key national stakeholders and donors operating locally, will promote the SGP work programme and take advantage of collaborative opportunities, including those relating to resource mobilization. Further details on the mobilization of additional funds and resources to support the projects and overall work programme can be found in Section 6 (Resource Mobilization Plan).
- There should be at least one structured grantee forum/gathering annually where grantees have the opportunity to share and learn from each other, and explore ways in which there could be joint implementation in order to achieve greater impact.

<sup>17</sup> Listed communities based on baseline consultations with grantees, potential grantees and institutional partners. List is not exhaustive.

### 3.3. *Grant-maker+ strategies (2 pages)*<sup>18</sup>

#### 3.3.1. *CSO-Government Dialogue Platform*

SGP Jamaica has maintained active dialogue with civil society groups and through regular forums and meetings of the NSC has served as a critical node for CSO-government dialogue. There is need to strengthen this alliance, especially (though not exclusively) to ensure that there is: (i) Stronger local compliance with international treatise to which Jamaica is party; (ii) Improved linkages and communication between grassroots and high level national planners and policy-makers; and (iii) Enhanced uptake of good practices. To do this, SGP in collaboration with other national agencies, will facilitate a dialogue platform that will bring together important and pertinent stakeholders at regular intervals. Dialogue will be facilitated through both face to face and virtual meetings and help to arrive at consensus for key environmental treatise and also to monitor implementation of the Sustainable Development Goals. There is precedent for SGP's role as such a facilitator. Most recently (November 2015), SGP Jamaica led a group of NGOs as part of the Jamaican delegation to the COP21 of the United Nations Framework Convention on Climate Change (UNFCCC) in Paris, France. There, the voices of local NGOs were heard on the global stage and their concerns have been factored into the way forward for a most important global treaty that will doubtless affect all aspects of socio-economic development in Jamaica and well beyond. At the recently held post COP21 meeting, the government has asked (verbally) SGP if we could do a repeat of last year – mobilise funding for more NGOs/CBOs to attend COP22

#### 3.3.2. *Policy influence*

SGP Jamaica is a key partner of government agencies responsible for development, planning and policy. Listed among these agencies are the Planning Institute of Jamaica (PIOJ) and the National Environment and Planning Agency (NEPA). This alliance allows for mainstreaming of national development plans from the long term (Vision 2030)<sup>19</sup> and Medium term Socio-Economic Policy Framework (MTF) into the SGP country programme, and also for direct considerations in the development of individual SGP projects. Moreover SGP's participation in workshops and seminars of the agencies have highlighted the work of SGP, and allowed for the sharing of experiences, lessons learnt, and adoption of good practices. A number of projects (including but not limited to the Caribbean Maritime) have already influenced national policy and sector planning. Efforts are also underway to use SGP to advance the community-led components of national environmental projects where synergies exist. SGP also maintains active dialogue with the national focal points for the UN conventions on climate change, biodiversity and desertification. This ensures that the programme makes salient contributions to key national development and also facilitates the incorporation of national priorities into the SGP projects and by extension the country programme.

#### 3.3.3. *Promoting social inclusion (mandatory)*

Social inclusion will be promoted through:

- *Women's empowerment and gender equality:* All projects are encouraged to have the participation of both sexes, and currently, women play leading roles (and are signatory to SGP MoA) for at least 50% of projects. This insistence will continue and the inclusion of a gender expert on the NSC will ensure that gender equality is always addressed.
- *Empowerment of local groups:* Based on the classification provided by the United Nations, there are no indigenous people in Jamaica. The closest group to this would be the Maroons, who still have very strong roots and strongholds in hilly areas of some rural parishes. The Blue and John Crow Mountains (World Heritage site) spans four parishes, two of which have concentration of the Maroons.

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<sup>18</sup> The OP6 Grant-maker+ strategies and related activities may either be outside of the selected landscape/seascapes, or promote partnership building, networking and policy development within the target areas.

<sup>19</sup> Vision 2030 is the overarching national socio-economic plan which articulates the pathway to making Jamaica a developed country by 2030 and position as the place of choice to "Live, work, raise families and do business". It elaborates plans for all sectors.

There are numerous opportunities for landscape and seascape interventions under SGP that will enhance both the cultural and natural values of the Maroons in these areas. Efforts will be made to fully explore these opportunities.

- *Involvement of youth in country portfolio planning:* Projects involving CSO groups with strong youth representation and/or involvement will be targeted, where possible. Additionally, youth representation will be pursued for the proposed CSO-Government Policy Dialogue Platform.

#### **3.3.4. Knowledge management plan**

Knowledge management is a structured plan and set of procedures used for gathering, archiving and sharing of lessons learnt and good/best practices. SGP Jamaica like all other Programmes has a reporting template that bears a section for the capturing of lessons learnt and good/best practices. This is done at both the programme and project levels. At the project level, reports from grantees are carefully reviewed and field visits diligently attended. This allows for the SGP team to easily identify and monitor progress made, offer solutions to problems that arise, and record lessons learnt and success stories for replication. Grantees and ‘would-be’ grantees have open access to the project team, and efforts have been made to network all grantees to allow for information exchange and the sharing of experiences. This approach has enriched the experience of all participants and has enabled new grantees to leap-frog rudimentary methods in preference for more advanced, sophisticated and impactful project interventions. Further, annual training and sensitization sessions are held to share lessons learnt and to inform pertinent stakeholders of the targeted goals of the programme, of how their project can contribute to broader objectives of the operational phase, and to national development priorities as well. Options and opportunities that exist for wider partnerships are also explored in these sessions.

One of the hallmarks of SGP Jamaica is the development of case studies, videos, knowledge products such as brochures by the grantees as project outcomes. The digital archiving of pictures and video recording especially of projects featured in print media, will be done to expand the digital library of all projects. At the programme levels, the success stories and practices are aggregated to present a fulsome account of overall impact in different thematic and programmatic areas. This is then used to give a more wholesome picture of the effectiveness of the country programme at large through *inter alia* knowledge management documentaries or photo stories to showcase successful and impactful projects. Further, brochures and policy briefs will form useful complements as quick reference materials which highlight the work of SGP. Taken collectively, these products serve critical functions:

- To highlight the large impact that a small grant can have;
- As compelling marketing tools for resource mobilization;
- To increase awareness among key stakeholders including government, civil society, academia, and media et al., of community-led solutions to national and global environmental challenges.
- Enhance the OP6 digital library and global South-South exchange through sharing of best practices and acting as possible stimuli for online (via Skype or other social media options) discussions.

For OP6, there will be greater focus on capturing, sharing, and disseminating the lessons learned and good practices of SGP Jamaica programme with key stakeholders (nationally and internationally). Some strategies for successfully implementing this include, building grantee capacity as well as seeing the assistance of key stakeholders with the promotion of SGP success stories (e.g., on their websites etc.).

#### **Plans for Upscaling and Replication**

SGP Jamaica has a credible record of project Replication, Upscaling and Mainstreaming (RUM). A number of projects have received national and international recognition for their novelty and impact and have been replicated and or scaled up. Of note some have influenced national policy, especially for renewable energy and water conservation and climate change adaptation. These now serve as blueprints for like-natured projects at the local, regional and international levels. Listed among these are:

- *The Jamaica Maritime Institute trust fund Project* which featured a composite of renewable energy and water conservation was very highly commended as a Global best **practice** example for renewable energy and a project that was scaled up, replicated by Jamaica Defence Force (JDF) offshore at Pedro Cays).
- *Clarendon Parish Development Committee Benevolent Society (CPDCBS) Water Harvesting Project* rehabilitated community rain water catchment and constructed an earth pond system for plantation irrigation and drought mitigation. The approach is being replicated nationally as a climate change adaptation strategy.
- *The Jeffrey Town Farmers' Association Project*, which received an international award for alternative energy options, sustainable agriculture techniques and disaster risk reduction.
- *The Oracabessa Bay Fish Sanctuary Project*, which was used as a template by the National Environment and Planning Agency to manage fish sanctuaries across the island. It is also being replicated in at least one CARICOM country.
- *The Youth Crime Watch Jamaica* (a youth-led group) developed a project in concert with a tertiary institution (The University of the West Indies) that collected waste vegetable oil from communities and converted it into biodiesel. The biodiesel is used in a number of local vehicles, reducing fuel consumption, carbon emissions and air pollution. The approach has been replicated in the US Virgin Islands and has since been scaled up to a national biodiesel initiative.

At least two interventions were upscaled after receiving funding of approximately US\$1.2M combined. Plans are afoot to collaborate with other agencies and countries so that this kind of upscaling/replication can continue and to also advocate for other project successes to be replicated/upscaled to medium and or full sized projects.

### **3.3.5 Communications Strategy**

With the use of networking and well established partnerships among all sectors, SGP has established itself as the hub for and voice of NGOs/CBOs in Jamaica. It has actively engaged stakeholders in community-led actions that led to national, regional and international solutions and has been recognized nationally as a preferred means to engage this sector in national development. The intention is to continue this active engagement through four main pillars as articulated below:

1. **Research:**
  - a. Getting the facts regarding civil society needs, constraints, abilities and interests
  - b. Helping NGOs with project identification and proposal development
  - c. Transparent and consistent project and programme monitoring and evaluation
  - d. Change management: highlighting what does not work and helping to change the direction of projects and the programme if necessary
2. **Information sharing:** Getting the information to the target market and stakeholders using as many and most appropriate avenues. Ensure there are opportunities for face-to-face or interpersonal communication. This includes brochures, flyers, and meetings with the SGP Country Team.
3. **Training:** In all the needed areas of project development/management including communications, team building, report writing. It will also include capacity building in other areas necessary to help the civil society groups to improve their skills, results and capacity, especially for sustainability of the projects and the broader national SGP programme. These actions will be facilitated through one-on-one sessions and also via group training and project development sessions
4. **Outreach:** Using the information to reach wider audiences and to ensure the programme is perceived as inclusive instead of exclusive and simultaneously to develop as many different vehicles of interactive communication as possible. Further, this will provide tangible evidence of how SGP (both at the project and programme levels) contributes to national sustainable development.

#### 4. Expected Results Framework

Table 5: Consistency with SGP OP6 global programme components

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
<p><u>SGP OP6 Component 1:</u> <i>Community Landscape and Seascape Conservation:</i></p> <p>1.1 SGP country programmes improve conservation and sustainable use, and management of important terrestrial and coastal/marine ecosystems through implementation of community based landscape/seascape approaches in approximately 50 countries</p>	<p><i>Proposed landscape and seascape areas of focus at the country level</i> Biodiversity; Land degradation; Sustainable management (including urban-based initiatives). Other important areas of focus may include cross-cutting approaches such as disaster risk reduction, water accessibility and sanitation and urban greening.</p> <p><i>Number and typology<sup>20</sup> of landscapes/seascapes: 1 to 3 target areas for approx. 70% of OP6 grant-making resources</i> The six (6) typologies that were prioritized the most among stakeholders are: (i) forest (ii) low lying areas (iii) watersheds (iv) riverine (v) wetlands and (vi) corals.</p> <p><i>List of IW SAPs supported in river/lake basin management and coastal and ocean management (e.g. in the areas of habitat management, fisheries and land-based pollution)</i></p> <p>1. Establishment of fish sanctuaries</p>	<p><i>Approx. # and typology of projects<sup>21</sup></i></p> <p>2 – 3 projects</p>	<p>Hectares of landscape/seascape covered under improved community conservation and sustainable use management systems</p> <p>Number of landscapes/seascapes with community-oriented approaches established</p> <p>Number of fish sanctuaries sustainably managed and or established</p>	<p>Individual project reporting by SGP country teams</p> <p>Baseline assessment comparison variables (use of conceptual models and partner data as appropriate)</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review (NSC inputs)</p>

<sup>20</sup> Typology here means the kind of landscape (mountain, low-lying plain, valley, riverine, etc.) and seascape (wetland/mangrove, river basins, bays, seagrass to corals, etc.). There could also be a combination of a landscape with a seascape (i.e. from upper watersheds to coastal mangrove, seagrass and coral ecosystems) which is actually preferred as it covers the continuum of related ecosystems and communities. For the other initiatives, typology means the practice/technology utilized such as solar, mini-hydro, wind, biogas, clean efficient stoves, etc. for energy access and co-benefits and organic farming, silvipasture, agroforestry, etc. for climate smart innovative agroecology.

<sup>21</sup> The estimated number of OP6 projects should distinguish between the utilization of OP6 core grants (which can apply across GEF focal areas) and non-core GEF STAR resources (which need to be directly linked to the relevant GEF focal areas). In accordance with the GEF Steering Committee decision (March 2010), up to 20% of non-core GEF resources mobilized may be used for secondary focal areas.

	<ol style="list-style-type: none"> <li>2. Watershed protection</li> <li>3. Sustainable fisheries and habitat management/preservation</li> <li>4. Coral reef protection and restoration</li> </ol>			
<p><b>SGP OP6 Component 2:</b> <i>Climate Smart Innovative Agro-ecology:</i></p> <p>2.1 Agro-ecology practices incorporating measures to reduce CO<sub>2</sub> emissions and enhancing resilience to climate change tried and tested in protected area buffer zones and forest corridors and disseminated widely in at least 30 priority countries</p>	<p><i>Proposed agro-ecology practices, climate resilience, including integration into priority production landscapes and seascapes</i></p> <ol style="list-style-type: none"> <li>1. Promotion of agroforestry, as well as reforestation and afforestation community based projects</li> <li>2. Hillside rehabilitation projects</li> <li>3. Rainwater harvesting</li> <li>4. Greenhouse cultivation and other forms of protected agriculture</li> <li>5. Organic farming</li> <li>6. Identification of drought and heat tolerant crop varieties</li> <li>7. Improved land husbandry and soil management</li> <li>8. Urban farming using solar technology</li> </ol>	<p><i>Approx. # projects</i></p> <p>2 – 3 Projects</p>	<p>Number of farmer-leaders involved in successful demonstrations of typologies of agro-ecological practices</p> <p>Number of farmer organizations, groups or networks disseminating improved climate-smart agro-ecological practices</p> <p>Tonnes of Greenhouse gas emission prevented</p>	<p>Individual project reporting by SGP country teams</p> <p>Socio-ecological resilience indicators for production landscapes (SEPLs)</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review (NSC inputs)</p>

<p><u>SGP OP6 Component 3:</u> <i>Low Carbon Energy Access Co-benefits:</i></p> <p>3.1 Low carbon community energy access solutions successfully deployed in 50 countries with alignment and integration of these approaches within larger frameworks such as SE4ALL initiated in at least 12 countries</p>	<p><i>At least one innovative typology of locally adapted solutions demonstrated and documented</i></p> <p>Utilization of locally sourced bamboo material for the production of charcoal, building material, biofuel and craft. Conversion of bio-waste to biogas. Specific examples include the construction of a bio-digester to convert pig waste into biogas.</p> <p><i>At least (insert appropriate country target number) households achieving energy access Co-benefits such as resilience, ecosystem effects, income, health and others rigorously estimated<sup>22</sup></i></p> <ol style="list-style-type: none"> <li>1. Generation of alternative livelihoods/income</li> <li>2. Reduced household energy bills</li> </ol>	<p><i>Approx. # of projects</i></p> <p>2 – 3 Projects</p>	<p>Number of community-oriented, locally adapted energy access solutions with successful demonstrations for scaling up and replication</p> <p>Number of households/communities achieving energy access with locally adapted community solutions, with co-benefits estimated and valued<sup>23</sup></p> <p>Number of individuals benefited from these initiatives (gender disaggregated)</p> <p>Tonnes of Greenhouse Gas Emission prevented</p>	<p>AMR, country reports</p> <p>AMR, global database, country reports Special country studies<sup>24</sup></p> <p>Country Programme Strategy Review (NSC inputs)</p>
<p><u>SGP OP6 Component 4:</u> <i>Local to Global Chemical Management Coalitions:</i></p> <p>4.1 Innovative community-based tools and approaches demonstrated, deployed and transferred, with support from newly organized or existing coalitions in at least 20 countries for managing harmful chemicals and waste in a sound manner</p>	<p><i>Based on consultation this area was not seen as a priority due to limited knowledge. However some recommendations were made</i></p> <ul style="list-style-type: none"> <li>● The need for public awareness programmes</li> <li>● Capacity building initiatives (specifically targeting CSOs and CBOs)</li> <li>● Greater partnerships between public and private sector organizations (PPPs)</li> <li>● Creation supporting policies that can facilitate the development of innovative community-based tools and methodologies.</li> </ul>	<p><i>Approx. # projects</i></p> <p>1 Project</p>	<p>Number of community-based approaches to avoid and reduce chemicals demonstrated, deployed and transferred</p> <p>Number of coalitions and networks established or strengthened</p>	<p>Individual project reporting by SGP country teams</p> <p>Strategic partnership with IPEN country partners</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p>

<sup>22</sup> Only applies to lead countries in this strategic initiative

<sup>23</sup> Only applies to lead countries in this strategic initiative

<sup>24</sup> Only applies to lead countries in this strategic initiative

<p><u>SGP OP6 Component 5:</u> <i>CSO-Government Policy and Planning Dialogue Platforms (Grant-makers+):</i> 5.1 SGP supports establishment of “CSO-Government Policy and Planning Dialogue Platforms”, leveraging existing and potential partnerships, in at least 50 countries</p>	<p><i>Outline of CPS focus for “CSO-Government Policy and Planning Dialogue Platforms” as part of expanded OP6 Grant-makers+ role</i></p> <p>SGP, in collaboration with other national agencies, will facilitate a dialogue platform that will bring together important and pertinent stakeholders at regular intervals. Dialogue will be facilitated through both face to face and virtual meetings.</p>	<p><i>Global level OP6 priority</i></p> <p><i>At least 3 meetings held</i></p>	<p><i>Target #“CSO-Government Policy and Planning Dialogue Platforms* initiated</i></p> <p>Number of CSO-Government Policy and Planning Dialogue meeting/event held</p>	<p>Individual project reporting by SGP country teams</p> <p>SGP Global Database Annual Monitoring Report (AMR) Country Programme Strategy Review</p>
<p><u>SGP OP6 Component 6:</u> <i>Promoting Social Inclusion (Grant-makers+):</i> 6.1 Gender mainstreaming considerations applied by all SGP country programmes; Gender training utilized by SGP staff, grantees, NSC members, partners 6.3 Involvement of youth and disabled is further supported in SGP projects and guidelines and best practices are widely shared with countries</p>	<p><i>Outline of CPS approach to social inclusion, including assumptions with regards to national content for supporting vulnerable and marginalized populations</i></p> <p>Social inclusion will be promoted in all projects, where possible:</p> <ul style="list-style-type: none"> <li>• Include the participation of both sexes. Gender equality is built into all SGP projects from the project identification and design phases. A gender/youth expert currently sits on the NSC</li> <li>• Involve youth and disabled persons in project implementation and country portfolio planning:</li> </ul>	<p><i>Global level OP6 priority</i></p> <p><i>Cross-cutting priority for the CPS at the national level.</i></p> <p><i>At least 3 training sessions and or workshops held</i></p>	<p><i>Target # beneficiaries (gender, youth, and disability disaggregated)</i></p> <p>Number of gender-focused training/workshop conducted</p> <p>Number persons participated (gender disaggregated)</p>	<p>Individual project reporting by SGP country teams</p> <p>SGP Global Database Annual Monitoring Report (AMR) Country Programme Strategy Review</p>
<p><u>SGP OP6 Component 7:</u> <i>Global Reach for Citizen Practice-Based Knowledge program (Grant-makers+):</i> 7.1 Digital library of community innovations is established and provides access to information to communities in at least 50 countries 7.2 South-South Community Innovation Exchange Platform promotes south-south exchanges on global environmental issues in at least 20 countries</p>	<p><i>Connections between CPS and global priorities for the digital library and SSC Innovation Exchange Platform</i></p> <p><i>(i.e. examples of tested technologies, comparative advantage and experience of SGP country programme)</i></p> <p>SGP Jamaica will work closely with CPMT on this for guidance in the development of same.</p> <p>NCs will share information through conference calls or visits countries to share experiences and lessons learnt</p>	<p><i>Global level OP6 priority</i></p> <p><i>SGP country team (NC and PA) global database input</i></p> <p><i>2-3 videos developed</i></p> <p><i>2 south south exchanges conducted</i></p>	<p><i>Target # of country innovations to be shared and disseminated at the global level*</i></p> <p>Number of community innovations developed and shared/uploaded to the SGP database</p> <p>Number of country exchanges (visit, conference calls etc.) conducted</p>	<p>SGP Global Database Annual Monitoring Report (AMR) Country Programme Strategy Review</p>



## **5. Monitoring & Evaluation plan**

### ***Programme Level***

At this level, an annual work plan is drafted and submitted to the NSC for approval. The work plan gives details of activities that will be undertaken in order to achieve the expected results of the CPS. Timelines are set for achievement of the targets and milestones. Quarterly programme updates/reports will also be provided to the National Steering Committee (NSC) members, UNOPS and CPMT. This report will provide both a synthesis of project activities as well as progress made in achievement of the broader national goals and those set by the GEF SGP project document. The overall progress and success of the country programme will be tracked based on indicators outlined in Table 6 above.

### ***Project Level***

For approved project concepts, pre-site visits will be conducted to gather additional and verify project information. Project impacts will be measured against the base-line data. Each project will select from a list of indicators linked to the expected results of the country programme, so that both the individual and cumulative contribution of projects can be ascertained. During implementation of projects, site visits will be undertaken at least twice during project implementation (providing there are no instances that may require visiting outside of the scheduled visits). Site visits will be conducted by the NC preferably halfway into the project and then a final visit close to the end of the project activities. The NC will be accompanied, at times, by the Programme Assistant and or members of the NSC. Participatory evaluations of projects are undertaken and include the SGP Secretariat, NSC members, stakeholders and grantees after completion. These visits, besides allowing for on site assessment of projects and resolution of challenges faced, also allow for the evaluation of project reports (both interim and final) submitted by grantees (NGOs/CBOs). No payments are approved by the NC until the reports are submitted and duly reviewed. At the end of the project grantees must submit a detailed final report (with a detailed financial report) of results/lessons learnt. A digital photographic library is maintained of all projects, and this facilitates assessment of project impacts.

### ***Strengthening M&E***

Efforts will be made to partner with other agencies for monitoring and evaluation, especially where common interests exist and where lessons learnt could inform research and follow-on initiatives. Interest has also been expressed by potential co-financing partners to have SGP perform monitoring and evaluation of jointly funded projects. Among targeted collaborators are: the University of the West Indies, the University of Technology, Grace Kennedy Foundation, and the UNDP.

### ***Local Community/Stakeholder Participation***

SGP Jamaica facilitates capacity building among community stakeholders, in the area of project identification and proposal writing, with a special focus on those with the least capacity. Project development sessions are hosted immediately after a *call for proposal* is issued. All grantees engaging in the development of projects will be asked to present written objectives and a scheduled work plan indicating how and when each output will be achieved and the objectives met. These will be closely monitored usually on a quarterly basis or in synch with successive disbursements and evaluated (using standard templates already developed by the SGP secretariat and/or CPMT under OP6). Monitoring is carried out by the National Coordinator and members of the NSC during field visits.

### ***Strategy for Aggregating Project Results***

The success of the SGP country programme is driven by the good performance of the portfolio of projects within each thematic area when aggregated over the operational phase (OP6). The numerical targets indicated in table 3 will be monitored against the sum of project level interventions in the corresponding component, and reported on in Annual Country Report and via the SGP website.

In cases where targets are not strictly quantitative (for example for components 5-7) the cumulative impacts of projects will be reported on to give a fulsome representation of the SGP country programme.

*Table 6: M&E Plan at the Country Programme Level*

<b>M&amp;E Activity</b>	<b>Purpose</b>	<b>Responsible parties</b>	<b>Budget source</b>	<b>Timing</b>
Country Programme Strategy elaboration	Framework for identification of community projects	NC, NSC, country stakeholders, grantee	Covered under preparatory grant	At start of operational phase
Annual Country Programme Strategy Review	Learning; adaptive management	NC, NSC, CPMT	Covered under country programme operating costs	Reviews will be conducted on annual basis <sup>25</sup> to ensure CPS is on track in achieving its outcomes and targets, and to take decisions on any revisions or adaptive management needs
NSC Meetings for ongoing review of project results and analysis	Assess effectiveness of projects, portfolios, approaches; learning; adaptive management	NC, NSC, UNDP	Covered under country programme operating costs	Minimum twice per year, one dedicated to M&E and adaptive management at end of grant year
Annual Country Report (ACR) <sup>26</sup>	Enable efficient reporting to NSC	NC presenting to NSC	Covered under country programme operating costs	Once per year in June
Annual Monitoring Report (AMR) <sup>27</sup> Survey (based on ACR)	Enable efficient reporting to CPMT and GEF; presentation of results to donor	NC submission to CPMT	Covered under country programme operating costs	Once per year in July
Strategic Country Portfolio Review	Learning; adaptive management for strategic development of Country Programme	NSC	Covered under country programme operating costs	Once per operational phase

## 6. Resource mobilization plan

The OP6 resource mobilization plan to enhance the sustainability of the SGP Country Programme grantmaking and grant-makers+ roles will include:

- (i) *Enhancing/Increasing cash and in-kind co-financing at:*

<sup>25</sup> The CPS is a living document, and should be reviewed and updated as deemed necessary by the NSC on a periodic basis as part of the annual strategy review.

<sup>26</sup> The country programme should be reviewed in consultation with the NSC members, national Rio Convention focal points, and the associated reporting requirements. The Annual Country Report should be presented at a dedicated NSC meeting in June each year to review progress and results and take decisions on key adaptive measures and targets for the following year.

<sup>27</sup> The AMR Survey will essentially draw upon information presented by the country in the Annual Country Report (ACR) with few additional questions. It will enable aggregation of country inputs by CPMT for global reporting.

- *Project level*: SGP strives for the required 1:1 co-financing of all projects. The programme provides templates for grantees to account for and report on in-kind (mandatory) co-financing. Most grantees source some cash co-financing and use funds committed by SGP to leverage other sources of funding.
  - *Landscape/seascape level*: SGP has carefully selected the landscape/seascape to coincide with areas where global environmental benefits can be secured and also where other donors are operational. This has increased the likelihood for co-financing of intervention in these areas.
  - *Country level*: SGP has extensively engaged national development and planning agencies, in identifying potential areas of joint programming and sources of co-financing. National projects that could avail funding include the Pilot Program for Climate Resilience being implemented by the PIOJ. Additionally, SGP is negotiating for funding from the National GEF STAR allocation.
- (ii) *Diversifying funding sources to achieve greater impact (i.e. non-GEF resources that help address post-2015 UN Sustainable Development Goals, SDGs)*: A number of private sector entities have been approached to provide supplemental funding for the country programme. Interest has been expressed in areas that relate to the SDGs, especially in the areas of climate change adaptation and mitigation at the community level.
- (iii) *Recovering costs to co-finance a share of the SGP country programme non-grant costs (i.e. UNDP TRAC, national host institutions, government contributions, bilateral donors)*: The SGP and UNDP will explore areas of synergy where joint programming can be mutually beneficial. There are two such priority areas that have been identified in the UNDP Country Programme Document, these are namely: Resilience to climate change and natural disaster and universal access to clean energy (Priority Area 2) and Natural resources management including rainwater harvesting and protected areas management (Priority area 3).
- (iv) *Identifying opportunities for SGP to serve as a delivery mechanism*: The NEPA and UNEP have jointly recommended the SGP to implement the community component for a medium size GEF project (IWEco). Efforts are underway to identify other opportunities of like nature. This will avail more financial resources to the country program
- (v) *Helping communities and CSOs develop proposals to access other donors and funding facilities*.
- This role can be effectively performed with the SGP NSC serving as a referral mechanism for additional funding for community-led initiatives. A number of the agencies represented on the NSC are often approached by private foundations for good environmental projects, which is a ready window of opportunity. Otherwise, the PIOJ, in its harmonizing role of national donor funding, can serve to refer projects to donor for funding considerations.
  - The climate change focal point has indicated that other sources of funding including the Green Climate Fund may be available to SGP, provided there are commonalities in the funding priorities and subject to the availability of funds.
  - There is also increasing interest in the funding of environmental projects by private sector groups. Entities are however keen to ensure that projects will provide much visibility for their brands, are in-synch with their funding priorities and are operational in areas of interest. Provided that these conditions can be satisfied, options do exist and successful SGP project having established a track record of performance could stand to benefit.

## 7. Risk Management Plan

### 7.1 Anticipated Risks

In determining the degree of risk in the table below, both the probability of the risk occurring and the potential impacts were taken into consideration. Where applicable, the performance in previous operational phases was used as the basis to assess the probability of a particular risk occurring in OP6. Additionally, it should be noted that the risks and potential impacts were considered at the **programme level**, but would also be applicable at the project level. As such, OP6 grantees would then need to determine if the risks in the table below, or any other identified risk, would affect their particular project. Furthermore, a risk range, e.g., “Low-Medium”, as opposed to a classification as “Low” or “Medium” was used, bearing in mind that the same type of risk could have different levels of impacts, depending on the specific local circumstances and the number of project(s) being considered.

*Table 7: Description of Anticipated risks identified in OP6*

<b>Describe identified risk</b>	<b>Degree of risk<sup>28</sup></b>	<b>Probability of risk<sup>29</sup></b>	<b>Risk mitigation measure foreseen</b>
<b>Social Risks</b>			
Limited Community buy-in/ ownership	Low - Medium	Low - Medium	Seek community buy-in and stakeholder support in initial project stages Enlist assistance of key stakeholders
<b>Environmental Risks</b>			
Lack of adherence to environmental guidelines and standards (while implementing projects)	Low- Medium	Low-Medium	The NC and NSC should advise grantees to investigate the national/local environmental standards and ensure that they are met during project implementation. As part of the review, monitoring and evaluation framework, the NC and NSC can verify that projects are complying with the relevant standards.
Limited data (e.g., environmental data) to support project development and implementation	Low-Medium	Low-Medium	In instances where data is not available, use assumptions, educated guesses, reference material best practice etc. to develop appropriate estimates
<b>Financial Risks</b>			
Mobilizing co-financing	Medium - High	Low-Medium	The NC and NSC can recommend/make available a list of possible co-financing partners to (potential) grantees.
Misappropriation of funds by grantees	Low-Medium	Low-Medium	Monitoring, Evaluation and Reporting on project expenditure, along with supporting documentation.

<sup>28</sup> Degree of risk: the level of impact that the risk could have on the SGP Country programme

<sup>29</sup> Probability of risk: the likelihood of the risk actually materializing. This is based on historical trends of programme implementation.

<b>Climate Risks</b>			
Natural Disasters/Extreme Weather Events	Medium-High	Medium - High	Plan for climate risks when implementing projects, e.g., through protected agriculture, climate-resilient infrastructure and climate-related capacity building of CSOs/CBOs.
<b>Institutional Risks</b>			
Limited Capacity of community groups	Medium - High	Medium-High	Early training and orientation of CBOs in key areas (e.g., project management and financial reporting)
Limited Staffing of SGP Secretariat (to support efficient/successful	Medium-High	Medium - High	Increase staff complement of SGP Secretariat by at least one

**7.2 Strategy for Tracking Risks**

Risks will be tracked throughout implementation at the project and programme levels. Grantees will identify risks at the proposal stage, along with relevant mitigation strategy. Throughout implementation, grantees will update risks (modify existing risks or add new ones), risk probabilities and mitigation strategies accordingly. Risks will be reported upon in progress report and other review and monitoring mechanisms put in place by the SGP Secretariat.

## References

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